

Mansfield Shire Council

Budget | 2021-22



Mansfield Shire

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Mayor's Introduction

In October 2020 new Councillors were elected to govern the Mansfield Shire for the next four years. Myself and my colleagues take the role very seriously and are pleased to present the 2021-22 budget. It was formed after much consideration, sifting through the previous budget, understanding Council's services and cost structures, listening to our community and seeking to eliminate unnecessary spending wherever possible.

As a result, the key features of the budget are:

- 0% rate revenue increase
- Heavy Vehicle Alternative Route (\$2.6m Council investment – funded through borrowings)
- Investment in roads of \$2.2m
- Drainage improvements \$0.7m
- Streetscape improvements in lakeside townships of Bonnie Doon and Goughs Bay (\$100k)
- Outlying Communities Infrastructure Fund (\$50k)
- Solar panels on Council buildings (\$43k) in line with Council's adopted environmental strategy
- Planning Scheme amendments to protect the Shire's vista and amenity (\$200k)
- Advocating for \$1.5m to fund a new Heritage facility at the Station Precinct.

Impacts of 2020

Our community's resilience was certainly tested in 2020 as we rallied to overcome the impacts of the summer 2019-20 bushfires and the COVID-19 pandemic on our health, wellbeing and local economy.

Council understands the last year was financially challenging for many ratepayers. This is why, although the Minister for Local Government has set the rate cap at 1.5% under the Fair Go Rates System, Council has listened and decided to instead apply 0% for 2021-22.

Zero percent rate increase (base average rates)

This means that Council will not earn any additional income from rates in 2021-22, except in relation to 'new' properties (new parcels from subdivisions, new buildings on previously vacant land etc).

Waste service charges will continue to be set at a level that enables Council to recover the cost of providing services for the collection and disposal of refuse. The cost to provide these services has increased, and therefore ratepayers can expect to see an increase on rates notices in relation to waste management.

Council believes a 0% rate rise will provide some relief to ratepayers this year.

Back to basics

As part of this Council's approach to getting back to delivering our core services well, the budget supports the effective delivery of services and looks to introduce efficiencies and keep costs to a minimum, while maintaining a high standard of customer service.

We will also continue to seek and respond to opportunities for funding that mean we can provide more support to our community in the wake of the 2019-20 bushfires and COVID-19.

Responsible leadership and community engagement

Council is listening and is committed to deliver the best possible outcomes for the community.

The new Council is now charged with preparing our first Council Plan (2021-25) which will outline how Council intends to respond to the Community Vision (also currently in the planning stages), during this four-year term. In addition, for the first time, Council will adopt a Financial Plan that summarises the ten-year financial outlook.

The Community Vision, Council Plan and Financial Plan will be adopted by Council prior to the statutory deadline of 31 October 2021. The budget, which typically responds to the Council Plan, must be adopted by 30 June 2021, and as such, this year does not include aspirational projects. Instead, it focuses on continuing to provide existing and essential services while containing operating costs.

Each of these plans requires a significant amount of community input to inform and guide Council on the vision for the Mansfield Shire, and the steps to achieving that vision. Council is looking forward to this process and invites the community to be involved. Opportunities to participate will be promoted in coming months.

Planning for the future / Planning to be ahead

Through Council's strategic planning, we acknowledge the responsibility to consider the future, as well as protect the land and lifestyle our community, businesses and industries enjoy. New initiatives include responsible land use planning to support population growth, better preparing for future Council election funding cycles and keeping Council's operational and service delivery costs down.

Funding

Council received several significant funding allocations during 2020-21, (primarily for economic recovery from the bushfires and COVID-19), that are not expected to be repeated in 2021-22.

Of note was the \$1.06m bushfire recovery funding and \$1.64m from the State government through the Working for Victoria Program. Council extends its thanks to the 39 staff that provided services under that program and will have completed their contracts by 30 June 2021. Their contribution to Council and our community during a challenging year has been extremely valuable.

Council expects to continue to receive key recurrent funding streams in 2021-22 including:

- Financial Assistance Grants (\$3.2m),
- Roads 2 Recovery (\$0.6m)
- Local Roads and Community Infrastructure (\$0.6m),
- Service delivery funding for Aged and Disability services (\$0.5m),
- Maternal & Child Health (\$0.3m) and
- Integrated Family Health (\$0.2m).

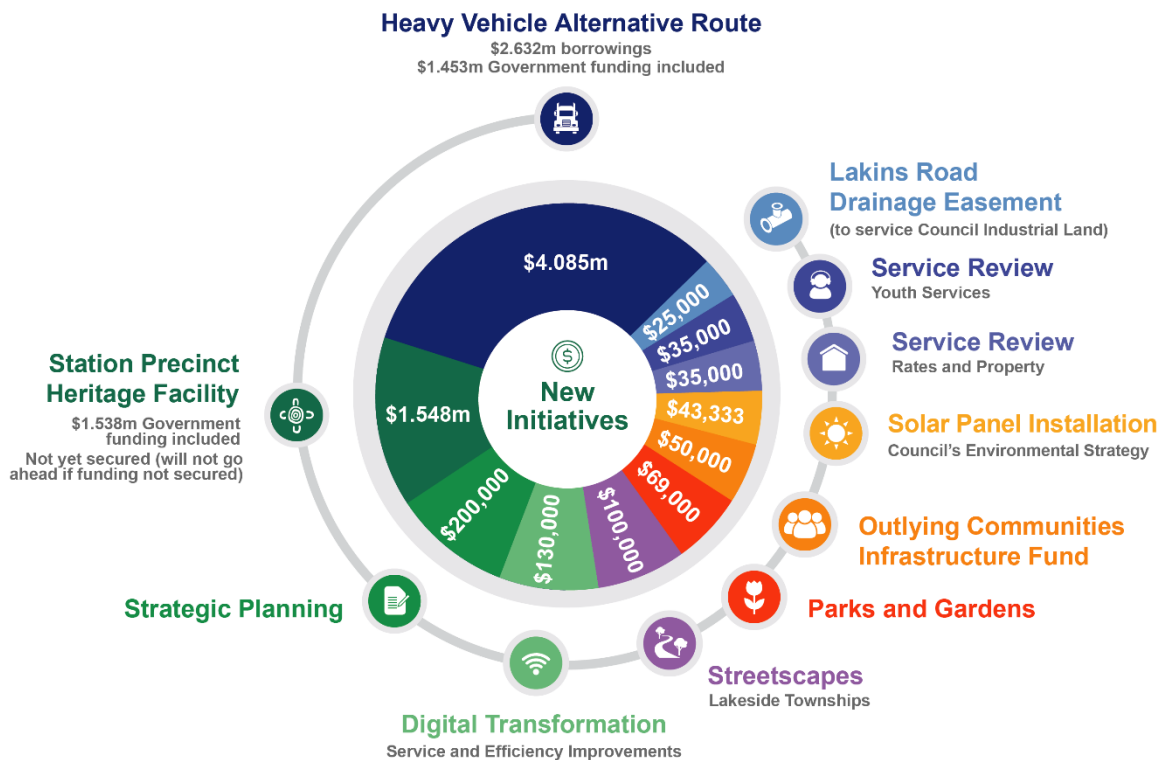
Council will work to secure funding toward a new Heritage Facility at the Station Precinct, which was identified as a key project from the Master Plan completed in 2019.

New initiatives

Council will fund just a few new initiatives in 2021-22, including:

- \$4.1m to complete the Heavy Vehicle Alternative Route and improve road safety through the central business district of Mansfield. The federal government's \$1.5m funding commitment under the Heavy Vehicle Safety Productivity Program requires that the work is completed in the 2021-22 financial year and Council therefore recommends \$2.6m in borrowings to meet our contribution.
- Council will advocate for a new Heritage Facility at the Station Precinct, delivering on the Master Plan (contingent upon successful applications for \$1.5m government funding).
- \$200,000 in strategic planning capability to progress planning scheme amendments and protect the amenity and land use within the Shire.
- \$130,000 investment in technology improvements to enable smart digital working practices, improved customer service and efficient service delivery.
- \$100,000 for planning and design works to improve the streetscapes in the outlying townships. This is the beginning of a five year program to progressively improve the amenity of our smaller towns and public spaces.
- Service reviews in the areas of rates, property and youth services valued at \$70,000.
- \$67,000 increase in parks and gardens capacity to maintain excellent service levels within the expanding public land areas arising from new subdivisions and development.
- Continuation of the Outlying Communities Infrastructure Fund, valued at \$50,000, to support community led projects for improving assets managed or maintained for community benefit outside of the Mansfield township.
- Solar panel installation on Council buildings valued at \$43,333, continuing the program commenced in 2020-21.

New Initiatives



Capital Renewal Works

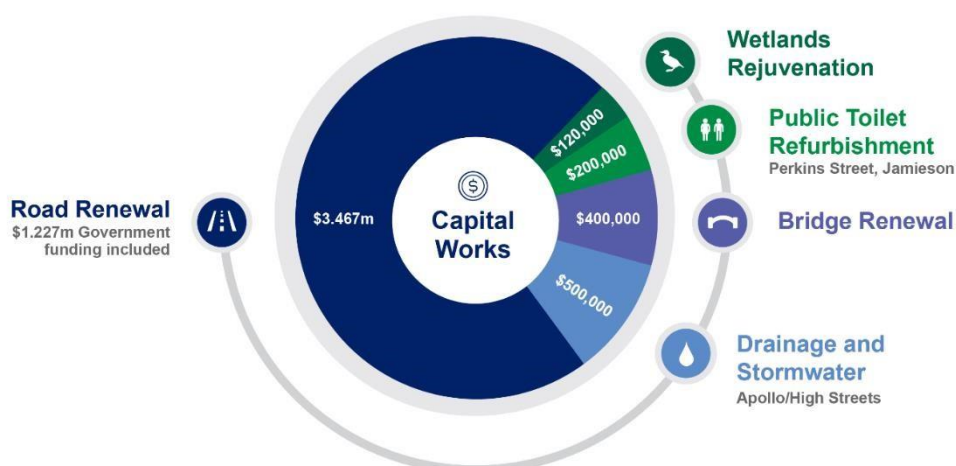
Council typically delivers a capital works program of approximately \$5-6m annually. The 2021-22 program will cost \$12.5m which is funded by:

- \$5.1m from external grants and contributions received
- \$4.8m from Council operations
- \$2.6m in new borrowings

Some of the key infrastructure projects to be undertaken include:

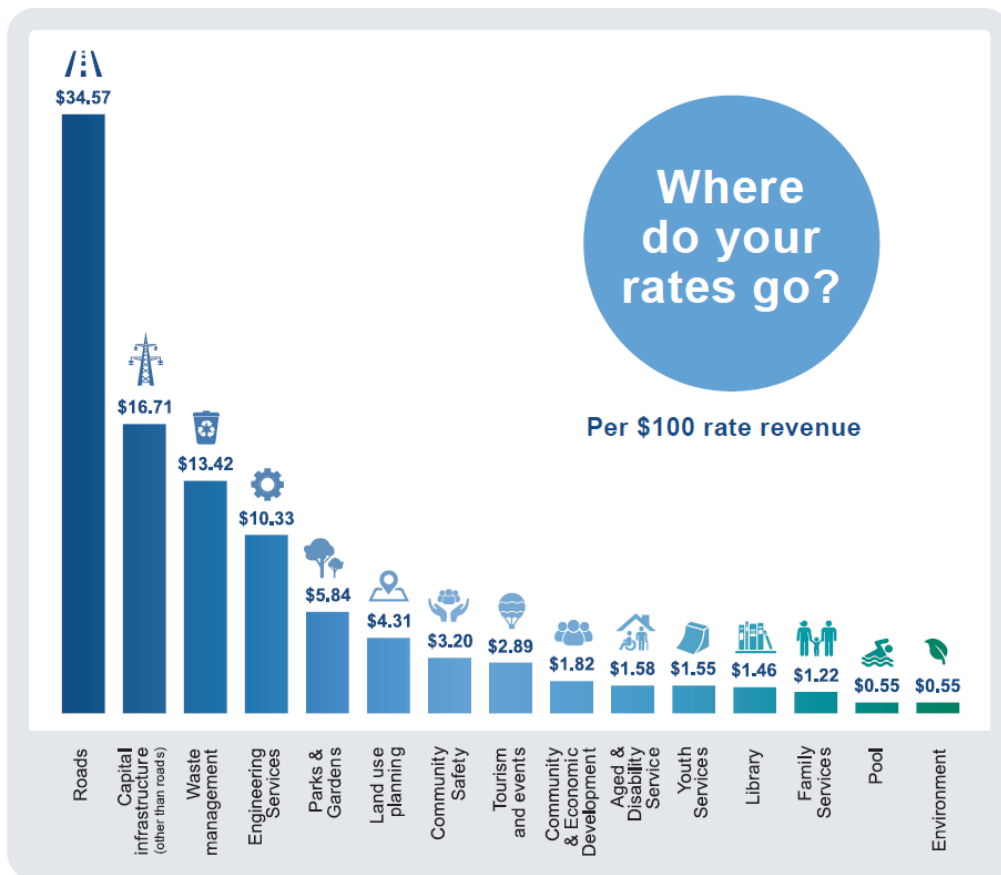
- \$3.4m for extensive road renewal projects (including \$591,592 government funding through the Roads 2 Recovery program and a further \$635,603 through the federal government Local Road and Community Infrastructure fund).
- \$620,000 invested in drainage infrastructure including storm water improvements around the intersection of Apollo Street and High Street in Mansfield, and rejuvenation of the Mullum Wetlands water catchment.
- \$400,000 to inspect and renew bridges infrastructure across the Shire.
- \$200,000 to refurbish the public toilets on Perkins Street in Jamieson.

Capital/Asset Renewal Works



I would like to thank everyone who contributed through this budget process, and I look forward to working with you to deliver these key projects. Together we will continue to enhance our way of life in our diverse and dynamic Mansfield Shire community.

Cr Mark Holcombe
Mayor



Financial Snapshot

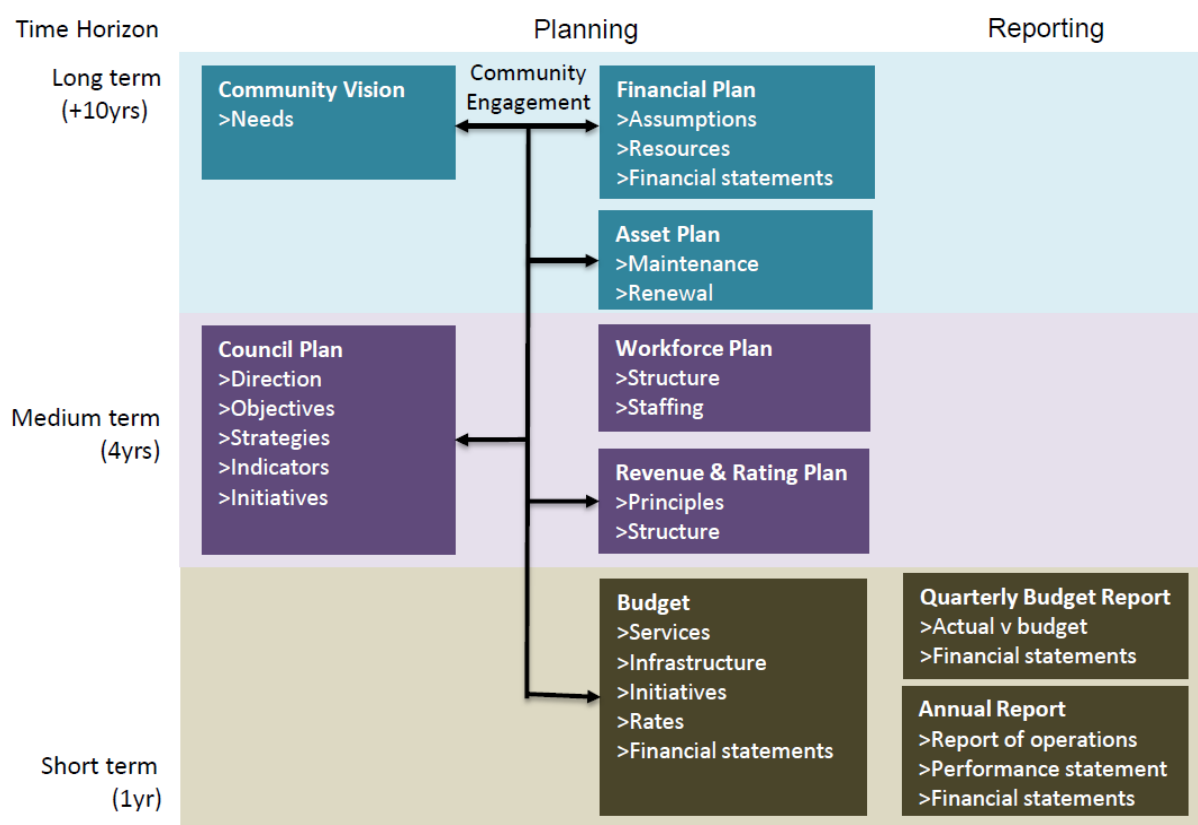
Key Statistics	2020-21 Forecast \$million	2021-22 Budget million
Total Expenditure	24.5	22.3
Comprehensive Operating Surplus	2.4	4.5
Underlying operating surplus	0.6	0.0
Cash result	3.3	3.0
Capital Works Program	11.1	12.5
<i>Funding the Capital Works Program</i>		
Council	7.7	4.8
Contributions	0.0	0.0
Borrowings	0.0	2.6
Grants	3.4	5.1

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: Mark Davies (Financial Performance Solutions)

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 engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

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

1.2 Our purpose

Our aspirations

We aspire to live, work and play in an inclusive, dynamic and prosperous place where community spirit is strong and people are empowered to engage in issues that affect their lives.

Our principles

The key principles that drive our decision making are:

- Inclusive decision making that respects diversity in opinions
- Building upon the strengths of the Shire to achieve the greatest community benefit
- Prudent short and long term financial management
- Achievement of the highest standards of good governance and leadership
- Transparency and accountability
- Commitment to Human Rights

Our core values

The values that drive our Council and Administration in the day-to-day delivery of our services and functions are:

- **Leadership** – addressing tough issues head on and planning for the long term future and prosperity of this Shire
- **Collaboration** – with our community and other key stakeholders to achieve the best outcomes for the community
- **Integrity** – achieving the highest standards of good governance, transparency and accountability
- **Respect** – recognising and valuing the diversity of views and needs within the community
- **Innovation** – exploring and embracing smarter ways to deliver our services.

1.3 Strategic objectives

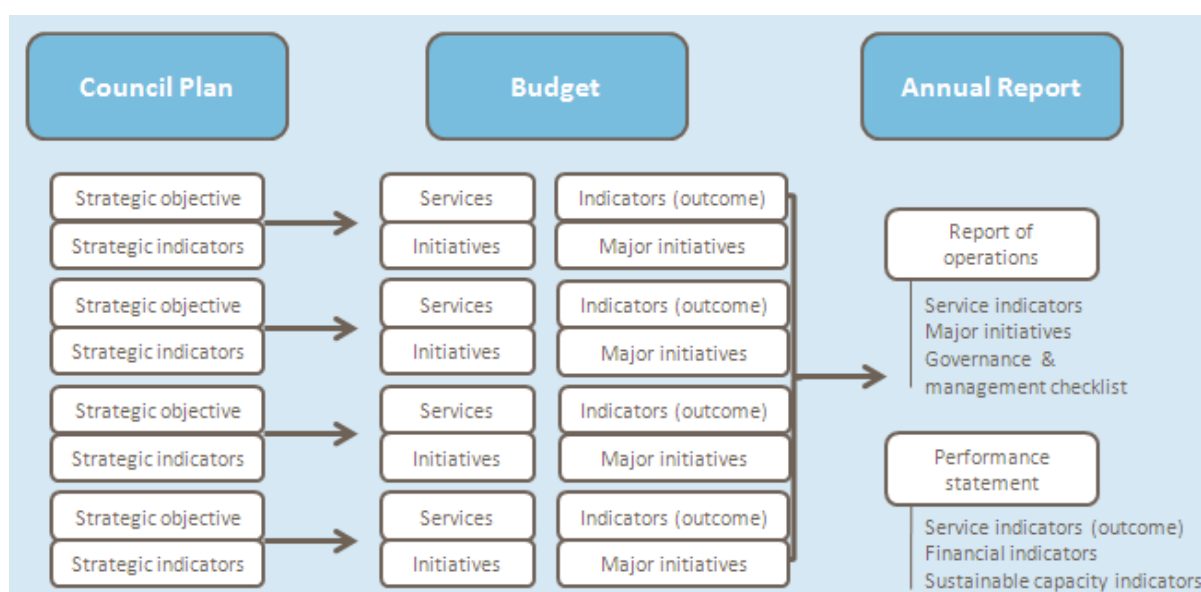
Council are yet to develop their draft Council Plan 2021-25 and determine the strategic objectives for that term.

Council will continue to deliver the existing level of services and initiatives across 28 major service categories.

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 usually describes how these will contribute to achieving the strategic objectives outlined in the Council Plan. As Council are yet to develop their draft Council Plan 2021-25 and determine the strategic objectives for that term these links cannot yet be identified. The Council Plan is expected to be adopted by the statutory deadline of 31 October 2021.

This section also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

Services

Service area	Description of services provided		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Economic development	Economic development programs and projects such as community development, business sector support initiatives and product development.	<i>Exp</i>	214	1,391	177
		<i>(Rev)</i>	(9)	(1,239)	0
		<i>NET</i>	205	152	177
Tourism & Events	A range of community and visitor events including TARGA High Country, the High Country Festival, and the Lake Eildon Festival. Contribution to Tourism North East (TNE) and cooperative marketing.	<i>Exp</i>	531	508	518
		<i>(Rev)</i>	(37)	(51)	(12)
		<i>NET</i>	494	457	506
Community assets and land management	Property management of Council owned facilities (leasing, licensing, maintenance, sale and acquisition of property).	<i>Exp</i>	215	230	526
		<i>(Rev)</i>	(81)	(70)	(68)
		<i>NET</i>	134	160	458

Service area	Description of services provided		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Financial services	Management of Council's investments and finances, payment of salaries and wages to Council employees, payment of creditor invoices, budget preparation, quarterly finance reporting to Council, and annual statutory reporting to governing bodies. The Victorian Grants Commission distributes funding support from the Commonwealth government for the administration of Council across all services, and this income is also reported as part of the Finance service.	<i>Exp</i>	1,639	627	691
		<i>(Rev)</i>	(1,506)	(2,368)	(2,364)
		<i>NET</i>	132	(1,741)	(1,673)
Revenue services	This service raises and collects property rates and charges and other sundry debtor invoices, and co-ordinates the valuation of properties throughout the municipality.	<i>Exp</i>	303	298	369
		<i>(Rev)</i>	(81)	(94)	(127)
		<i>NET</i>	222	204	242
Strategic planning	This service prepares, implements and undertakes reviews of the Mansfield Planning Scheme (as required by legislation) by developing reports, strategic studies and other matters for presentation to Council, planning panels and other stakeholders. Review of the Planning Scheme will result in the preparation and processing of planning scheme amendments to implement the Mansfield Planning Scheme's policy framework	<i>Exp</i>	17	81	225
		<i>(Rev)</i>	(37)	0	0
		<i>NET</i>	(20)	81	225

Service area	Description of services provided		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Aged and disability services	Home and community care assessment and programs, the community bus, meals on wheels, planned activity groups, senior citizens and volunteers.	<i>Exp</i>	898	1,067	1,136
		<i>(Rev)</i>	(899)	(854)	(870)
		<i>NET</i>	(1)	212	266
Community development	Community projects including community planning, development and resilience.	<i>Exp</i>	306	321	222
		<i>(Rev)</i>	(13)	(3)	(2)
		<i>NET</i>	294	318	220
Emergency management	Fire prevention and emergency management. Relief and recovery operations with a focus on the Municipal Emergency Resource Programme in the context of community capacity building.	<i>Exp</i>	323	111	150
		<i>(Rev)</i>	(922)	(79)	(63)
		<i>NET</i>	(600)	32	86
Family services & partnerships	Integrated family services, the Family, Youth and Childrens Centre, financial counselling, maternal & child health services.	<i>Exp</i>	719	935	759
		<i>(Rev)</i>	(556)	(766)	(553)
		<i>NET</i>	163	169	205
Customer service and records	This service acts as the main customer interface with the community at the Municipal Office and also the Visitor Information Centre. Services include receipting of rates and other payments, VicRoads agency services, proof of age identification cards, records and information management and providing general information and directing enquiries from the community.	<i>Exp</i>	405	457	440
		<i>(Rev)</i>	(6)	(7)	(6)
		<i>NET</i>	399	450	434
Information technology	Computer systems, facilities and infrastructure to enable Council staff to deliver services efficiently.	<i>Exp</i>	501	499	667
		<i>(Rev)</i>	0	(100)	0
		<i>NET</i>	501	399	667
Communications	Community messaging, management of media and communications including website, print and social media.	<i>Exp</i>	0	0	166
		<i>(Rev)</i>	0	0	0
		<i>NET</i>	0	0	166
Arts, culture and library	Mansfield Library services and the Mansfield Performing Arts Centre.	<i>Exp</i>	355	393	396
		<i>(Rev)</i>	(138)	(139)	(131)
		<i>NET</i>	217	254	266
Youth	Youth services including the Mansfield Youth Centre, Freeza, youth engagement program and youth development.	<i>Exp</i>	254	320	355
		<i>(Rev)</i>	(104)	(96)	(94)
		<i>NET</i>	150	224	261

Service area	Description of services provided		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Sport and recreation	Sports facilities including the Mansfield pool and Mansfield Sporting Complex, school transport, the Sport and Recreation Strategic Plan and related actions.	<i>Exp</i>	304	233	212
		<i>(Rev)</i>	(95)	(104)	(100)
		<i>NET</i>	210	130	112
Building services	Provision of information on building regulations, fencing, termites, relocation of dwellings, swimming pools and spas, requirements in bushfire prone areas, and general property issues. This service also assesses applications to vary the standard provisions of the Building Regulations, undertakes inspections to finalise permits issued by Council and receives and records all building permits issued within the Shire	<i>Exp</i>	91	99	230
		<i>(Rev)</i>	(77)	(73)	(151)
		<i>NET</i>	14	26	79
Environment	Review of planning applications, implementation of Council's environmental policy and monitoring of compliance with environmental regulations (eg EPA). This service also coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	<i>Exp</i>	96	149	118
		<i>(Rev)</i>	(25)	(56)	(26)
		<i>NET</i>	70	93	92
Health	Coordination of food safety support programs, Tobacco Act activities and smoke free dining and gaming venue issues. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	<i>Exp</i>	245	343	300
		<i>(Rev)</i>	(162)	(58)	(129)
		<i>NET</i>	83	286	172

Service area	Description of services provided		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Local laws	Animal management services including a cat trapping program, dog and cat collection, lost and found notification, Council pound, registration and administration, after hours and emergency services. Local Laws also oversee parking infringements.	<i>Exp</i>	188	276	265
		<i>(Rev)</i>	(110)	(99)	(103)
		<i>NET</i>	79	176	162
Statutory planning	The statutory planning service applies and enforces the provisions of the Mansfield Planning Scheme through expert advice to applicants community and Council, The service also assesses and determines planning and subdivision applications, and defends Council decisions at VCAT.	<i>Exp</i>	458	873	532
		<i>(Rev)</i>	(205)	(220)	(200)
		<i>NET</i>	253	653	332
Waste management	Kerbside rubbish collections of garbage and recycling waste from all households and some commercial properties in the Shire. Other waste management services include the Resource Recovery Centre and a community education program.	<i>Exp</i>	2,763	2,734	2,651
		<i>(Rev)</i>	(319)	(494)	(396)
		<i>NET</i>	2,445	2,240	2,254
Development services management	Administration support for the development services department.	<i>Exp</i>	472	184	163
		<i>(Rev)</i>	0	1	2
		<i>NET</i>	472	185	165
School crossing supervision	Supervisors at school crossings throughout the municipality to assist in ensuring school aged children are able to cross the road safely enroute to and from school.	<i>Exp</i>	74	69	70
		<i>(Rev)</i>	(31)	(32)	(32)
		<i>NET</i>	43	37	38
Roads	Ongoing maintenance of the Council's road, footpath and drain network.	<i>Exp</i>	1,784	1,657	1,761
		<i>(Rev)</i>	(940)	(937)	(971)
		<i>NET</i>	843	720	790
Field services	Infrastructure and road maintenance, renewal and upgrades.	<i>Exp</i>	108	208	254
		<i>(Rev)</i>	(5)	(6)	(6)
		<i>NET</i>	103	202	248
Parks and gardens	Tree pruning, planting and removal, street tree planning and strategies, management of Botanic Park and other parks and gardens throughout the municipality.	<i>Exp</i>	704	829	867
		<i>(Rev)</i>	(8)	(8)	(8)
		<i>NET</i>	696	821	859

Service area	Description of services provided		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Engineering	Capital works planning for civil infrastructure assets facilities maintenance works, supervision and approval of private development activities, design, tendering and contract management, and supervision of Council's capital works program.	<i>Exp</i>	1,308	1,679	1,454
		<i>(Rev)</i>	(2,327)	(105)	(177)
		<i>NET</i>	(1,019)	1,574	1,277
Governance	Statutory and corporate support for Councillors including executive management and Freedom of Information processing.	<i>Exp</i>	983	1,239	1,152
		<i>(Rev)</i>	-	-	-
		<i>NET</i>	983	1,239	1,152
Councillors	Councillor remuneration, election procedures and council induction and training programs.	<i>Exp</i>	212	388	251
		<i>(Rev)</i>	-	-	-
		<i>NET</i>	212	388	251
Human resources	Staff recruitment, resourcing, training and development, OHS and WorkCover.	<i>Exp</i>	644	2,337	561
		<i>(Rev)</i>	-	(1,647)	-
		<i>NET</i>	644	689	561
Risk Management	Identification and management of key organisation risks, fraud control, general insurance, the Audit & Risk Committee and internal audit.	<i>Exp</i>	317	319	404
		<i>(Rev)</i>	-	-	-
		<i>NET</i>	317	319	404

Major Initiatives

- 1) Deliver the Heavy Vehicle Alternative Route including upgrade of Deadhorse Lane, Mt Battery Road and Greenvale Lane
- 2) Complete and adopt a Community Vision and Council Plan in accordance with new legislation
- 3) Progress the implementation of the digital transformation strategy
- 4) Actively seek funding for the new Heritage Visitor Facility at the Station Precinct

Other Initiatives

- 5) Undertake service reviews across Rates & Property, and Youth services
- 6) Develop and adopt a 10 Year Financial Plan, in accordance with new legislation
- 7) Develop and implement a Workforce Plan, in accordance with new legislation
- 8) Implement the Waste Strategy

Service Performance Outcome Indicators

Service	Indicator	2019-20 Actual	2020-21 Forecast	2021-22 Budget
Libraries*	Participation	17%	18%	19%
Maternal and child health*	Participation in MCH service	84%	75%	75%
	Participation in MCH service by Aboriginal children	91%	100%	100%
Statutory planning*	Decision making	0%	50%	100%
Roads*	Satisfaction	49/100	60/100	60/100
Waste collection *	Waste diversion	36%	35%	35%
Aquatic facilities*	Utilisation	1.8	1.0	2.0
Animal management*	Health and safety	0%	-	-
Food safety*	Health and safety	31%	100%	100%
Governance*	Satisfaction	48/100	50/100	60/100

*refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[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 municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions / 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 year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.6 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Total **	11,452	18,042	6,590
Expenses added in:			
Depreciation	4,262		
Deficit before funding sources	15,714		
Funding sources added in:			
Rates & charges revenue	12,860		
Waste charge revenue	2,255		
Capital income	5,082		
Total funding sources	20,197		
Operating surplus for the year	(4,483)		
Less			
Non recurrent capital grants	4,480		
Capital contributions	10		
Underlying deficit for the year	7		

** Total revenue and expenditure has not been displayed by strategic objective for 2021-22 as Council is yet to determine its Council Plan for the period 2021-25.

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	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Income						
Rates and charges	4.1.1	14,809	15,115	15,630	16,192	16,766
Statutory fees and fines		359	355	361	369	376
User fees		995	1,114	1,133	1,156	1,179
Grants – operating	4.1.2	8,052	4,802	4,849	4,896	4,943
Grants - capital	4.1.2	2,468	5,072	2,275	955	511
Contributions - monetary		-	50	40	40	40
Contributions – non-monetary		-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		-	-	-	-	-
Other income		299	279	296	291	288
Total income		26,982	26,786	25,584	23,899	24,104
Expenses						
Employee costs	4.1.3	11,405	10,199	10,301	10,404	10,508
Materials and services		9,040	7,437	7,637	7,902	8,265
Depreciation and amortisation		3,686	4,262	4,210	4,312	4,411
Borrowing costs		152	144	143	127	110
Other expenses		259	262	266	271	277
Total expenses		24,542	22,304	22,557	23,016	23,572
Surplus/(deficit) for the year		2,440	4,483	2,027	883	532
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Total comprehensive result		2,440	4,483	2,027	883	532

Balance Sheet

For the four years ending 30 June 2025

		Forecast Actual	Budget	Projections		
	NOTES	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Assets						
Current assets						
Cash and cash equivalents		3,266	2,956	2,956	2,956	2,951
Trade and other receivables		1,181	1,191	1,214	1,239	1,265
Other financial assets		6,433	5,464	2,820	1,440	-
Inventories		9	9	9	9	9
Other assets		1,870	1,870	1,870	1,870	1,870
Total current assets		12,759	11,490	8,869	7,514	6,094
Non-current assets						
Trade and other receivables		47	47	47	47	47
Property, infrastructure, plant & equipment		200,214	208,334	212,665	214,460	215,968
Total non-current assets		200,261	208,381	212,712	214,507	216,015
Total assets		213,020	219,871	221,581	222,021	222,109
Liabilities						
Current liabilities						
Trade and other payables		2,736	2,736	2,832	2,832	2,832
Trust funds and deposits		1,084	1,084	1,084	1,084	1,084
Provisions		1,912	1,886	1,938	1,962	1,994
Interest-bearing liabilities	4.2.1	193	438	454	471	488
Total current liabilities		5,925	6,145	6,308	6,348	6,398
Non-current liabilities						
Provisions		391	379	353	341	336
Interest-bearing liabilities	4.2.1	1,737	3,899	3,445	2,974	2,486
Total non-current liabilities		2,128	4,278	3,797	3,315	2,822
Total liabilities		8,054	10,422	10,105	9,663	9,220
Net assets		204,966	209,449	211,476	212,358	212,890
Equity						
Accumulated surplus	4.3.2	72,762	77,245	79,272	80,154	80,686
Reserves	4.3.1	132,204	132,204	132,204	132,204	132,204
Total equity		204,966	209,449	211,476	212,358	212,890

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
2021 Forecast Actual					
Balance at beginning of the financial year		141,381	61,256	79,688	437
Surplus/(deficit) for the year		2,440	2,440	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		143,821	63,696	79,688	437
2022 Budget					
Balance at beginning of the financial year		143,821	63,696	79,688	437
Surplus/(deficit) for the year	4.3.2	4,483	4,483	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year		148,304	68,179	79,688	437
2023					
Balance at beginning of the financial year		148,304	68,179	79,688	437
Surplus/(deficit) for the year		2,027	2,027	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		150,331	70,206	79,688	437
2024					
Balance at beginning of the financial year		150,331	70,206	79,688	437
Surplus/(deficit) for the year		882	882	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		151,213	71,088	79,688	437
2025					
Balance at beginning of the financial year		151,213	71,088	79,688	437
Surplus/(deficit) for the year		532	532	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		151,745	71,620	79,688	437

Statement of Cash Flows

For the four years ending 30 June 2025

	NOTES	Forecast	Budget	Projections		
		Actual				
		2020-21	2021-22	2022-23	2023-24	2024-25
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows	Inflows	Inflows	Inflows	Inflows
		(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities						
Rates and charges		15,218	15,106	15,607	16,167	16,740
Statutory fees and fines		359	355	361	369	376
User fees		995	1,114	1,133	1,156	1,179
Grants – operating		8,052	4,802	4,849	4,896	4,943
Grants - capital		2,468	5,072	2,275	955	511
Contributions - monetary		-	50	40	40	40
Other receipts		299	279	296	291	289
Employee costs		(11,365)	(10,159)	(10,260)	(10,363)	(10,466)
Materials and services		(9,123)	(7,515)	(7,653)	(7,932)	(8,281)
Other payments		(259)	(262)	(266)	(271)	(277)
Net cash provided by/(used in) operating activities	4.4.1	6,643	8,841	6,382	5,308	5,055
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(11,088)	(12,466)	(8,505)	(6,167)	(5,985)
Proceeds from sale of property, infrastructure, plant and equipment		80	84	60	60	66
Payments for investments		-	-	-	-	-
Proceeds from sale of investments		2,866	969	2,644	1,380	1,440
Net cash provided by/(used in) investing activities	4.4.2	(8,142)	(11,413)	(5,801)	(4,727)	(4,479)
Cash flows from financing activities						
Finance costs		(152)	(144)	(143)	(127)	(110)
Proceeds from borrowings		-	2,600	-	-	-
Repayment of borrowings		(183)	(193)	(438)	(454)	(471)
Net cash provided by/(used in) financing activities	4.4.3	(335)	2,262	(581)	(581)	(581)
Net increase/(decrease) in cash & cash equivalents		(1,834)	(310)	-	-	(5)
Cash and cash equivalents at the beginning of the financial year		5,100	3,266	2,956	2,956	2,956
Cash and cash equivalents at the end of the financial year		3,266	2,956	2,956	2,956	2,951

Statement of Capital Works

For the four years ending 30 June 2025

	NOTES	Forecast	Budget	Projections		
		Actual 2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Property						
Land improvements		-	-	-	-	-
Total land		-	-	-	-	-
Buildings		603	2,477	1,318	665	1,074
Total buildings		603	2,477	1,318	665	1,074
Total property		603	2,477	1,318	665	1,074
Plant and equipment						
Plant, machinery and equipment		668	707	475	685	349
Fixtures, fittings and furniture		15	15	15	15	15
Computers and telecommunications		79	65	41	54	105
Total plant and equipment		761	787	531	754	469
Infrastructure						
Roads		5,862	7,482	3,391	3,380	3,768
Bridges		286	400	235	-	150
Footpaths and cycleways		277	125	411	77	79
Drainage		200	700	730	230	300
Recreational, leisure and community facilities		2,138	310	-	-	-
Waste management		90	-	-	10	-
Parks, open space and streetscapes		112	115	705	1,051	145
Off street car parks		659	70	-	-	-
Other infrastructure		100	-	1,183	-	-
Total infrastructure		9,724	9,202	6,656	4,748	4,442
Total capital works expenditure	4.5.1	11,088	12,466	8,505	6,167	5,985
Expenditure types represented by:						
New asset expenditure		3,908	1,858	1,527	15	15
Asset renewal expenditure		7,118	5,921	6,978	6,152	5,970
Asset upgrade expenditure		62	4,687	-	-	-
Total capital works expenditure	4.5.1	11,088	12,466	8,505	6,167	5,985
Funding sources represented by:						
Grants		3,370	5,072	2,275	955	511
Contributions		-	10	-	-	-
Council cash		7,719	4,752	6,230	5,212	5,474
Borrowings		-	2,632	-	-	-
Total capital works expenditure	4.5.1	11,088	12,466	8,505	6,167	5,985

Statement of Human Resources

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	Actual 2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Staff expenditure					
Employee costs - operating	11,405	10,199	10,301	10,404	10,508
Employee costs - capital	-	-	-	-	-
Total staff expenditure	11,405	10,199	10,301	10,404	10,508
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	104.8	106.8	106.8	106.8	106.8
Total staff numbers	104.8	106.8	106.8	106.8	106.8

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

Department	Budget 2021-22 \$'000	Comprises			
		Permanent		Casual	Temporary
		Full time \$'000	Part Time \$'000	\$'000	\$'000
Business & Performance	990	443	547	-	-
Communications	83	-	83	-	-
Community & Economic Development	1,109	641	469	-	-
Community Health & Wellbeing	1,843	680	1,163	-	-
Community Safety	742	276	466	-	-
Executive Services	945	945	-	-	-
Field Services	1,898	1,823	74	-	-
Governance & Risk	126	-	126	-	-
Operations & Capital Works	1,042	986	56	-	-
People & Culture	196	196	-	-	-
Planning & Environment	1,083	795	287	-	-
Total staff expenditure	10,056	6,786	3,271	-	-
Fringe benefits tax	25				
Contract staff	118				
Total expenditure	10,199				

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

Department	Budget 2021-22 FTE	Comprises			
		Permanent		Casual	Temporary
		Full time	Part Time		
Business & Performance	9.6	4.0	5.6	-	-
Communications	0.8	-	0.8	-	-
Community & Economic Development	12.6	6.4	6.2	-	-
Community Health & Wellbeing	21.0	6.8	14.2	-	-
Community Safety	7.8	2.6	5.2	-	-
Executive Services	6.0	6.0	-	-	-
Field Services	24.0	23.0	1.0	-	-
Governance & Risk	1.3	-	1.3	-	-
Operations & Capital Works	10.6	10.0	0.6	-	-
People & Culture	1.6	1.6	-	-	-
Planning & Environment	11.5	8.0	3.5	-	-
Total staff FTE	106.8	68.4	38.4	-	-

3.1 Summary of planned human resources expenditure

For the four years ending 30 June 2025

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Business & Performance				
Permanent - Full time	443	450	456	463
Female	268	272	276	280
Male	175	178	180	183
Self-described gender	0	0	0	0
Permanent - Part time	547	555	563	571
Female	547	555	563	571
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Business & Performance	990	1,004	1,019	1,034
Communications				
Permanent - Full time	0	0	0	0
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Permanent - Part time	83	84	86	87
Female	83	84	86	87
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Communications	83	84	86	87
Community & Economic Development				
Permanent - Full time	641	650	660	669
Female	540	548	556	564
Male	100	102	103	105
Self-described gender	0	0	0	0
Permanent - Part time	469	475	482	489
Female	469	475	482	489
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Community & Economic Development	1,109	1,126	1,142	1,159
Community Health & Wellbeing				
Permanent - Full time	680	690	700	710
Female	680	690	700	710
Male	0	0	0	0
Self-described gender	0	0	0	0
Permanent - Part time	1,163	1,180	1,197	1,214
Female	1,119	1,136	1,152	1,169
Male	43	44	44	45
Self-described gender	0	0	0	0
Total Community Health & Wellbeing	1,843	1,869	1,897	1,924

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Community Safety				
Permanent - Full time	276	280	284	288
Female	144	146	148	150
Male	132	134	136	138
Self-described gender	0	0	0	0
Permanent - Part time	466	472	479	486
Female	344	349	354	359
Male	122	124	125	127
Self-described gender	0	0	0	0
Total Community Safety	742	752	763	774
Executive Management				
Permanent - Full time	945	959	973	987
Female	741	752	763	774
Male	204	207	210	213
Self-described gender	0	0	0	0
Permanent - Part time	0	0	0	0
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Executive Management	945	959	973	987
Field Services				
Permanent - Full time	1,821	1,850	1,877	1,904
Female	155	157	160	160
Male	1,694	1,719	1,744	1,742
Self-described gender	0	0	0	0
Permanent - Part time	74	76	77	78
Female	76	77	78	78
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Field Services	1,895	1,925	1,953	1,982
Governance & Risk				
Permanent - Full time	0	0	0	0
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Permanent - Part time	126	128	130	132
Female	126	128	130	132
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Governance & Risk	126	128	130	132
Operations & Capital Works				
Permanent - Full time	986	1,000	1,015	1,030
Female	100	101	103	104
Male	886	899	912	926
Self-described gender	0	0	0	0
Permanent - Part time	56	57	58	59
Female	0	0	0	0
Male	56	57	58	59
Self-described gender	0	0	0	0
Total Operations & Capital Works	1,042	1,058	1,073	1,089

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
People & Culture				
Permanent - Full time	196	199	202	205
Female	196	199	202	205
Male	0	0	0	0
Self-described gender	0	0	0	0
Permanent - Part time	0	0	0	0
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Total People & Culture	196	199	202	205
Planning & Environment				
Permanent - Full time	795	807	819	831
Female	402	408	414	420
Male	393	399	405	411
Self-described gender	0	0	0	0
Permanent - Part time	287	292	296	300
Female	85	87	88	89
Male	202	205	208	211
Self-described gender	0	0	0	0
Total Planning & Environment	1,083	1,099	1,115	1,131
ALL DEPARTMENTS				
Permanent - Full time	6,785	6,884	6,985	7,086
Female	3,225	3,272	3,320	3,368
Male	3,561	3,613	3,665	3,718
Self-described gender	0	0	0	0
Permanent - Part time	3,271	3,319	3,367	3,416
Female	2,848	2,889	2,931	2,974
Male	423	429	436	442
Self-described gender	0	0	0	0
TOTAL ALL DEPARTMENTS	10,056	10,203	10,352	10,502
Casuals, temporary and other expenditure	0	0	0	0
Capitalised labour costs	0.0	0.0	0.0	0.0
Total staff expenditure	10,056	10,203	10,352	10,502

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE
Business & Performance				
Permanent - Full time	4.00	4.00	4.00	4.00
Female	2.00	2.00	2.00	2.00
Male	2.00	2.00	2.00	2.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	5.64	5.64	5.64	5.64
Female	5.64	5.64	5.64	5.64
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total Business & Performance	9.64	9.64	9.64	9.64
Communications				
Permanent - Full time	0.00	0.00	0.00	0.00
Female	0.00	0.00	0.00	0.00
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	0.80	0.80	0.80	0.80
Female	0.80	0.80	0.80	0.80
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total Communications	0.80	0.80	0.80	0.80
Community & Economic Development				
Permanent - Full time	6.40	6.40	6.40	6.40
Female	5.40	5.40	5.40	5.40
Male	1.00	1.00	1.00	1.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	6.25	6.25	6.25	6.25
Female	6.25	6.25	6.25	6.25
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total Community & Economic Development	12.65	12.65	12.65	12.65
Community Health & Wellbeing				
Permanent - Full time	6.80	6.80	6.80	6.80
Female	6.80	6.80	6.80	6.80
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	14.18	14.18	14.18	14.18
Female	13.48	13.48	13.48	13.48
Male	0.70	0.70	0.70	0.70
Self-described gender	0.00	0.00	0.00	0.00
Total Community Health & Wellbeing	20.98	20.98	20.98	20.98
Community Safety				
Permanent - Full time	2.60	2.60	2.60	2.60
Female	1.60	1.60	1.60	1.60
Male	1.00	1.00	1.00	1.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	5.20	5.20	5.20	5.20
Female	3.90	3.90	3.90	3.90
Male	1.30	1.30	1.30	1.30
Self-described gender	0.00	0.00	0.00	0.00
Total Community Safety	7.80	7.80	7.80	7.80

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE
Executive Management				
Permanent - Full time	6.00	6.00	6.00	6.00
Female	5.00	5.00	5.00	5.00
Male	1.00	1.00	1.00	1.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	0.00	0.00	0.00	0.00
Female	0.00	0.00	0.00	0.00
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total Executive Management	6.00	6.00	6.00	6.00
Field Services				
Permanent - Full time	23.00	23.00	23.00	23.00
Female	2.00	2.00	2.00	2.00
Male	21.00	21.00	21.00	21.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	1.00	1.00	1.00	1.00
Female	1.00	1.00	1.00	1.00
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total Field Services	24.00	24.00	24.00	24.00
Governance & Risk				
Permanent - Full time	0.00	0.00	0.00	0.00
Female	0.00	0.00	0.00	0.00
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	1.30	1.30	1.30	1.30
Female	1.30	1.30	1.30	1.30
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total Governance & Risk	1.30	1.30	1.30	1.30
Operations & Capital Works				
Permanent - Full time	10.00	10.00	10.00	10.00
Female	1.00	1.00	1.00	1.00
Male	9.00	9.00	9.00	9.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	0.60	0.60	0.60	0.60
Female	0.00	0.00	0.00	0.00
Male	0.60	0.60	0.60	0.60
Self-described gender	0.00	0.00	0.00	0.00
Total Operations & Capital Works	10.60	10.60	10.60	10.60
People & Culture				
Permanent - Full time	1.60	1.60	1.60	1.60
Female	1.60	1.60	1.60	0.00
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	0.00	0.00	0.00	0.00
Female	0.00	0.00	0.00	0.00
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total People & Culture	1.60	1.60	1.60	1.60

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE
Planning & Environment				
Permanent - Full time	8.00	8.00	8.00	8.00
Female	4.00	4.00	4.00	4.00
Male	4.00	4.00	4.00	4.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	3.47	3.47	3.47	3.47
Female	0.84	0.84	0.84	0.84
Male	2.63	2.63	2.63	2.63
Self-described gender	0.00	0.00	0.00	0.00
Total Planning & Environment	11.47	11.47	11.47	11.47
ALL DEPARTMENTS				
Permanent - Full time	68.40	8.00	8.00	8.00
Female	29.40	4.00	4.00	4.00
Male	39.00	4.00	4.00	4.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	38.44	3.47	3.47	3.47
Female	33.21	0.84	0.84	0.84
Male	5.23	2.63	2.63	2.63
Self-described gender	0.00	0.00	0.00	0.00
TOTAL ALL DEPARTMENTS	106.84	106.84	106.84	106.84
Casuals and temporary staff	0.00	0.00	0.00	0.00
Capitalised labour	0.00	0.00	0.00	0.00
Total staff numbers	106.84	106.84	106.84	106.84

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements required by the Act and the Regulations. Council assesses 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. However, in an effort to reduce the financial impost on ratepayers, particularly following a challenging year for the local economy, Council have determined to apply a 0% increase to the average rates. This means that Council will not earn any additional income from rates in 2021-22, except in relation to "new" properties (new parcels from subdivisions, new buildings on previously vacant land etc).

Waste charges for garbage, recycling and community waste will increase by 1.2% to reflect cost recovery of services for the collection and disposal of refuse.

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

	Forecast Actual 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
General rates*	9,877	10,083	206	2.1%
Municipal charge*	2,472	2,521	50	2.0%
Waste management charge	2,221	2,254	34	1.5%
Supplementary rates and rate adjustments	230	250	20	8.7%
Revenue in lieu of rates	10	10	-	0.0%
Total rates and charges	14,809	15,118	309	2.1%

*These items are subject to the rate cap established under the FGRS, except where a variation has been approved by the Essential Services Commission.

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	2020-21 Cents/\$CIV*	2021-22 Cents/\$CIV*	Change
General rate for rateable residential properties	0.2789	0.2564	-8.1%
General rate for rateable commercial properties	0.3821	0.3667	-4.0%
General rate for rateable vacant land	0.3626	0.3333	-8.1%
General rate for rateable rural residential properties	0.2482	0.2205	-11.2%
General rate for rateable farmland	0.1841	0.1513	-17.8%

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	2020-21 \$'000	2021-22 \$'000	Change \$'000	%
Residential	3,768	3,837	69	1.8%
Commercial	873	871	(2)	-0.2%
Vacant land	314	342	28	8.8%
Rural residential	3,292	3,383	91	2.8%
Farmland	1,640	1,657	17	1.0%
Total amount to be raised by general rates	9,887	10,090	203	2.1%

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	2020-21 Number	2021-22 Number	Change Number	%
Residential	3,727	3,829	102	2.7%
Commercial	374	375	1	0.3%
Vacant land	566	601	35	6.2%
Rural residential	2,429	2,452	23	0.9%
Farmland	766	778	12	1.6%
Total number of assessments	7,862	8,035	173	2.2%

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	2020-21 \$'000	2021-22 \$'000	Change \$'000	%
Residential	1,351,075	1,496,457	145,382	10.8%
Commercial	228,509	237,548	9,039	4.0%
Vacant land	86,625	102,562	15,937	18.4%
Rural residential	1,326,392	1,534,397	208,005	15.7%
Farmland	890,603	1,095,030	204,427	23.0%
Total value of land	3,883,204	4,465,994	582,790	15.0%

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	
	2020-21	2021-22	\$	%
Municipal	324.25	322.00	(2.25)	-0.69%

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

Type of Charge	2020-21	2021-22	Change	
	\$'000	\$'000	\$'000	%
Municipal	2,472	2,521	49	2.0%

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	
	2020-21	2021-22	\$	%
Kerbside rubbish collection - 80L bin	116.29	\$ 119.92	3.63	3.1%
Kerbside rubbish collection - 120L bin	174.44	\$ 179.88	5.44	3.1%
Kerbside rubbish collection - 240L bin	348.88	\$ 359.77	10.89	3.1%
Kerbside recycling collection - 240L bin	118.65	\$ 125.79	7.14	6.0%
Additional bin	118.65	\$ 125.79	7.14	6.0%
Community waste	33.36	\$ 23.62	(9.74)	-29.2%

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	2020-21	2021-22	Change	
	\$'000	\$'000	\$'000	%
Kerbside collection	1,188	1,246	58	4.9%
Recycling	765	824	59	7.7%
Community waste	258	184	(74)	-28.6%
Total	2,211	2,254	43	2.0%

4.1.1(k) Fair Go Rates System Compliance

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

	2020-21	2021-22
Total Rates (prior year annualised)	\$12,116,420	\$12,614,245
Number of rateable properties	7,855	8,035
Base Average Rates (prior year)	\$ 1,543	\$ 1,570
Maximum Rate Increase (set by the State Government)	2.00%	0.00%
Capped Average Rate (this year)	\$ 1,573	\$ 1,570
Maximum General Rates and Municipal Charges Revenue	\$12,358,748	\$12,614,245
Budgeted General Rates and Municipal Charges Revenue	\$12,358,734	\$12,611,230
Budgeted Supplementary Rates	\$ 150,000	\$ 250,000
Budgeted Total Rates and Municipal Charges Revenue	\$12,508,734	\$12,861,230

4.1.1(l) 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 (2021-22: estimated \$250,000 and 2020-21: \$150,000)
- 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 the class of land alters between residential, commercial or farmland.

4.1.1(m) Differential rates

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

- A general rate of 0.2564 cents in the dollar of CIV for all rateable residential properties
- A general rate of 0.3667 cents in the dollar of CIV for all rateable commercial properties.
- A general rate of 0.3333 cents in the dollar of CIV for all rateable vacant land
- A general rate of 0.2205 cents in the dollar of CIV for all rateable rural residential properties
- A general rate of 0.1513 cents in the dollar of CIV for all rateable farmland properties

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

Council believes 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.

Residential

The residential rate is applied to all properties that do not fall under the definition of any of the following:

- Rural residential
- Farmland
- Commercial
- Vacant land
- Cultural and recreational

The residential rate may be considered the "benchmark" rate against which all other differential rates are determined.

Rural Residential

Rural residential land is defined as any land within in the municipal district and which;

- (a) does not have the characteristics of
 - (i) Farmland
 - (ii) Vacant land
 - (iii) Cultural and recreational land
 - (iv) Commercial land

and:

- (b) has a minimum area of 2.0ha

Access to services and facilities is a key factor that should determine the level of rates levied and therefore Council has determined rural residential properties (that typically are located further from the town centre) should receive a reduced differential rate, being 14% less than the residential rate.

Farmland

Farmland is defined under section 2(1) of the *Valuation of Land Act 1960*, which states:

Farmland means any rateable land -

- (a) That is not less than 2 hectares in areas; and*
- (b) 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 for any combination of those activities; and*
- (c) that is used by a business —*
 - i. that has a significant and substantial commercial purpose or character; and*
 - ii. that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and*
 - iii. that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.*

A differential rate being 41% less than the residential rate is applied to farmland. Property owners must complete and submit Councils' "Application for Classification of Rateable Property as Farmland" form to be considered for the Farmland differential rate.

Commercial

The commercial differential rate is 143% of the residential rate. The higher differential reflects the assumption that commerce and industry, particularly tourist related businesses, attract non-residents to the municipality and consequently result in additional costs to Council.

Vacant Land

Council provides an incentive to develop vacant land by applying a differential rate of 130% of the residential rate.

While vacant land attracts fewer costs due its reduced use of council services, and arguably should therefore bear lower rates than a comparable improved property, the valuation of the property is lower (given no capital improvements) and therefore reflects this.

Cultural and Recreational

Cultural and recreational land is assessed under the *Cultural and Recreational Lands Act 1963*.

Mansfield Shire currently has 5 properties that qualify as Cultural and Recreational land under the Act. They are:

- Nillahcootie Sailing Club
- Goughs Bay Boat Club
- Mansfield Golf Club
- Mansfield Bowls Club
- Mansfield Agricultural and Pastoral Association

The rates are determined on an individual case by case basis, as required under the Act, giving consideration to:

- the benefit to the community derived from the land, and
- what is a reasonable amount to be charged for the services provided.

Rebates and Concessions - Not for Profit Retirement Villages

Under the *Local Government Act 1989* (Section 169 1(a)) Council may grant a rebate in relation to any rate or charges to assist the proper development of the municipal district.

Council has elected to provide a rebate to Beolite Village, a not-for-profit retirement village, with respect to the community benefit derived from the Community Centre facility that is available for use by members of the Mansfield Shire community.

4.1.2 Grants

	Forecast Actual 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	5,967	5,243	(724)	-12%
State funded grants	4,762	1,096	(3,666)	-77%
Total grants received	10,729	6,339	(4,390)	-41%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	3,225	3,295	69	2%
Home and community care	428	411	(17)	-4%
Recurrent - State Government				
Aged care	125	138	14	11%
Libraries	131	130	(1)	-1%
Community development and youth	45	58	14	31%
Municipal emergency response program	74	60	(14)	-18%
Family services and partnerships	542	541	(1)	0%
Environmental health	14	14	-	0%
Parks and gardens	8	8	-	0%
School crossing supervision	32	32	-	0%
Total recurrent grants	4,623	4,686	63	1%
Non-recurrent - State Government				
Community development and youth	54	38	(16)	-29%
Family services and partnerships	54	-	(54)	-100%
Community Activation and Social Isolation (CASI)	124	-	(124)	-100%
Early years education	46	-	(46)	-100%
Community recovery	1,060	-	(1,060)	-100%
Activating outdoor dining	248	-	(248)	-100%
Working for Victoria	1,647	-	(1,647)	-100%
Information and Communication Technology	100	-	(100)	-100%
Sport and recreation	10	-	(10)	-100%
Environment	25	25	-	0%
Free from violence program	7	-	(7)	-100%
Fire Services Property Levy Collection	51	53	2	4%
Waste management	10	-	(10)	-100%
Total non-recurrent grants	3,428	116	(3,312)	-97%
Total operating grants	8,051	4,802	(3,249)	-40%

	Forecast Actual 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	592	592	-	0%
Total recurrent grants	592	592	-	0%
Non-recurrent - Commonwealth Government				
Building better regions	1,722	310	(1,412)	-82%
Heavy Vehicle Safety Productivity Program	180	1,453	1,273	707%
Local Economic Recovery Program (Community Projects)	-	1,538	1,538	100%
Local road and Community Infrastructure	783	636	(148)	-19%
Non-recurrent - State Government				
Fixing Country Roads	120	-	(120)	-100%
Transport Accident Commission	20	-	(20)	-100%
Sport and Recreation	225	-	(225)	-100%
Living Libraries	-	544	544	100%
Total non-recurrent grants	3,050	4,480	1,430	47%
Total capital grants	3,642	5,072	1,430	39%
Total Grants	11,693	9,874	(1,819)	-16%

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Operating grants are expected to decrease by \$3.3 million (41%) in 2021-22 compared to forecast for 2020-21. This is largely due to three program specific non-recurrent grants that were received in 2020-21. The first is the Working For Victoria Fund – a \$1.64 million grant from the State Government to employ additional staff and boost local employment rates in response to COVID-19. The second is a combination of three tranches of State Government bushfire recovery funding – totalling \$1.06 million the funding is being used to develop and deliver community and business recovery programs including tourism activation. The third is the Activating Outdoor Dining program which provided \$0.2 million to support dining venues within the Shire to set up outdoor spaces to enable the venues to operate while providing COVID safe dining experiences.

Council continue to rely heavily on the Financial Assistance Grants and have made certain assumptions around the timing of the receipt of these funds in the preparation of the budget.

Accounting rules require these grants to be recognised as income when they are received. While the funding is allocated by the Victoria Grants Commission on a financial year basis, historically and consistently 50% of the annual funding allocation has been received "early", in June of the previous financial year. Based on this, Council has made the assumption within the budget that this payment pattern will continue throughout the four years of the Budget.

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Council has a commitment from the Heavy Vehicle Safety Productivity Program to provide \$1.4m toward completion of the heavy vehicle alternative route in Mansfield. The total project will cost \$4 million, with the remaining funds to be derived from new borrowings.

Federal funding under the Building Better Regions program of \$0.3 million will be received in 2021-22 toward the completion of the dual court indoor multi-use sports stadium and associated infrastructure, which experienced delays in construction during COVID. The project is expected to be completed in August 2021, and the total funding received for this project is \$3.4 million over three years.

Council will also seek grant funding of \$1.5 million for a new Heritage Facility, in response to the Station Precinct Master Plan.

4.1.3 Employee costs

	Budget 2020-21	Forecast Actual 2020-21	Budget 2021-22	Change Forecast 2020-21 to Budget 2021-22	
	\$'000	\$'000	\$'000	\$'000	%
Salaries and wages	9,619	9,597	10,056	460	4.8%
Working For Victoria program (funded)	1,647	1,647	-	(1,647)	-100.0%
Fringe benefits tax	35	27	25	(2)	-6.4%
Contract staff	16	134	118	(16)	-12.2%
Total employee costs	11,318	11,405	10,199	(1,205)	-10.6%
	FTE	FTE	FTE	FTE	%
Funded externally (in full or in part)	20.1	22.3	22.9	0.6	2.7%
Council funded (in full)	84.1	82.5	83.9	1.4	1.7%
Total staff numbers	104.1	104.8	106.8	2.0	1.9%

The increase in total employee costs when comparing Budget 2020-21 excluding the Working for Victoria program (\$9.619m) to Budget 2021-22 (\$10.056m) is 4.5%.

The Budget 2021-22 includes the following key changes from the 2020-21 budget:

- Staggered banding increases as staff progress through the levels within their position's banding and an estimated Enterprise Agreement (EA) annual wage increase of 1% on 7 November each year (\$97k). The most recent EA expired on 7 November 2020. Bargaining for a new agreement commenced in March 2021 and is expected to be finalised by November 2021. The budget estimates a 1% salary increase, however this is subject to the rate negotiated in the new EA.
- Change in the superannuation guarantee contribution rate (set by the Australian Taxation Office) from 9.5% to 10% as of 1 July 2021, \$44k.
- Additional staffing of 2 FTE at \$176k:
 - Seasonal staffing (1 full time equivalent) in the parks and gardens team to cope with the increased volumes of public open space and nature strips that requires maintaining.
 - Increased capacity in strategic planning (1 full time equivalent) to facilitate and progress scheme amendments in-house.
- Participation in the government funded Women Building Surveyors program, \$54k.

**The Working for Victoria Fund is a \$1.64 million grant received from the State Government in 2020-21 to employ additional staff and boost local employment rates in response to COVID-19. The funding provided for up to 33.6 full time equivalent staff to be employed in new roles, for a period of twelve months to 31 December 2020. The additional headcount is not shown in the 2020-21 numbers in the tables as they will no longer be employed at 30 June 2021, the end of the financial year.

4.2 Balance Sheet

4.2.1 Borrowings

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

	2020-21	2021-22
	\$'000	\$'000
Amount borrowed as at 30 June of the prior year	2,113	1,930
Amount proposed to be borrowed	-	2,600
Amount projected to be redeemed	(183)	(193)
Amount of borrowings as at 30 June	1,930	4,337

Council currently has two separate borrowing arrangements. The two loans have 9 and 10 years left to run respectively.

Council plan to borrow an additional \$2.6m to fund the completion of the Heavy Vehicle Alternative Route in 2021-22. The road project will divert heavy vehicle traffic around the outskirts of the Mansfield township (via Deadhorse Lane and Greenvale Lane) improving safety for pedestrians, cyclists and motorists in and around the Mansfield central business district.

New loans drawn by Council are subject to a tender process to ensure best value principles are applied. The budget estimates the loan will have a repayment term of ten years and a fixed annual interest rate of 2.06% based on current market rates for government entities.

4.3 Statement of Changes in Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

4.3.1 Reserves

Council revalues its major asset classes of Bridges, Drainage, Roads, Land, Land improvements and Buildings on a rolling 2-3 year cycle. Any resulting change in value will increase or decrease the asset class (Property, Plant, Equipment and Infrastructure on the Balance Sheet) and a corresponding increase or decrease will be reflected in the Asset Revaluation Reserve. While it is likely that each year the revaluation process will require a change in the value of the reserve, the quantity is unknown and unable to be estimated with any level of accuracy. For this reason, and given the change is purely non-cash (and therefore cannot impact the level of spend on services and infrastructure) the budget does not make provision for any estimated change in the asset revaluation reserve.

Council's Other Reserves shown in the Statement of Changes in Equity relate to developer contributions and waste management. The developer contribution reserves represent cash contributions provided to Council by property developers that are earmarked to go toward new or upgraded community infrastructure such as open space, carparks and roads.

The waste management reserve is used to manage any over or under recovery of the cost to collect and dispose of refuse through waste service charges to ratepayers. Surplus waste management funds will be placed in reserve and used to offset future waste infrastructure costs and future decreases in waste service charges. The reserve is utilised in an effort to smooth the impact of peaks and troughs in the cost of infrastructure renewal required to effectively and efficiently collect and dispose of waste.

4.3.2 Accumulated surplus

The movement in the accumulated surplus is the equivalent of the annual surplus for the year.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by operating activities

Cashflows provided by operating activities are reconciled to the surplus for the year on the Income Statement as shown in the table below.

	Forecast Actual 2020-21 \$'000	Budget 2021-22 \$'000	Variance \$'000
Surplus (deficit) for the year	2,440	4,483	2,042
Depreciation	3,686	4,262	576
Finance costs	152	144	(8)
Net movement in current assets and liabilities	364	(47)	(411)
Cash flows available from operating activities	6,643	8,842	2,199

4.4.2 Net cash flows used in investing activities

Investing cashflows relate to the cost of the capital works program for the year, offset by any proceeds from sale of assets, as well as transfers in and out of term deposits over 3 months.

4.4.3 Net cash flows provided used in financing activities

Financing cashflows relate to the repayment of borrowings (principal and interest). Council currently has two separate borrowing arrangements. As each loan is fully repaid, the financing cashflow reduces. These two loans have 9 and 10 years left to run respectively.

Council plan to borrow an additional \$2.6m in 2021-22 to fund the completion of the Heavy Vehicle Alternative Route. The road project will divert heavy vehicle traffic around the outskirts of the Mansfield township (via Deadhorse Lane and Greenvale Lane) improving safety for pedestrians, cyclists and motorists in and around the Mansfield central business district.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2021-22 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual	Budget	Change	
	2020-21	2021-22	\$'000	%
	\$'000	\$'000	\$'000	%
Property	603	2,477	1,874	311%
Plant and equipment	851	787	(64)	-8%
Infrastructure	9,634	9,202	(432)	-4%
Total	11,088	12,466	1,378	12%

	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	2,477	1,548	327	602	-	2,082	10	385	-
Plant and equipment	787	-	787	-	-	-	-	787	-
Infrastructure	9,202	310	4,807	4,085	-	2,990	-	3,580	2,632
Total	12,466	1,858	5,921	4,687	-	5,072	10	4,752	2,632

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
<i>Building renewal</i>	327	-	327	-	-	-	-	327	-
<i>Library renovation & extension</i>	559	-	-	559	-	544	-	15	-
<i>Solar panelling</i>	43	-	-	43	-	-	-	43	-
<i>Heritage facility @ Station Precinct</i>	1,548	1,548	-	-	-	1,538	10	-	-
TOTAL PROPERTY	2,477	1,548	327	602	-	2,082	10	385	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
<i>Heavy fleet renewal</i>	400	-	400	-	-	-	-	400	-
<i>Light fleet renewal</i>	232	-	232	-	-	-	-	232	-
<i>Small equipment renewal</i>	75	-	75	-	-	-	-	75	-
Fixtures, Fittings and Furniture									
<i>Furniture and fixture replacement</i>	15	-	15	-	-	-	-	15	-
Computers and Telecommunications									
<i>IT hardware</i>	65	-	65	-	-	-	-	65	-
TOTAL PLANT AND EQUIPMENT	787	-	787	-	-	-	-	787	-
INFRASTRUCTURE									
Roads									
<i>Reseal Program</i>	1,475	-	1,475	-	-	592	-	884	-
<i>Heavy vehicle alternative route</i>	4,085	-	-	4,085	-	1,453	-	-	2,632
<i>Resheet Program</i>	1,822	-	1,822	-	-	636	-	1,186	-
<i>Kerb and Channel Renewal Program</i>	100	-	100	-	-	-	-	100	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Bridges									
<i>Bridge renewal program</i>	400	-	400	-	-	-	-	400	-
Footpaths and Cycleways									
<i>Concrete path renewal</i>	50	-	50	-	-	-	-	50	-
<i>Gravel path renewal</i>	25	-	25	-	-	-	-	25	-
<i>Botanic Park path renewal</i>	50	-	50	-	-	-	-	50	-
Drainage									
<i>Drainage Renewal Program</i>	50	-	50	-	-	-	-	50	-
<i>Stormwater Drainage Works: Cnr Apollo and High Streets</i>	500	-	500	-	-	-	-	500	-
<i>Wetlands rejuvenation</i>	150	-	150	-	-	-	-	150	-
Parks, Open Space and Streetscapes									
<i>Streetscape renewal program – outlying townships</i>	100	-	100	-	-	-	-	100	-
<i>BBQ shelter</i>	15	-	15	-	-	-	-	15	-
Off Street Car Parks									
<i>Car park seal renewal</i>	70	-	70	-	-	-	-	70	-
TOTAL INFRASTRUCTURE	8,892	-	4,807	4,085	-	2,680	-	3,580	2,632
TOTAL CAPITAL WORKS	12,156	1,548	5,921	4,687	-	4,762	10	4,752	2,632

4.5.3 Works carried forward from the 2020-21 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Recreational, Leisure & Community Facilities									
<i>Dual court indoor stadium</i>	310	310	-	-	-	310	-	-	-
TOTAL INFRASTRUCTURE	310	310	-	-	-	310	-	-	-
TOTAL CARRIED FORWARD CAPITAL WORKS	310	310	-	-	-	310	-	-	-

4.5.4 Summary of planned capital works expenditure for the four years ended 30 June 2025

2022-23	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	1,318	-	1,318	-	-	1,318	100	-	1,218	-
Total Buildings	1,318	-	1,318	-	-	1,318	100	-	1,218	-
Total Property	1,318	-	1,318	-	-	1,318	100	-	1,218	-
Plant and Equipment										
Plant, machinery and equipment	475	-	475	-	-	475	-	-	475	-
Fixtures, fittings and furniture	15	-	15	-	-	15	-	-	15	-
Computers and telecommunications	41	-	41	-	-	41	-	-	41	-
Total Plant and Equipment	531	-	531	-	-	531	-	-	531	-
Infrastructure										
Roads	3,391	-	3,391	-	-	3,391	592	-	2,800	-
Bridges	235	-	235	-	-	235	-	-	235	-
Footpaths and cycleways	411	289	122	-	-	411	100	-	311	-
Drainage	730	-	730	-	-	730	-	-	730	-
Recreational, leisure and community facilities	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	705	40	665	-	-	705	300	-	405	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	1,183	1,183	-	-	-	1,183	1,183	-	-	-
Total Infrastructure	6,656	1,512	5,144	-	-	6,656	2,175	-	4,481	-
Total Capital Works Expenditure	8,505	1,512	6,993	-	-	8,505	2,275	-	6,230	-

2023-24	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Buildings	665	-	665	-	-	-	100	-	565	-
Total Buildings	665	-	665	-	-	-	100	-	565	-
Total Property	665	-	665	-	-	-	100	-	565	-
Plant and Equipment										
Plant, machinery and equipment	685	-	685	-	-	-	-	-	685	-
Fixtures, fittings and furniture	15	-	15	-	-	-	-	-	15	-
Computers and telecommunications	54	-	54	-	-	-	-	-	54	-
Total Plant and Equipment	754	-	754	-	-	-	-	-	754	-
Infrastructure										
Roads	3,380	-	3,380	-	-	3,380	592	-	2,789	-
Bridges	-	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	77	-	77	-	-	77	-	-	77	-
Drainage	230	-	230	-	-	230	-	-	230	-
Recreational, leisure and community facilities	-	-	-	-	-	-	-	-	-	-
Waste management	10	-	10	-	-	10	-	-	10	-
Parks, open space and streetscapes	1,051	-	1,051	-	-	1,051	263	-	788	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-
Total Infrastructure	4,748	-	4,748	-	-	4,748	855	-	3,893	-
Total Capital Works Expenditure	6,167	-	6,167	-	-	6,167	955	-	5,212	-

2024-25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	1,074	-	1,074	-	-	-	-	-	1,074	-
Total Buildings	1,074	-	1,074	-	-	-	-	-	1,074	-
Total Property	1,074	-	1,074	-	-	-	-	-	1,074	-
Plant and Equipment										
Plant, machinery and equipment	349	-	349	-	-	-	-	-	349	-
Fixtures, fittings and furniture	15	-	15	-	-	-	-	-	15	-
Computers and telecommunications	105	-	105	-	-	-	-	-	105	-
Total Plant and Equipment	469	-	469	-	-	-	-	-	469	-
Infrastructure										
Roads	3,768	-	3,768	-	-	3,768	436	-	3,332	-
Bridges	150	-	150	-	-	150	75	-	75	-
Footpaths and cycleways	79	-	79	-	-	79	-	-	79	-
Drainage	300	-	300	-	-	300	-	-	300	-
Recreational, leisure and community facilities	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	145	-	145	-	-	145	-	-	145	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-	-
Total Infrastructure	4,442	-	4,442	-	-	4,442	511	-	3,931	-
Total Capital Works Expenditure	5,985	-	5,985	-	-	5,985	511	-	5,474	-

5. Financial performance indicators

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

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend +/-
			2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	2%	2%	0%	1%	2%	2%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	304%	215%	187%	141%	118%	95%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	19%	51%	49%	48%	47%	47%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	15%	13%	29%	25%	21%	18%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2%	2%	2%	4%	4%	3%	-
Indebtedness	Non-current liabilities / own source revenue		15%	13%	25%	22%	18%	15%	-
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	63%	195%	249%	166%	143%	135%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	65%	59%	68%	69%	69%	70%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.4%	0.4%	0.3%	0.3%	0.3%	0.3%	o

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend +/-
			2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	
Efficiency									
Expenditure level	Total expenses / no. of property assessments		\$2,720	\$3,122	\$2,776	\$2,780	\$2,808	\$2,847	-
Revenue level	Total rate revenue / no. of residential property assessments		\$1,537	\$1,601	\$1,601	\$1,643	\$1,690	\$1,754	-

Key to Forecast Trend:

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

Notes to indicators

1. Adjusted underlying result

This is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Steady surpluses are expected over the period allowing Council to continue to invest in capital renewal projects.

2. Working Capital

This identifies the proportion of current liabilities represented by current assets. Working capital is forecast to decline steadily as Council's capital renewal costs exceed the amount of cash generated by operating activities.

3. Unrestricted Cash

The declining trend reflects the decline in Council's cash balances over the four year period.

4. Debt compared to rates

Council intends to draw new borrowings of \$2.6m in 2021-22. Total debt remains within prudential levels, and the positive trend from 2022-23 onward reflects Council's continued redemption of long term debt.

5. Asset renewal

This percentage indicates the extent of Council's renewal and upgrade of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. The high percentage in 2021-22 reflects the investment in delivering the Heavy Vehicle Alternative Route (\$4m – an upgrade project). Asset modelling indicates that Council's renewal costs exceed depreciation as a notional level of investment required.

6. Rates concentration

Reflects the extent of reliance on rate revenues to fund all of Council's on-going services. This indicator remains relatively steady throughout the four year period. The drop in 2020-21 is a result of significant volume of non-recurrent grant income Council received toward economic recovery from bushfire and COVID.