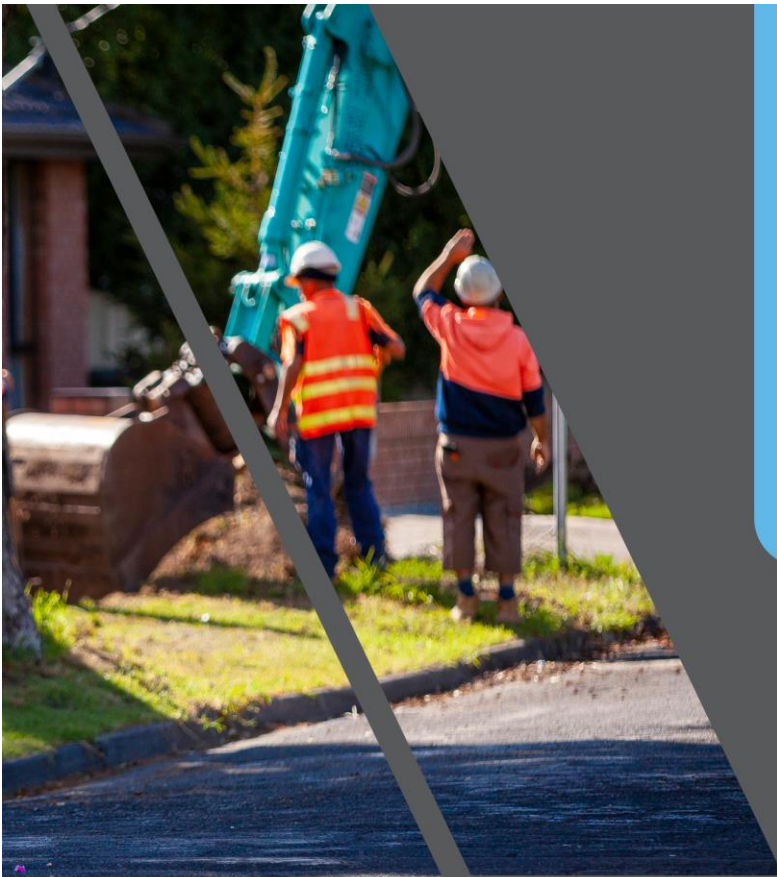


Hobsons Bay City Council Proposed Annual Budget Report: 2023-24



**HOBSONS
BAY CITY
COUNCIL**



Local Government Victoria

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Mayor's Message

Council is proud to present the [Proposed] Annual Budget 2023-24 to our community.

Despite challenging economic conditions, this Budget is financially responsible and sustainable, while still delivering the infrastructure and services that will help make Hobsons Bay an even better place to live, work and play.

The Budget also responds to the increasing cost-of living-pressures on ratepayers.

Rates will increase by an average 3.5 per cent across all property categories, which is significantly lower than the current rate of inflation (7.8 per cent over the 12 months to the December 2023, as measured by the Consumer Price Index).

For residential properties, the average rate increase will be less than one per cent (0.88 per cent).

Service charges for the collection, disposal and processing of garbage, recycling, glass, garden and food waste and hard waste will increase by 7.7 per cent in 2023-24 to help cover of Council's considerable investment to introduce a four-bin system in 2019-20

While Council has sought to minimise the impact of increases on ratepayers, we will continue to offer rate relief through our Financial Hardship Policy.

Investing in infrastructure for current and future needs

The [Proposed] Annual Budget 2023-24 is based on an operational surplus of \$15.502 million, which will be directed towards our \$58.075 million Capital Works Program. New borrowings of \$14 million will also be required to help deliver new infrastructure and maintain existing assets across our community.

The 2023-24 Capital Works Program includes:

- Buildings (\$19.845 million), including sporting and recreational facilities (\$10.790 million), environmental sustainability initiatives (\$3.5 million), community centres (\$3.440 million) and the building renewal program (\$2.115 million)
- Recreation and open space (\$12.300 million), including parks, open space and streetscapes (\$9.795 million), recreational, leisure and community facilities (\$1.695 million) and bridges (\$760,000)
- Roads (\$14.350 million), drains (\$2.540 million), footpaths and cycleways (\$1.940 million)
- Waste management (\$1.350 million)
- Plant and equipment (\$5.200 million), including scheduled replacement of Council's vehicle and plant fleets (\$2.870 million), library resources (\$900,000) and information technology (\$980,000)

The capital works program includes major projects that will benefit our community, including:

- \$1.22 million to build the Altona Meadows Excellence Hub. (Total cost of the multi-year project is \$2.72 million).
- \$4.71 million for works at HC Kim Reserve in Seaholme, including construction of the new pavilion and sports field.
- \$5.235 million for construction of the Bruce Comben Reserve southern area and design of the Western Aquatic and Early Years Centre in Altona Meadows.
- \$3.23 million for the construction of the multipurpose community facility and car park at Dennis Reserve, Williamstown.
- \$1.6 million to complete Better Places Laverton initiatives, including the McCormack Park bridge and road construction and cycling infrastructure upgrades on Railway Avenue.

Delivering services our community needs

As well as building and maintaining infrastructure for our community, Council delivers more than 100 services across Hobsons Bay.

These services are vital to ensuring all members of our community can participate equitably, feel safe and connected, and enjoy good health and social wellbeing.

Some of the service areas funded in the 2023-24 Budget include:

- Community Support (\$3.554 million), which includes support and activities for older residents, younger people with disabilities, and carers.
- Early Years (\$1.269 million), which provides access to affordable and high-quality children's services, as well as support, mentoring, management, and advocacy for local early years' service providers.
- Community Child Health (\$3.549 million), which delivers a universal primary health (maternal and child health) and immunisation service available to all Hobsons Bay families with children from birth to school age.
- Youth Services (\$1.592 million), which supports local young people with a range of social activities, leadership development, and mental health and support services.
- Community Learning and Service Centres (\$7.590 million), which manages the Council+ service centres, library branches and community centres.
- Community Development (\$2.668 million), which provides \$1.131 million in grants to Hobsons Bay community organisations, generates key community projects, and builds internal and external capacity to deliver inclusive and responsive services that meet the needs of diverse and disadvantaged communities.
- Arts and culture (\$1.457 million), which provides visual arts, public art, cultural development, heritage, Indigenous culture, cultural collections, festival and events and arts spaces.

Advocating for our future

In 2023-24, Council will continue to advocate to the other levels of government for the funding needed to help us deliver an ongoing high standard of services and infrastructure. We will also continue to seek support for major projects that will bring economic, environmental, and social benefits to our city, such as the Hobsons Bay Wetlands Centre and the Western Aquatic and Leisure Centre.

While not included in the current Ten Year Capital Works Program, the 2023-24 Budget includes a \$1.261 million transfer to the newly created Advocacy Projects reserve. The long-term Financial Plan also includes transfers each year to the Advocacy Project reserve to fund these projects in the future.

Working with our community

Our community plays an important role in helping us develop the budget.

Over the six months it takes to put the budget together, Council consults directly with sports clubs, community groups and businesses and the community. Councillors also have an influence, including bringing forwards items for consideration on behalf of their community.

The policies, strategies and master plans Council develops throughout the year also influence the budget development, as well as other existing strategic documents, including the long-term financial plan and asset management plan. Many of these documents and projects go through a community consultation process. The community's best opportunity to influence the budget development is to participate in these consultations throughout the year.

These opportunities are widely promoted via social media, the community newsletter distributed to residents, Council+ centres and libraries, and the local newspaper. In addition, and aligned to statutory requirements, Council advertises and seeks public input, feedback, and submissions on its [Proposed] Annual Budget during April and May each year.

Getting the balance right

While inflation is increasing the cost of delivering essential services, programs and infrastructure projects that benefit our community, Council is determined to minimise the impact on ratepayers.

In 2023-2024, general rates will increase by 3.5 per cent, which is consistent with the Victorian Government's rate-capping policy and well below the Consumer Price Index (CPI) – the standard measure of inflation.

It is important to note that the 3.5 per cent rate increase is applied to the total amount collected from rateable properties across the city and is not applied equally to individual properties. This means that some ratepayers will pay less than 3.5 per cent, while others will pay more. However, overall general rates won't exceed the rate cap.

Further, comparing Hobsons Bay's average rate figure with those of other councils is misleading because it is based on an average that includes every property in the municipality, which in Hobson Bay includes the large petro-chemical and industrial properties that most municipalities don't have.

Looking at the average rate and waste service charge for residential properties based on information from Victoria's 79 Councils in 2022-23, Hobsons Bay was estimated to be the 28th highest in the state and generally comparable with similar metropolitan councils and is expected to be at a similar level in 2023-24.

In setting rates, all properties are revalued each year by a state government-appointed independent valuer, with the revaluation process designed to ensure rates are fairly redistributed across all properties in the city.

While the average general rate increase across all property categories is 3.5 per cent, the most recent revaluations will result in the following average rate increases/decreases across the various property categories:

Residential	0.88 per cent increase
Residential vacant land	2.56 per cent decrease
Commercial	0.44 per cent increase
Industrial	12.53 per cent increase
Petrochemical	8.03 per cent decrease
Cultural and recreational	10.97 per cent increase

Service charges for the collection, disposal and processing of garbage, recycling, glass, garden and food waste and hard waste will increase by 7.7 per cent in 2023-24. This increase, which is not subject to the state government rate cap, will help cover the cost of Council's considerable investment to introduce a four-bin system in 2019-20. As a result, it is anticipated that the 'waste management' reserve will be in deficit of approximately \$4 million by 30 June 2023. Council has decided to progressively recover this investment over future years.

Importantly, Council will continue to offer rate relief measure through our Financial Hardship Policy, with \$100,000 allocated in the Budget for this vital program.



Cr Antoinette (Tony) Briffa JP
Mayor of Hobsons Bay

Our Councillors



**CR ANTOINETTE
(TONY) BRIFFA JP**



**DEPUTY MAYOR
CR DIANA GRIMA**



CR MATT TYLER



CR DARIA KELLANDER



CR PETER HEMPHILL



CR JONATHON MARSDEN



**CR PAMELA
SUTTON-LEGAUD**

WETLANDS WARD

Altona Meadows, Laverton,
Seabrook

DEPUTY MAYOR CR DIANA GRIMA
Wetlands Ward Councillor

MOBILE NUMBER: 0499 600 476
TELEPHONE: 9932 1044
EMAIL: dgrima@hobsonsabay.vic.gov.au

CR MATT TYLER
Wetlands Ward Councillor

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CHERRY LAKE WARD

Altona, Altona Meadows,
Altona North, Brooklyn, Seaholme

MAYOR CR ANTOINETTE (TONY) BRIFFA JP
Cherry Lake Ward Councillor

MOBILE NUMBER: 0418 398 906
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CR DARIA KELLANDER
Cherry Lake Ward Councillor

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EMAIL: dkellander@hobsonsabay.vic.gov.au

STRAND WARD

Altona North, Newport,
South Kingsville, Spotswood,
Williamstown North, Williamstown

CR PETER HEMPHILL
Strand Ward Councillor

MOBILE NUMBER: 0419 762 266
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CR JONATHON MARSDEN
Strand Ward Councillor

MOBILE NUMBER: 0419 868 009
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EMAIL: jmarsden@hobsonsabay.vic.gov.au

CR PAMELA SUTTON-LEGAUD
Strand Ward Councillor

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The Council is elected to provide good governance in its municipal district for the benefit and wellbeing of the municipal community. On 24 October 2020 the residents and ratepayers of Hobsons Bay elected this Council for a four-year term.

Seven Councillors are elected across the three Wards that represent Hobsons Bay. Two Councillors represent the Cherry Lake Ward, two Councillors represent the Wetlands Ward and three Councillors represent the Strand Ward. Councillors have the responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



Executive Summary



Council has prepared a Budget for the 2023-24 financial year, which seeks to balance the demand for services and infrastructure with the community's capacity to pay and *The Fair Go Rates System*.

Overall, operating expenditure budgeted for 2023-24 has increased by 2.9 per cent over the 2022-23 forecast as the provision of services return to normal pre-COVID levels.

Over the coming years Council will continue to ensure that it remains financially sustainable in a rate capped environment. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, long term financial position, financial sustainability, and the strategic objectives of the Council.

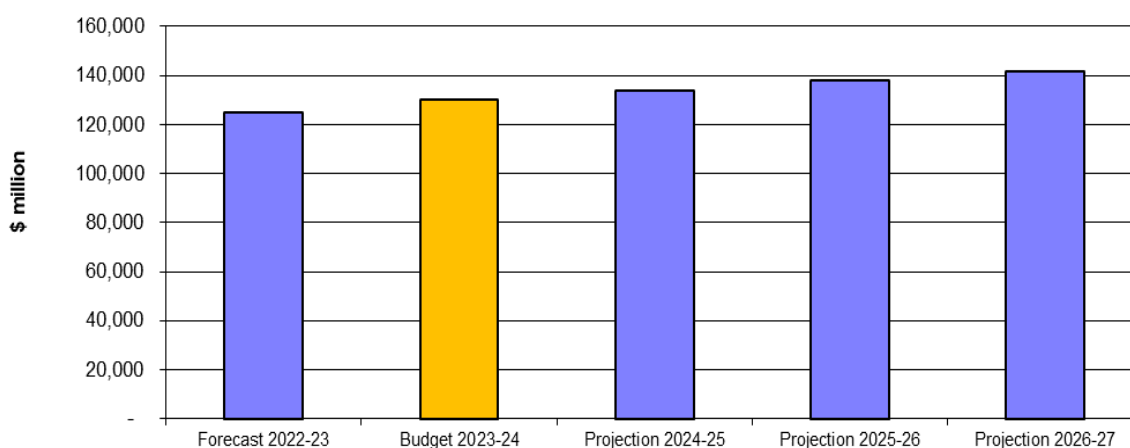
Rates and charges

Total revenue from rates and charges is projected to be \$130.157 million, which incorporates an average rate increase of 3.5 per cent in line with the Fair Go Rates System (FGRS). Rate cap increases for Victorian councils have generally been linked to the forecast movement in the Consumer Price Index (CPI), although this year the rate increase is well below the All Groups CPI of 7.8 per cent over the twelve months to the December 2023 quarter.

Council has not elected to apply to the Essential Services Commission (ESC) for a variation.

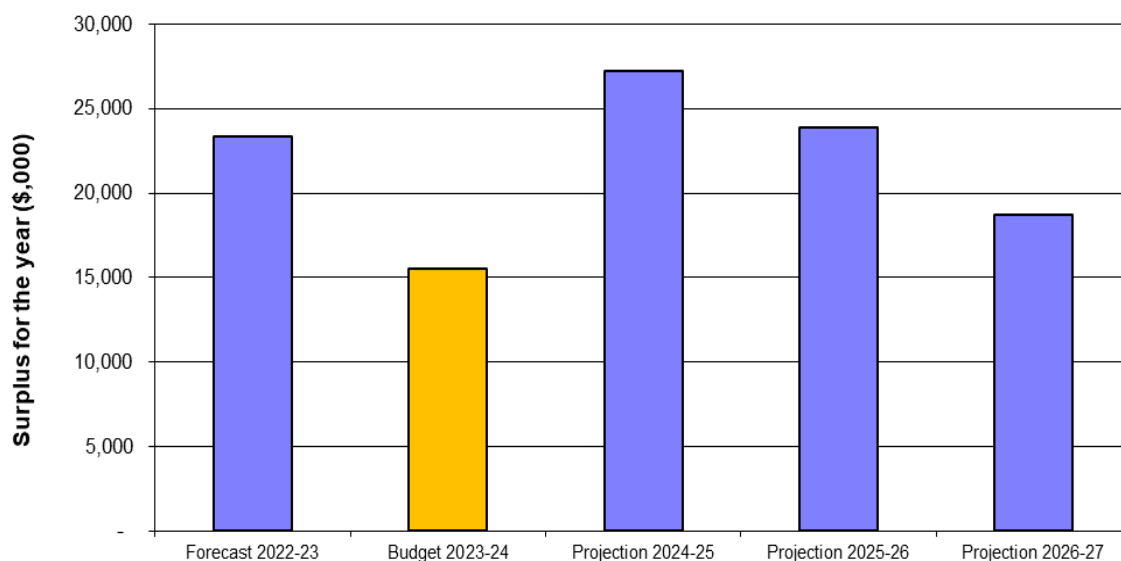
Service charges for the collection, disposal and processing of garbage, recycling, glass, garden and food waste and hard waste will increase by 7.7 per cent in 2023-24. This increase, which is not subject to the state government rate cap, will help cover the cost of Councils considerable investment to introduce a four-bin system in 2019-20. As a result, it is anticipated that the 'waste management' reserve will be in deficit of approximately \$4 million by 30 June 2023. Council has decided to progressively recover this investment over future years.

Rates will go towards maintaining service levels, meeting the cost of changing external influences affecting the operating budget and supporting a robust Capital Works Program that includes the works necessary to address the asset renewal needs of the City.



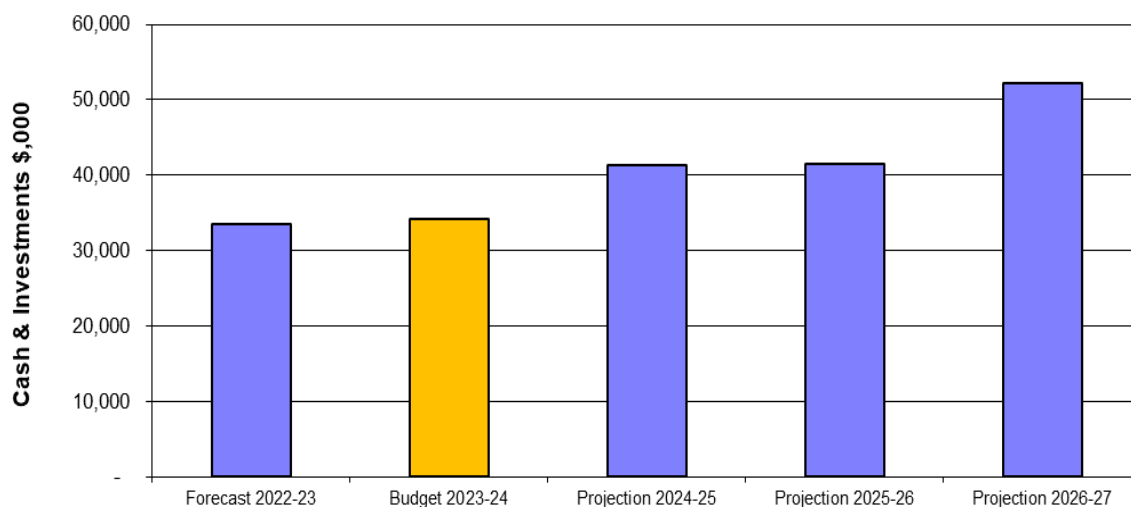
It is important to note, the actual rate increases experienced by individual ratepayers will generally differ from the 3.5 per cent increase due to State Government land revaluations. Rate increases are impacted by the average rate increase and the property valuation increases (or decreases) of individual properties relative to the average across the municipality. If a property increased in value by more than the average for the municipality (5.88 per cent), rates may increase by more than 3.5 per cent. If a property value increased by less than the average, rates may increase by less than 3.5 per cent and may in fact reduce from the previous year.

Operating result



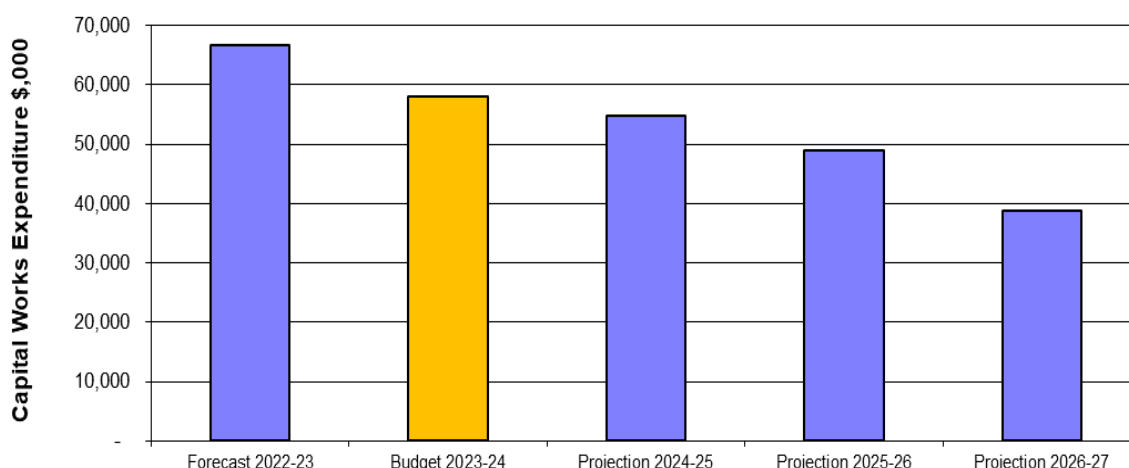
The expected operating result for the 2023-24 year is a surplus of \$15.502 million, a decrease of \$7.870 million compared to the 2022-23 forecast. The decreased surplus is largely due to decreased income, in particular a reduced level of capital grants than the previous year.

Cash and investments



Cash and investments are expected to increase by \$778,000 during the year to \$34.250 million as at 30 June 2024. This level of cash is required to ensure that Council can run its day to day operations and to ensure that liabilities can be repaid as required, including trade and other payables, employee leave entitlements and loan borrowings. The cash will also be used to fund the ongoing and future investment in capital works. Cash and investments are forecast to be \$33.471 million as at 30 June 2023.

Capital works



The Capital Works Program for the 2023-24 year is expected to be \$58.075 million, including \$1.840 million worth of projects carried over and funded from 2022-23. Of the \$56.235 million capital funding required, \$478,000 will come from external grants, \$6.936 million from reserves, \$14 million from loan borrowings and the balance from Council's unrestricted cash. The Capital Works Program has been set and prioritised based on a rigorous process of consultation with the community which has enabled Council to assess needs and develop sound business justification for each project. Capital works expenditure is forecast to be \$66.629 million in 2022-23.

The asset renewal program of \$19 million in 2023-24 highlights the continued focus on the reduction of Council's asset renewal backlog.

Capital Works - Ward highlights

Major projects in the Cherry Lake ward that will benefit the community include:

- Construction of a new sports pavilion, formalised car parking and upgraded sports fields at HC Kim Reserve.
- A complete redevelopment of the Altona Hockey Pavilion and construction of a junior hockey pitch, to support hockey participation within the municipality.
- Council has undertaken to launch the Centres for Excellence, which will turn each Council+ service centre into a hub of specialist knowledge such as Heritage, Technology, and Environment with expert staff on hand. As part of this initiative the Altona Meadows Library will undertake upgrades and improvements.
- A two-room modular kindergarten on the existing Seaholme kindergarten site will provide an additional 32 places.
- A two-room modular kindergarten on the former Altona East Primary School site in Altona North.
- The Better Places Program will revitalise major and local activity centres within Hobsons Bay through a range of works and initiative. The program will be conducted in Brooklyn and Altona North.

Major projects in the Strand ward that will benefit the community include:

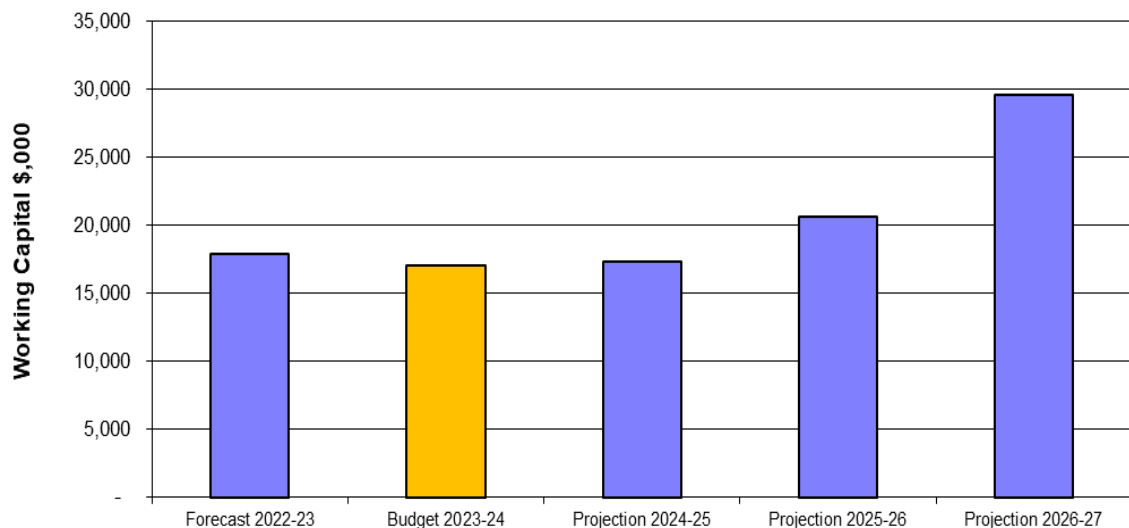
- The Dennis Reserve Master Plan implementation includes construction of four new tennis courts, landscape and open space upgrades and construction of a new multi-purpose community facility.
- A three-room modular kindergarten will provide 88 places on the existing Emma McLean Kindergarten and Day-care site.

- The Better Places Program will revitalise major and local activity centres within Hobsons Bay through a range of works and initiative. The program will be conducted in Spotswood and South Kingsville.
- The Williamstown foreshore precinct.
- Community parks and playground upgrades at Edina Street Reserve, Williamstown North and Leo Hoffman Reserve, Newport.

Major projects in the Wetlands ward that will benefit the community include:

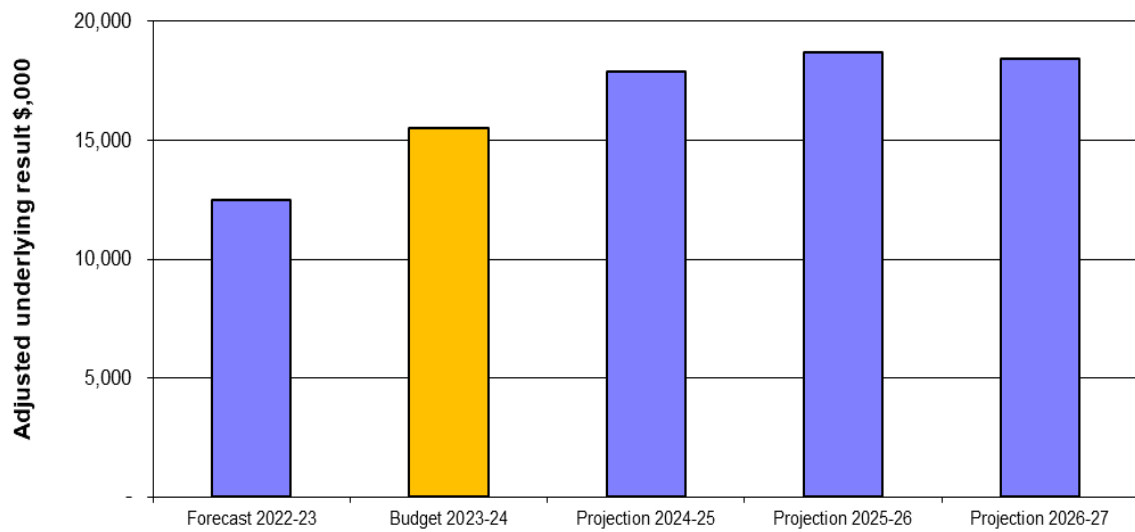
- Bruce Comben Master Plan implementation.
- Council has undertaken to launch the Centres for Excellence, which will turn each Council+ service centre into a hub of specialist knowledge such as Heritage, Technology, and Environment with expert staff on hand. As part of this initiative the Altona Meadows Library will undertake upgrades and improvements.
- The Better Places Program will revitalise major and local activity centres within Hobsons Bay through a range of works and initiative. The program will be conducted in Laverton.
- Community Parks and Playground New and Upgrade in Alma Avenue Reserve, Altona Meadows and Pipeline Reserve, Seabrook.

Financial position



Council's financial position is expected to improve in 2023-24 with net assets (net worth) to increase by \$15.502 million to \$1,565.012 million. Working capital is an indicator of council's ability to meet its financial obligations as and when they fall due (being current assets less current liabilities), is expected to decrease by \$841,000 as at 30 June 2024, due to Council paying back its loans borrowings. Net assets are forecast to be \$1,549.509 million as at 30 June 2023.

Financial sustainability



A budget has been prepared for the four year period ending 30 June 2027. The Budget is in turn set within the Financial Plan to assist Council to adopt a budget within a longer term financial framework. The key objective of the Financial Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives.

The adjusted underlying result, which is a measure of financial sustainability, shows an improvement in 2023-24. A further improvement is predicted in 2024-25 where it is expected to remain reasonably constant until 2026-27. These predictions are based on estimated future rate increases capped at 2 per cent.

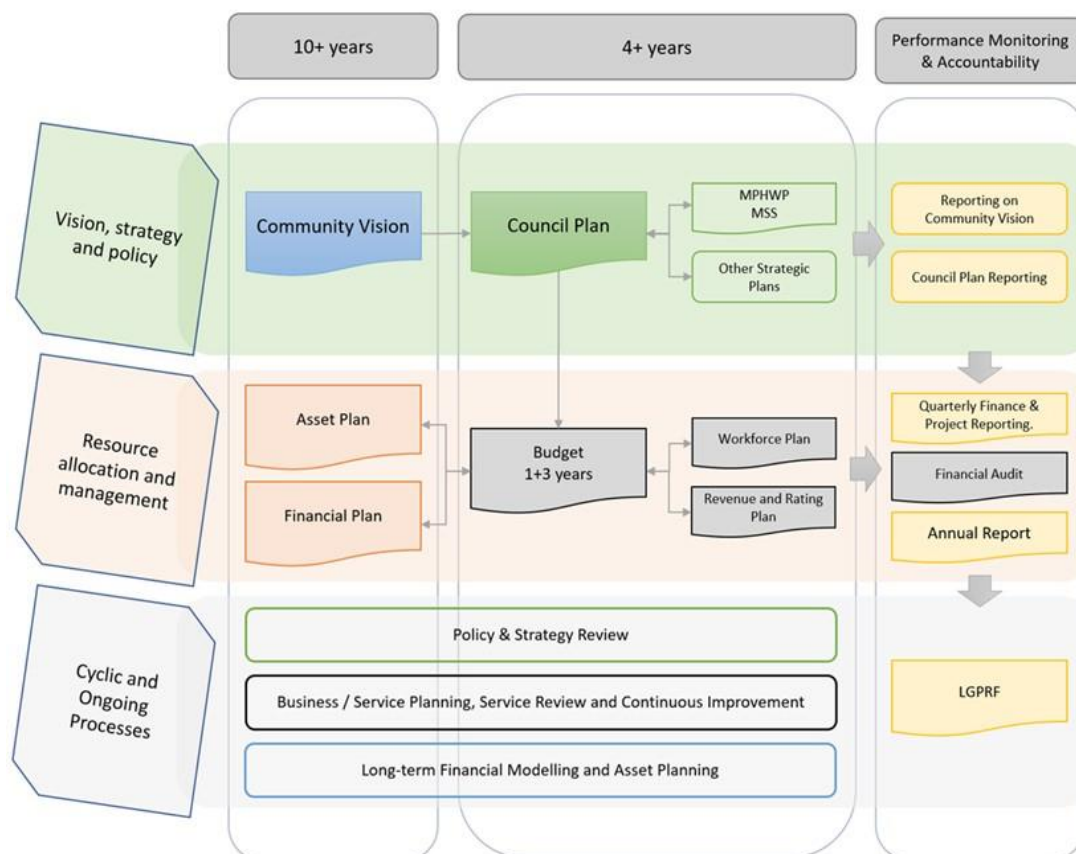


1. Link to the Council Plan

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated strategic 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 strategic planning and reporting framework that applies to local government in Victoria. At each stage of the integrated strategic 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 strategic planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.1.2 Key planning considerations

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 is an important part of understanding what the community of Hobsons Bay wants and accordingly community consultation in relation to Council decision making and proposals in

undertaken in line with Council's adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

The Community's Vision - Hobsons Bay 2030

By 2030, embracing our heritage, environment and diversity, we – the community of Hobsons Bay – will be an inclusive, empowered, sustainable and visionary community led and supported by a progressive Council of excellence.

The Council's Mission

We will listen, engage and work with our community to plan, deliver and advocate for Hobsons Bay to secure a happy, healthy, fair and sustainable future for all.

Our values

Excellence at Hobsons Bay means that both Councillors and employees are:

RESPECTFUL: *treating everyone fairly and respecting different views*

COMMUNITY DRIVEN AND FOCUSED: *delivering results that demonstrate that we understand community needs and put people first*

TRUSTED AND RELIABLE: *work hard to be responsive and meet expectations; delivering on what we promise to achieve in the best interest of the community*

EFFICIENT AND RESPONSIBLE: *engaged and taking pride in our work, wanting to continually review and improve in order to provide good value, cost effective services*

BOLD AND INNOVATIVE: *proactive, adaptable, open to change and taking calculated risks, not afraid to try new things and learn from mistakes*

ACCOUNTABLE AND TRANSPARENT: *making well-informed decisions based on best practice and evidence, which take into account what our community tells us*

RECOGNISED: *as working for an employer of choice, with leadership that recognises and values the contributions, skills and the expertise of its workforce and inspires people to develop and do their best*

1.3 Strategic Objectives

Council delivers services and initiatives under 47 major service categories. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan for the years 2021-25. The following table lists the five Strategic Objectives as described in the Council Plan.

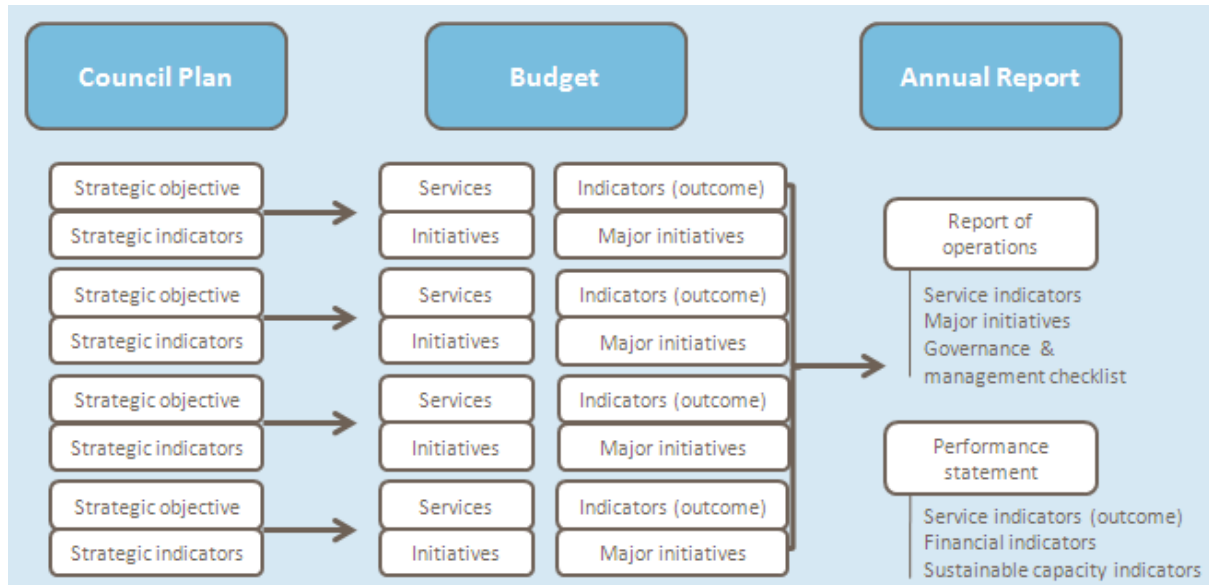
Strategic Objective	Description
1. COMMUNITY	<i>Healthy, Equitable and Thriving Communities</i> Be a city where all members of the community can participate equitably, feel safe, connected, and achieve good health and social wellbeing.
2. ENVIRONMENT	<i>Valuing our Environment</i> Foster a sustainable way of living in response to climate change through active involvement in alternative energy use, reduction of waste, enhancement, and conservation of our natural environment.
3. PLACE, RECREATION AND ECONOMY	<i>Vibrant Place and Economy</i> Support a resilient local economy that facilitates job growth and retention, promoting Hobsons Bay as a place to live, work, invest, recreate and visit.
4. COMMUNITY INFRASTRUCTURE	<i>Visionary Community Infrastructure</i> Develop and maintain infrastructure to promote liveability, planning for the future need and growth of the community, while preserving heritage, environment and neighbourhood character.
5. ORGANISATION	<i>A High Performing Organisation</i> Delivering value for money through efficient processes, digital transformation and continuous improvement with a willingness to try new approaches as to how we do, what we do. We will be transparent and responsive to the needs of the community through meaningful connection, communication and engagement.



2. Service and service performance indicators



This section provides a description of the services and initiatives to be funded in the Budget for the 2023-24 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 operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and to report against these 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 outlined below.



Source: Department of Jobs, Precincts and Regions

OBJECTIVE 1 – COMMUNITY



Healthy, Equitable and Thriving Communities

“ Be a city where all members of the community can participate equitably, feel safe, connected and achieve good health and social wellbeing. ”

Council will work towards achieving this through the following strategies in addition to delivering ongoing core services:

- 1.1 Celebrate the diversity of our community and provide equitable opportunities for all
- 1.2 Improve the health and wellbeing of our community – particularly our young, vulnerable and older community members
- 1.3 Foster community safety including family violence prevention
- 1.4 Enable participation and contribution to community life, learning and inter-connection

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	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Community Support	<i>Provides social support and activity options for older residents and respite for carers through centre-based activities, recreational and social events and outings as well as high quality in-home support services (directly and indirectly) and food services to frail older adults, younger people with disabilities and / their carers.</i>	Inc	2,624	3,119	2,970
		Exp	2,983	4,059	3,554
		Surplus/ (deficit)	(358)	(940)	(584)
Early Years	<i>Provides access to affordable and high-quality children's services for people who live and/or work in Hobsons Bay as well as providing support, mentoring, management and advocacy for local early years' service providers.</i>	Inc	290	523	578
		Exp	961	1,166	1,269
		Surplus/ (deficit)	(671)	(643)	(690)
Community Child Health	<i>Provides a universal primary health and immunisation service available to all Hobsons Bay families with children from birth to school age.</i>	Inc	1,560	1,254	1,257
		Exp	3,365	3,446	3,549
		Surplus/ (deficit)	(1,805)	(2,191)	(2,292)

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Youth Services	<i>Provides generalist youth services for local young people aged 12 to 25 years including a range of social activities, events and recreation and leadership development opportunities, as well as mental health and support services.</i>	Inc	292	318	289
		Exp	1,524	1,575	1,592
		Surplus/ (deficit)	(1,232)	(1,257)	(1,304)
Community Learning and Service Centres	<i>Manages service centres, library branches and community centres that provide customer services, facilitate and guide access to information, programs, lifelong learning, reading and recreation.</i>	Inc	925	1,122	1,062
		Exp	6,921	7,135	7,590
		Surplus/ (deficit)	(5,996)	(6,013)	(6,528)
Community Development	<i>Generates key community projects and builds internal and external capacity to deliver inclusive and responsive services that meet the needs of diverse and disadvantaged communities.</i>	Inc	259	316	30
		Exp	2,473	2,694	2,668
		Surplus/ (deficit)	(2,214)	(2,378)	(2,638)
Community Safety and Compliance	<i>Ensures that parking regulations are enforced, implements local laws, provides animal control service for residents, assists in the protection of the community from the threat of wildfire and ensures that all school crossings are staffed by school crossing supervisors.</i>	Inc	3,944	4,710	4,955
		Exp	3,745	4,380	4,584
		Surplus/ (deficit)	199	330	371
Public Health	<i>Ensures the public health of the community by undertaking the responsibilities outlined in the relevant legislations. These include inspections of handling of food for sale, inspections of personal care and body art treatments, incidents and infectious disease outbreaks management, investigation of nuisance, investigation of pollution, control of the Tobacco Service Level Agreement, prevention of mosquito borne disease and advocacy role.</i>	Inc	72	759	743
		Exp	883	1,009	1,035
		Surplus/ (deficit)	(811)	(250)	(292)
Municipal Building Surveyor	<i>Promotes the safety and compliance of buildings by controlling building permits and carrying out mandated responsibilities in accordance with the relevant laws and regulations.</i>	Inc	567	613	549
		Exp	713	905	932
		Surplus/ (deficit)	(146)	(292)	(383)
Planning Investigations	<i>Ensures compliance of development to planning and building requirements by conducting investigations and taking compliance and enforcement actions.</i>	Inc	54	93	60
		Exp	408	470	474
		Surplus/ (deficit)	(354)	(378)	(414)

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Social Planning	<i>Investigates and expands Council's understanding of the current and future population needs, inequities within and between population groups, develops Council positions to inform high level strategic decisions and whole of government responses, and supports community and stakeholders to undertake collaborative action.</i>	Inc	15	0	0
		Exp	299	721	704
		Surplus/ (deficit)	(284)	(721)	(704)
Planning Operations	<i>Provides front end customer service with regards to planning issues, administrative support, systems and improvements support to the Planning, Building and Health Service areas.</i>	Inc	0	0	0
		Exp	196	196	341
		Surplus/ (deficit)	(196)	(196)	(341)

Major Initiatives

- 1) Hobsons Bay Affordable Housing Trust - The Affordable Housing Trust will provide housing to low-income households with a connection to Hobsons Bay.
Continuing from 2022-23
- 2) Centres of Excellence Strategy 2022-2027.
Continuing from 2022-23

Service Performance Outcome Indicators**

Service area	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Maternal and Child Health	Participation Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)			
	<i>Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)</i>			
Libraries	Participation			
Animal Management	Health and safety			
Food safety	Health and safety			
Aquatic Facilities	Utilisation			

**refer to table in section 2.6 for information on the calculation of Service Performance Outcome Indicators.

OBJECTIVE 2 – ENVIRONMENT



Valuing our Environment

“ Foster a sustainable way of living in response to climate change through active involvement in alternative energy use, reduction of waste, enhancement and conservation of our natural environment ”

Council will work towards achieving this through the following strategies in addition to delivering ongoing core services:

- 2.1 Increase resource recovery and reducing landfill across Council's waste services and improve the customer experience of waste services
- 2.2 Enhance protection, preservation and promotion of our coastal environment and wetlands/waterways, biodiversity and natural areas
- 2.3 Increase tree canopy cover within Hobsons Bay to reduce the urban heat island effect, improve air quality and enhance general amenity
- 2.4 Continue to reduce Council's greenhouse gas emissions by increasing the use of renewable energy, increasing energy efficiency and implementing Council's zero net emissions strategy

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	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Environment and Sustainability	<i>Delivers municipal waste and recycling services to the Hobsons Bay community and develops and delivers waste, litter and sustainability policy, strategy, programs and events, as well as provides oversight on Council's response to climate change.</i>	Inc	150	262	108
		Exp	13,291	12,508	13,348
		Surplus/ (deficit)	(13,140)	(12,247)	(13,239)
Parks, Gardens and Conservation	<i>Delivers a wide range of open space maintenance services across Council's network of parks, gardens, reserves, sports grounds, foreshore, wetlands and conservation assets to provide a high-quality passive and active open space for the community. This also includes the maintenance, management and enhancement of Williamstown Botanic Gardens, and maintenance of a healthy and resilient tree population.</i>	Inc	352	231	194
		Exp	12,670	12,721	12,816
		Surplus/ (deficit)	(12,319)	(12,489)	(12,622)

Major Initiatives

- 1) Wetlands Centre Development. Development of concept, detail design and contract documentation including stakeholder engagement for a state-of-the-art sustainability-focussed Wetlands Centre in Hobsons Bay to increase community education and participation in the preservation of the local environment.
Continuing from 2022/23
- 2) Solar Program. Large scale solar program across multiple sites to reduce emissions and result in operational savings.
Continuing from 2022-23
- 3) Tree Planting – Urban Forest Strategy (2020-2023) - Tree planting and establishment maintenance along streets, pathways and in public open space. To achieve 30 percent canopy cover by 2040, the Urban Forest Program will plant some 8000 to 8500 semi-advanced trees per year.
Continuing from 2022-23
- 4) Altona Meadows Library Building Renewal & Energy Efficiency Upgrades - Building renewal works, including acoustic, HVAC and improving space utilisation to enhance customer experience.
Continuing from 2022-23
- 5) Alma Avenue Reserve, Altona Meadows - Local Park Upgrade - Play space.

Service Performance Outcome Indicators**

Service area	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Waste collection	Waste diversion			

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

OBJECTIVE 3 – PLACE, RECREATION AND ECONOMY



Vibrant Place and Economy

“ Support a resilient local economy that facilitates job growth and retention, promoting Hobsons Bay as a place to live, work, invest, recreate and visit ”

Council will work towards achieving this through the following strategies in addition to delivering ongoing core services:

- 1.1 Support diversification and growth of our local economy in response to significant changes in land use and the ongoing impacts of the COVID-19 pandemic
- 1.2 Increase economic and tourism opportunities that capitalise on our cultural and creative strengths
- 1.3 Continued commitment to the delivery of the Better Places Program
- 1.4 Increase participation in recreation activities across the community
- 1.5 Ensure land use and development supports high amenity, sustainability, exemplary design and responds to neighbourhood context

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	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Economic Development	<i>Provides business development, investment attraction and facilitation, training workshops and programs, support to the business community, industry partnerships, tourism and sister cities.</i>	Inc	345	15	14
		Exp	1,347	920	1,001
		Surplus/ (deficit)	(1,002)	(905)	(987)
Events and Visitor Services	<i>Provides opportunities for community celebration, encourages visitation and supports and promotes tourism development through a diverse and dispersed calendar of events and festivals. This also includes provision of information to residents, visitors, local businesses and tourism operators in visitor offerings, experiences and environment to promote the city and its attractions.</i>	Inc	155	218	72
		Exp	765	1,038	1,065
		Surplus/ (deficit)	(611)	(820)	(993)

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Venues	<i>Manages the use of Council-owned Cultural venues, oversees venue management in relation to functions and bookings, programs, promotes and presents performing arts program, supports local theatre companies heritage conservation management and capital works.</i>	Inc	220	367	380
		Exp	630	907	989
		Surplus/ (deficit)	(410)	(540)	(609)
Arts and Culture	<i>Provides visual arts, public art, cultural development, heritage, Indigenous culture, cultural collections, festival and events, arts spaces, policy and strategy development.</i>	Inc	25	25	24
		Exp	1,098	1,582	1,457
		Surplus/ (deficit)	(1,073)	(1,557)	(1,432)
Sport and Recreation	<i>Manages and optimises the use of Council's sport, recreation and community facilities and increases participation in sport and recreation.</i>	Inc	56	124	114
		Exp	1,084	890	1,019
		Surplus/ (deficit)	(1,029)	(765)	(905)
Strategic Planning	<i>Considers planning scheme amendments, works through planning projects and develops policy that directs future land use outcomes within the municipality.</i>	Inc	48	33	0
		Exp	1,292	1,320	1,578
		Surplus/ (deficit)	(1,244)	(1,287)	(1,578)
Statutory Planning	<i>Assesses and provides advice in relation to planning application approvals under the Hobsons Bay Planning Scheme and the related legislations, calendar of events and festivals. This also includes provision of information to residents, visitors, local businesses and tourism operators in visitor offerings, experiences and environment to promote the city and its attractions.</i>	Inc	1,940	2,194	2,237
		Exp	3,621	3,780	4,008
		Surplus/ (deficit)	(1,681)	(1,586)	(1,772)
Open Space and City Design	<i>Develops and leads the implementation of key open space and urban strategies and actions, including planning, costing, consulting and designing for the implementation of capital works program for passive open space and other public spaces including retail, streetscapes and other civic spaces.</i>	Inc	9	0	0
		Exp	1,207	1,040	1,027
		Surplus/ (deficit)	(1,198)	(1,040)	(1,027)

Major Initiatives

- 1) HC Kim Reserve, Altona - New Pavilion, Female Friendly Change Rooms & Car Park Upgrades. Construction of new pavilion and sports field and floodlighting upgrades, irrigation upgrade and carpark upgrades.
Continuing from 2022-23
- 2) Dennis Reserve master plan implementation.
Continuing from 2022-23
- 3) Better Places - Spotswood and South Kingsville.
Continuing from 2022-23
- 4) Better Places - Laverton.
Continuing from 2022-23
- 5) Better Places - Brooklyn and Altona North

Service Performance Outcome Indicators**

Service area	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Statutory planning	Decision making			

**refer to table in section 2.6 for information on the calculation of Service Performance Outcome Indicators.

OBJECTIVE 4 – COMMUNITY INFRASTRUCTURE



Visionary Community Infrastructure

“ Develop and maintain infrastructure to promote liveability, planning for the future need and growth of the community, while preserving heritage, environment and neighbourhood character ”

Council will work towards achieving this through the following strategies in addition to delivering ongoing core services:

- 4.1 Ensure the transport network is safe and efficient for all users with a focus on pedestrians and cyclists
- 4.2 Ensure that our assets are properly maintained now and into the future at the most economical cost to the community and the environment

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	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Works and Operation	<i>Provides infrastructure maintenance services including fleet maintenance and city maintenance, ensuring street and park furniture and signage are maintained to an appropriate standard, as well as home maintenance services to residents who qualify.</i>	Inc	23	7	4
		Exp	(700)	(227)	(286)
		Surplus/ (deficit)	724	234	290

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Roads and Drainage	<i>Ensures roads, drainages and pathways are in safe and useable condition for all residents and visitors.</i>	Inc	1,350	1,037	1,325
		Exp	5,882	5,644	5,846
		Surplus/ (deficit)	(4,532)	(4,607)	(4,521)
Facilities Maintenance	<i>Ensures all Council buildings and facilities are maintained, cleaned and secured in accordance with both legislative requirements and residential expectations including sports clubs, community centres, activity halls, public toilets, kindergartens, corporate buildings and the operations centre.</i>	Inc	515	522	524
		Exp	6,900	7,239	7,360
		Surplus/ (deficit)	(6,385)	(6,717)	(6,835)
Capital Works	<i>Project manages the development, renewal and upgrade of community infrastructure.</i>	Inc	0	0	0
		Exp	173	196	175
		Surplus/ (deficit)	(173)	(196)	(175)
Engineering Services	<i>Provides a range of civil engineering services from community engagement, concept plans to final construction.</i>	Inc	222	0	0
		Exp	495	260	272
		Surplus/ (deficit)	(273)	(260)	(272)
Transport and Engineering Developments	<i>Plans and provides technical guidance to transport and parking management and drainage infrastructure to the community, internal stakeholders and external government agencies.</i>	Inc	0	172	247
		Exp	2,796	3,098	3,413
		Surplus/ (deficit)	(2,796)	(2,926)	(3,167)
Renewal and Programming	<i>Supports the preparation of the forward capital program including the development of a detailed 5-year capital works program, plans and facilitates the capital works program budgeting process and delivers the assigned capital works projects.</i>	Inc	0	0	0
		Exp	383	567	663
		Surplus/ (deficit)	(383)	(567)	(663)
Assets	<i>Reviews, develops and implements asset management processes, policies and plans that support the ongoing delivery of Council's best practice asset management. This involves the planning and development of long-term asset renewal and maintenance programs, maintenance of the corporate asset management system, and the Road Management Plan defects inspection.</i>	Inc	0	0	0
		Exp	1,150	1,382	1,008
		Surplus/ (deficit)	(1,150)	(1,382)	(1,008)
Strategic Projects	<i>Leads and delivers major capital projects, service improvement projects and Council's advocacy on the Victorian Government's infrastructure projects.</i>	Inc	280	615	565
		Exp	455	464	409
		Surplus/ (deficit)	(175)	151	156

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
City Amenity	<i>Manages the ongoing presentation of public and open space areas of the municipality which includes ensuring litter and waste in the public areas are appropriately captured and disposed of and public facilities such as public toilets, beaches, streets and footpaths are also kept clean and tidy.</i>	Inc	175	108	110
		Exp	5,227	5,038	5,018
		Surplus/ (deficit)	(5,052)	(4,930)	(4,908)

Major Initiatives

- 1) Bruce Comben includes the open space development of the southern area oval and Henry Drive Carpark.
Continuing from 2022-23.
- 2) Better Places Laverton 8. Places & Spaces - Road Reconstruction (On/Off-Road Rehabilitation) Program.
Continuing from 2022-23.
- 3) Hannan Street, Williamstown, from Esplanade to Collins Street

Service Performance Outcome Indicators**

Service area	Indicator	2021/22	2022/23	2023/24
		Actual	Forecast	Budget
Roads	Satisfaction			

**refer to table in section 2.6 for information on the calculation of Service Performance Outcome Indicators.

OBJECTIVE 5 – ORGANISATION



A High Performing Organisation

“ Delivering value for money through efficient processes, digital transformation and continuous improvement with a willingness to try new approaches as to how we do, what we do. We will be transparent and responsive to the needs of the community through meaningful connection, communication and engagement ”

Council will work towards achieving this through the following strategies in addition to delivering ongoing core services:

- 5.1 Improving the quality of our communication and engagement to ensure that our community is informed of and encouraged to contribute to issues in a diversity of ways most suited to them and to advocate for the areas of greatest need
- 5.2 Transform residents' experience across all Council services through simplifying our processes, fostering a customer first culture and enhancing digital services
- 5.3 Deliver value for money – continuous improvement while safeguarding the long-term financial sustainability of Council
- 5.4 Enhance transparency, accountability and good governance practice

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	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Risk, Audit and Emergency Management	<i>Facilitates Council's risk management, emergency planning, preparedness, response and recovery in accordance with the Emergency Management Acts as detailed in the Emergency Management Manual of Victoria.</i>	Inc	0	0	0
		Exp	387	323	511
		Surplus/ (deficit)	(387)	(323)	(511)
Strategic Communication s	<i>Provides all communications and community relations advice, policy, protocol and delivery.</i>	Inc	40	0	0
		Exp	1,070	1,358	1,418
		Surplus/ (deficit)	(1,030)	(1,358)	(1,418)
Community Engagement and Advocacy	<i>Provision of advice to work areas in the design, delivery and evaluation of engagement and advocacy activity</i>	Inc	0	0	0
		Exp	535	746	855
		Surplus/ (deficit)	(535)	(746)	(855)
Finance	<i>Provides external financial reporting for Council. Includes the audited annual financial report, payment of accounts and Council treasury functions. Also provides internal financial reporting. This includes reporting to Council and the Executive Leadership Team, annual budget processes and maintenance of Council's general ledger.</i>	Inc	12	5	5
		Exp	1,085	1,096	1,140
		Surplus/ (deficit)	(1,073)	(1,092)	(1,136)

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Revenue	<i>Oversees Council rates, ensuring that the correct rates are raised, and the charges are effectively collected.</i>	Inc	227	236	239
		Exp	774	841	745
		Surplus/ (deficit)	(547)	(605)	(506)
Procurement and Contracts	<i>Coordinates the delivery of Council's procurement to ensure compliance with best value principles, Councils policies and legislation. Procurement and Contracts also manages the administration of tendering and contracts and oversees Council's online purchasing processes and classification of capital expenditure.</i>	Inc	11	16	5
		Exp	577	550	649
		Surplus/ (deficit)	(567)	(534)	(645)
Governance and Information Management	<i>Provides a range of Council governance functions, including Council meetings and timely advice and support in statutory compliance and information management services.</i>	Inc	71	7	1
		Exp	880	1,159	1,105
		Surplus/ (deficit)	(810)	(1,152)	(1,105)
Digital Operations and Transformation	<i>Provides a cost-effective, secure, and robust Information and Communication Technology (ICT) platform that supports Council's business needs as well as innovative digital solutions to support business transformation for Council and the community.</i>	Inc	0	0	0
		Exp	4,502	6,570	6,957
		Surplus/ (deficit)	(4,502)	(6,570)	(6,957)
Human Resources	<i>Supports the adherence to legislative requirements and the provision of best practice, proactive, high-quality human resources management, payroll and industrial/employee relations support, advice, recommendations, services, systems and programs.</i>	Inc	0	0	0
		Exp	1,846	1,864	1,969
		Surplus/ (deficit)	(1,846)	(1,864)	(1,969)
Occupational Health and Safety	<i>Supports the organisation to drive a proactive approach to Occupational Health and Safety (OHS) risk management and hazard identification through the provision of high quality OHS and injury management advice and a purposeful health and wellbeing program.</i>	Inc	0	0	0
		Exp	49	80	39
		Surplus/ (deficit)	(49)	(80)	(39)
Organisational Culture and Development	<i>Designs, develops and delivers Council's organisational culture and development initiatives and programs that are sustainable, relevant and build staff and organisational capability and engagement.</i>	Inc	0	0	0
		Exp	255	483	563
		Surplus/ (deficit)	(255)	(483)	(563)
Legal and Performance Reporting	<i>Provides in-house legal advisory service to Council to ensure statutory compliance and delivers Council planning and reporting functions that ensure Council is compliant with the statutory planning and reporting requirements.</i>	Inc	0	0	0
		Exp	416	159	487
		Surplus/ (deficit)	(416)	(159)	(487)

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Councillor Support and CEO's Office	<i>Provides administration support and advice to the Mayor and Councillors, Chief Executive Officer, and the Executive Leadership Team, to enhance the effectiveness of the organisation as a whole.</i>	Inc	0	0	0
		Exp	3,659	2,565	1,962
		Surplus/ (deficit)	(3,659)	(2,565)	(1,962)
Business Transformation	<i>Enables Council to develop a better way of working through collaboration, rigorous analysis of options, a focus on customer experience and great digital transformation.</i>	Inc	0	0	0
		Exp	0	580	728
		Surplus/ (deficit)	0	(580)	(728)
Property and Insurance	<i>Manages all current physical property assets owned, managed, controlled, leased or licenced by Council. Manages Council's insurance ensuring comprehensive cover and management of claims.</i>	Inc	2,668	2,863	3,003
		Exp	2,467	2,801	3,139
		Surplus/ (deficit)	200	62	(136)

Major Initiatives

- 1) EDMS & Intranet Project (previously EDMS 2.0 Project). To improve efficiency of Council operations.
Continuing from 2022-23
- 2) Implement Community Relationship Management (CRM) system including online payment processes.
Continuing from 2022-23
- 3) Customer Experience Transformation (CX 2.0).
Continuing from 2022-23
- 4) Property Strategy.
Continuing from 2022-23

Service Performance Outcome Indicators**

Service area	Indicator	2021/22	2022/23	2023/24
		Actual	Forecast	Budget
Governance	Satisfaction			

**refer to table in section 2.6 for information on the calculation of Service Performance Outcome Indicators.

2.5 Service Performance Outcome Indicators

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

2.6 Reconciliation with budgeted operating result

Strategic Objectives	Surplus / (Deficit) \$'000	Expenditure \$'000	Revenue \$'000
COMMUNITY			
- Healthy, Equitable and Thriving Communities	15,799	28,292	12,493
ENVIRONMENT			
- Valuing our Environment	25,861	26,163	302
PLACE, RECREATION and ECONOMY			
- Vibrant Place and Economy	9,301	12,142	2,841
COMMUNITY INFRASTRUCTURE			
- Visionary Community Infrastructure	21,103	23,878	2,775
ORGANISATION			
- A High Performing Organisation	19,017	22,268	3,251
Total	91,081	112,743	21,663
<i>Expenses added in:</i>			
Depreciation	28,989		
Amortisation	471		
Finance costs	1,097		
Other	2,535		
<i>Deficit before funding sources</i>	124,173		
<u>Funding sources added in:</u>			
Rates & charges revenue	117,156		
Waste charge revenue	13,001		
Other	9,040		
Capital grants and contributions	478		
<i>Total funding sources</i>	139,675		
Surplus/(deficit) for the year	15,502		



3. Financial statements



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 2027

	NOTES	Forecast	Budget	Projections		
		Actual		2024/25	2025/26	2026/27
		2022/23	2023/24	\$'000	\$'000	\$'000
Income / Revenue						
Rates and charges	4.1.1	124,678	130,157	134,050	138,030	141,543
Statutory fees and fines	4.1.2	5,369	5,537	5,753	5,874	6,050
User fees	4.1.3	4,631	5,073	5,225	5,382	5,543
Grants – operating	4.1.4	10,513	9,979	10,102	10,354	10,613
Grants – capital	4.1.4	11,361	478	9,797	5,637	642
Contributions - monetary	4.1.5	4,742	5,484	5,381	4,848	4,517
Contributions – non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	4.1.6	52	52	50	50	50
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	-	-	-	-
Other income	4.1.7	3,760	4,631	4,436	4,751	4,859
Total income / revenue		165,106	161,390	174,793	174,925	173,818
Expenses						
Employee costs	4.1.8	58,425	60,837	62,428	64,382	66,313
Materials and services	4.1.9	52,908	52,749	51,798	52,648	54,344
Depreciation	4.1.10	27,708	28,989	29,713	30,456	31,218
Amortisation - right of use assets	4.1.11	266	471	461	461	461
Bad and doubtful debts - allowance for impairment losses		675	693	693	693	693
Borrowing costs		683	1,061	1,368	1,308	930
Finance Costs - leases		35	36	19	6	36
Other expenses	4.1.12	1,034	1,052	1,086	1,114	1,141
Total expenses		141,734	145,888	147,566	151,068	155,136
Surplus/(deficit) for the year		23,372	15,502	27,227	23,858	18,681
Other comprehensive income						
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		-	-	-	-	-
Total other comprehensive income		-	-	-	-	-
Total comprehensive result		23,372	15,502	27,227	23,858	18,681

Balance Sheet

For the four years ending 30 June 2027

	NOTES	Forecast	Budget	Projections		
		Actual		2024/25	2025/26	2026/27
		2022/23	2023/24	2024/25	2025/26	2026/27
		\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		10,471	10,250	10,336	10,426	10,232
Trade and other receivables		18,260	19,384	18,959	18,488	17,875
Other financial assets		23,000	24,000	31,000	31,000	42,000
Inventories		16	16	16	16	16
Prepayments		-	-	-	-	-
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		1,342	1,342	1,342	1,342	1,342
Total current assets	4.2.1	53,089	54,991	61,652	61,272	71,465
Non-current assets						
Trade and other receivables		157	158	115	115	115
Other financial assets		1,854	1,854	1,854	1,854	1,854
Property, infrastructure, plant & equipment		1,533,385	1,560,065	1,583,068	1,599,226	1,604,588
Right-of-use assets	4.2.4	971	692	422	962	692
Investment property		14,565	14,565	14,565	14,565	14,565
Total non-current assets	4.2.1	1,550,933	1,577,334	1,600,024	1,616,722	1,621,814
Total assets		1,604,022	1,632,325	1,661,676	1,677,993	1,693,278
Liabilities						
Current liabilities						
Trade and other payables		13,174	13,504	13,841	14,187	14,542
Trust funds and deposits		6,523	6,686	6,853	7,025	7,200
Unearned income/revenue		-	-	-	-	-
Provisions		13,512	13,850	14,196	14,622	15,061
Interest-bearing liabilities	4.2.3	1,451	3,270	9,044	4,225	4,415
Lease liabilities	4.2.4	583	677	411	581	677
Total current liabilities	4.2.2	35,244	37,987	44,345	40,640	41,895
Non-current liabilities						
Provisions		1,028	1,053	1,080	1,112	1,145
Interest-bearing liabilities	4.2.3	17,758	28,067	23,879	19,661	15,255
Lease liabilities	4.2.4	484	206	134	484	206
Total non-current liabilities	4.2.2	19,269	29,326	25,092	21,257	16,606
Total liabilities		54,512	67,313	69,437	61,897	58,500
Net assets		1,549,509	1,565,012	1,592,239	1,616,096	1,634,778
Equity						
Accumulated surplus		634,488	650,882	673,905	700,936	712,272
Reserves		915,021	914,130	918,334	915,161	922,506
Total equity		1,549,509	1,565,012	1,592,239	1,616,096	1,634,778

Statement of Changes in Equity

For the four years ending 30 June 2027

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022-23 Forecast Actual					
Balance at beginning of the financial year		1,526,137	602,929	901,746	21,462
Surplus/(deficit) for the year		23,372	23,372	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		26,769	17,478	-	9,291
Transfers from other reserves		(26,769)	(9,291)	-	(17,478)
Balance at end of the financial year		1,549,509	634,488	901,746	13,276
2023-24 Budget					
Balance at beginning of the financial year		1,549,509	634,488	901,746	13,276
Surplus/(deficit) for the year		15,502	15,502	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	19,568	10,230	-	9,338
Transfers from other reserves	4.3.1	(19,568)	(9,338)	-	(10,230)
Balance at end of the financial year	4.3.2	1,565,012	650,882	901,746	12,384
2024-25					
Balance at beginning of the financial year		1,565,012	650,882	901,746	12,384
Surplus/(deficit) for the year		27,227	27,227	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		15,104	5,450	-	9,654
Transfers from other reserves		(15,104)	(9,654)	-	(5,450)
Balance at end of the financial year		1,592,239	673,905	901,746	16,588
2025-26					
Balance at beginning of the financial year		1,592,239	673,905	901,746	16,588
Surplus/(deficit) for the year		23,858	23,858	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		22,382	12,778	-	9,604
Transfers from other reserves		(22,382)	(9,604)	-	(12,778)
Balance at end of the financial year		1,616,096	700,936	901,746	13,415
2026-27					
Balance at beginning of the financial year		1,616,096	700,936	901,746	13,415
Surplus/(deficit) for the year		18,681	18,681	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		17,016	4,835	-	12,180
Transfers from other reserves		(17,016)	(12,180)	-	(4,835)
Balance at end of the financial year		1,634,778	712,272	901,746	20,760

Statement of Cash Flows

For the four years ending 30 June 2027

	Forecast					
	Actual	Budget	Projections			
	2022/23	2023/24	2024/25	2025/26	2026/27	
	\$'000	\$'000	\$'000	\$'000	\$'000	
	Inflows	Inflows	Inflows	Inflows	Inflows	
NOTES	(Outflows)	(Outflows)	(Outflows)	(Outflows)		
Cash flows from operating activities						
Rates and charges	125,715	129,609	135,001	139,052	142,677	
Statutory fees and fines	5,369	5,537	5,753	5,874	6,050	
User fees	3,899	4,498	4,656	4,830	5,022	
Grants – operating	10,513	9,979	10,102	10,354	10,613	
Grants - capital	11,361	478	9,797	5,637	642	
Contributions - monetary	4,742	5,484	5,381	4,848	4,517	
Interest received	700	1,321	1,027	1,240	1,243	
Trust funds and deposits taken	-	-	-	-	-	
Other receipts	3,760	4,631	4,436	4,751	4,859	
Net GST refund / payment	-	-	-	-	-	
Employee costs	(57,206)	(60,473)	(62,055)	(63,924)	(65,841)	
Materials and services	(61,190)	(53,471)	(52,546)	(53,415)	(55,131)	
Short-term, low value and variable lease payments	-	-	-	-	-	
Trust funds and deposits repaid	-	-	-	-	-	
Other payments	-	-	-	-	-	
Net cash provided by/(used in) operating activities	4.4.1	47,664	47,591	61,552	59,247	54,651
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(66,629)	(58,075)	(54,875)	(49,005)	(38,890)	
Proceeds from sale of property, infrastructure, plant and equipment	152	202	200	200	200	
Payments for investments	12,000	(1,000)	(7,000)	-	(11,000)	
Proceeds from sale of investments	-	-	-	-	-	
Payments of loans and advances	-	-	-	-	-	
Net cash provided by/ (used in) investing activities	4.4.2	(54,477)	(58,873)	(61,675)	(48,805)	(49,690)
Cash flows from financing activities						
Finance costs	(683)	(1,061)	(1,368)	(1,308)	(930)	
Proceeds from borrowings	8,000	14,000	5,000	-	-	
Repayment of borrowings	(955)	(1,878)	(3,423)	(9,044)	(4,225)	
Interest paid - lease liability	-	-	-	-	-	
Repayment of lease liabilities	-	-	-	-	-	
Net cash provided by/(used in) financing activities	4.4.3	6,362	11,060	210	(10,352)	(5,155)
Net increase/(decrease) in cash & cash equivalents		(451)	(222)	86	90	(194)
Cash and cash equivalents at the beginning of the financial year		10,922	10,471	10,249	10,336	10,426
Cash and cash equivalents at the end of the financial year		10,471	10,249	10,336	10,426	10,232

Statement of Capital Works

For the four years ending 30 June 2027

	NOTES	Forecast	Budget	Projections		
		2022/23	2023/24	2024/25	2025/26	2026/27
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		-	500	-	-	-
Total land		-	500	-	-	-
Buildings		21,776	19,765	11,155	8,030	1,435
Heritage buildings		99	80	45	50	50
Total buildings		21,875	19,845	11,200	8,080	1,485
Total property		21,875	20,345	11,200	8,080	1,485
Plant and equipment						
Heritage plant and equipment		30	-	-	-	-
Plant, machinery and equipment		3,197	2,870	2,360	2,350	2,160
Fixtures, fittings and furniture		66	450	-	-	-
Computers and telecommunications		770	980	1,000	1,000	1,000
Library books		541	900	800	800	800
Total plant and equipment		4,605	5,200	4,160	4,150	3,960
Infrastructure						
Roads		10,658	14,350	14,305	13,945	18,500
Bridges		587	760	2,310	210	150
Footpaths and cycleways		3,489	1,940	1,460	1,165	1,760
Drainage		3,555	2,540	6,550	3,160	3,325
Recreational, leisure and community facilities		2,926	1,695	3,510	7,090	2,150
Parks, open space and streetscapes		11,569	9,795	10,685	11,135	6,935
Waste management		1,488	1,350	450	-	-
Off street car parks		1,761	50	150	30	85
Other infrastructure		4,115	50	95	40	540
Total infrastructure		40,149	32,530	39,515	36,775	33,445
Total capital works expenditure	4.5.1	66,629	58,075	54,875	49,005	38,890
Expenditure types represented by:						
New asset expenditure		14,415	19,490	2,045	595	705
Asset renewal expenditure		19,545	19,000	25,545	21,210	21,805
Asset upgrade expenditure		32,669	19,585	27,285	27,200	16,380
Total capital works expenditure	4.5.1	66,629	58,075	54,875	49,005	38,890
Funding sources represented by:						
Grants		11,361	478	9,797	5,637	642
Contributions		190	-	-	-	-
Council cash		47,077	43,597	40,078	43,368	38,248
Borrowings		8,000	14,000	5,000	-	-
Total capital works expenditure	4.5.1	66,629	58,075	54,875	49,005	38,890

Statement of Human Resources

For the four years ending 30 June
2026

	Forecast	Budget	Projections		
	Actual				
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	58,425	60,837	62,428	64,382	66,313
Employee costs - capital	2,666	3,585	3,675	3,785	3,899
Total staff expenditure	61,091	64,422	66,103	68,168	70,212
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	549.3	565.9	563.9	561.9	561.9
Total staff numbers	549.3	565.9	563.9	561.9	561.9

The above table reflects staffing levels (Full Time Equivalent – FTE) from one financial year to another. The increase in staff numbers compared to the previous year forecast is inflated due to several vacancies during 2022-23. Additional staff numbers have been included for the Council+ program and to transfer previous agency and contract staff into internal payroll.

Despite the additional positions, the increase in employee has been limited to 4.1 per cent, inclusive of the Enterprise Agreement increase of 1.5 per cent (\$876,000), superannuation including the legislative increase of 0.5 per cent (\$557,000) and the Workcover premium (\$161,000).

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

Department	Budget 2023/24 \$'000	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive's Office	2,641	1,986	387	-	268
Corporate Services	19,026	12,019	3,719	1,817	1,471
Sustainable Communities	20,560	12,686	5,754	557	1,563
Infrastructure & City Services	18,280	16,166	276	38	1,800
Total permanent staff expenditure	60,508	42,856	10,137	2,413	5,102
Other employee related expenditure	329				
Capitalised labour costs	3,585				
Total expenditure	64,422				

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

Department	Budget 2023/24	Comprises			
		Permanent Full Time	Part time	Casual	Temporary
Chief Executive's Office	18.8	13.0	3.8	-	2.0
Corporate Services	173.9	101.7	38.7	18.3	15.2
Sustainable Communities	175.2	102.3	51.5	4.6	16.9
Infrastructure & City Services	169.7	150.4	2.6	0.4	16.3
	537.8	367.4	96.7	23.3	50.4
Capitalised labour costs	28.2				
Total staff	565.9				

Statement of Human Resources

For the four years ending 30 June 2026

	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000
Chief Executive's Office				
Permanent - Full time				
Women	1,104	1,133	1,168	1,203
Men	882	905	933	961
Persons of self-described gender	-	-	-	-
Vacant	-	-	-	-
Permanent - Part time				
Women	302	310	320	330
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Vacant	85	87	90	92
Total Chief Executive's Office	2,373	2,435	2,511	2,586
Corporate Services				
Permanent - Full time				
Women	6,432	6,600	6,807	7,011
Men	4,648	4,769	4,918	5,066
Persons of self-described gender	-	-	-	-
Vacant	939	964	994	1,024
Permanent - Part time				
Women	2,649	2,719	2,804	2,888
Men	492	505	521	536
Persons of self-described gender	-	-	-	-
Vacant	578	593	612	630
Total Corporate Services	15,738	16,150	16,655	17,155
Sustainable Communities				
Permanent - Full time				
Women	6,811	6,989	7,208	7,424
Men	3,939	4,042	4,169	4,294
Persons of self-described gender	-	-	-	-
Vacant	1,935	1,986	2,048	2,109
Permanent - Part time				
Women	4,822	4,948	5,103	5,256
Men	288	296	305	314
Persons of self-described gender	-	-	-	-
Vacant	645	661	682	703
Total Sustainable Communities	18,440	18,922	19,515	20,100

	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000
Infrastructure & City Services				
Permanent - Full time				
Women	2,640	2,709	2,794	2,878
Men	12,781	13,115	13,526	13,931
Persons of self-described gender	-	-	-	-
Vacant	745	765	789	812
Permanent - Part time				
Women	233	239	246	254
Men	18	19	19	20
Persons of self-described gender	-	-	-	-
Vacant	25	26	27	28
Total Infrastructure & City Services	16,442	16,872	17,401	17,922
Casuals, temporary and other expenditure	7,843	8,049	8,301	8,549
Capitalised labour costs	3,585	3,675	3,785	3,899
Total staff expenditure	64,422	66,103	68,168	70,212

	2023/24	2024/25	2025/26	2026/27
	FTE	FTE	FTE	FTE
Chief Executive's Office				
Permanent - Full time				
Women	9.0	9.0	9.0	9.0
Men	4.0	4.0	4.0	4.0
Persons of self-described gender	-	-	-	-
Vacant	-	-	-	-
Permanent - Part time				
Women	2.8	2.8	2.8	2.8
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Vacant	1.0	1.0	1.0	1.0
Total Chief Executive's Office	16.8	16.8	16.8	16.8
Corporate Services				
Permanent - Full time				
Women	56.7	56.7	56.7	56.7
Men	36.0	36.0	36.0	36.0
Persons of self-described gender	-	-	-	-
Vacant	9.0	9.0	9.0	9.0
Permanent - Part time				
Women	27.0	27.0	27.0	27.0
Men	4.7	4.7	4.7	4.7
Persons of self-described gender	-	-	-	-
Vacant	7.1	7.1	7.1	7.1
Total Corporate Services	140.4	140.4	140.4	140.4
Sustainable Communities				
Permanent - Full time				
Women	53.9	53.9	53.9	53.9
Men	30.9	30.9	30.9	30.9
Persons of self-described gender	-	-	-	-
Vacant	17.5	17.5	17.5	17.5
Permanent - Part time				
Women	42.6	42.6	42.6	42.6
Men	2.8	2.8	2.8	2.8
Persons of self-described gender	-	-	-	-
Vacant	6.1	6.1	6.1	6.1
Total Sustainable Communities	153.8	153.8	153.8	153.8

	2023/24	2024/25	2025/26	2026/27
	FTE	FTE	FTE	FTE
Infrastructure & City Services				
Permanent - Full time				
Women	23.6	23.6	23.6	23.6
Men	119.2	119.2	119.2	119.2
Persons of self-described gender	-	-	-	-
Vacant	7.6	7.6	7.6	7.6
Permanent - Part time				
Women	2.0	2.0	2.0	2.0
Men	0.2	0.2	0.2	0.2
Persons of self-described gender	-	-	-	-
Vacant	0.3	0.3	0.3	0.3
Total Infrastructure & City Services	153.1	153.1	153.1	153.1
Casuals and temporary staff	73.6	71.6	71.6	71.6
Capitalised labour	28.2	28.2	26.2	26.2
Total staff numbers	565.9	563.9	561.9	561.9



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 *Local Government Act 2020* and the Regulations to be disclosed in Council's budget. As per the Act, 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. Rate cap increases for Victorian councils have generally been linked to the forecast movement in the Consumer Price Index (CPI). For 2023-24 the FGRS cap has been set at 3.5 per cent, which is well below the All Groups CPI of 7.8 per cent over the twelve months to the December 2023 quarter. The cap applies to general rates 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 will increase by 3.5 per cent in line with the rate cap.

Service charges for the collection, disposal and processing of garbage, recycling, glass, garden and food waste and hard waste will increase by 7.7 per cent in 2023-24. This increase, which is not subject to the state government rate cap, will help cover the cost of Councils considerable investment to introduce a four-bin system in 2019-20. As a result, it is anticipated that the 'waste management' reserve will be in deficit of approximately \$4 million by 30 June 2023. Council has decided to progressively recover this investment over future years.

Total rate income is expected to increase by 4.4 per cent, raising total rates and charges for 2023-24 to \$130.157 million.

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

	Forecast	Budget	Change	
	Actual 2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
General rates*	111,719	116,435	4,716	4.2%
Municipal charge *	-	-	-	-
Waste management charge	12,060	13,001	941	7.8%
Supplementary rates	400	400	-	-
Interest on rates and charges	500	500	-	-
Council pensioner rebates	(450)	(450)	-	-
Rate Waivers and Relief	(100)	(100)	-	-
Revenue in lieu of rates	548	371	(177)	(32.3%)
Total rates and charges	124,677	130,157	5,479	4.4%

* 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	2022/23 cents/\$CIV	2023/24 cents/\$CIV*	Change
General rate for rateable residential properties	0.209745	0.201863	(3.76%)
General rate for rateable residential vacant land properties	0.335592	0.322981	(3.76%)
General rate for rateable commercial properties	0.482413	0.464285	(3.76%)
General rate for rateable industrial properties	0.713133	0.686334	(3.76%)
General rate for rateable petro-chemical properties	0.838980	0.807452	(3.76%)
Rate concession for rateable cultural & recreational properties	0.094385	0.090838	(3.76%)

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	2022/23 Number	2023/24 Number	Change	%
Residential	73,238,266	74,427,060	1,188,794	1.62%
Residential vacant land	612,481	571,878	(40,603)	(6.63%)
Commercial	8,105,908	8,288,151	182,243	2.25%
Industrial	26,724,160	30,924,563	4,200,403	15.72%
Petro-chemical	2,344,278	2,127,798	(216,480)	(9.23%)
Cultural and recreational	83,781	95,280	11,499	13.73%
Total amount to be raised by general rates	111,108,874	116,434,729	5,325,855	4.79%

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	2022/23 Number	2023/24 Number	Change	%
Residential	40,027	40,301	274	0.68%
Residential vacant land	208	194	(14)	(6.73%)
Commercial	1,474	1,493	19	1.29%
Industrial	2,056	2,103	47	2.29%
Petro-chemical	18	17	(1)	(5.56%)
Cultural and recreational	39	40	1	2.56%
Total number of assessments	43,822	44,148	326	0.74%

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	2022/23 \$'000	2023/24 \$'000	Change	%
Residential	34,917,765	36,870,085	1,952,320	5.59%
Residential vacant land	182,508	177,063	(5,446)	(2.98%)
Commercial	1,680,284	1,785,143	104,859	6.24%
Industrial	3,747,430	4,505,760	758,330	20.24%
Petro-chemical	279,420	263,520	(15,900)	(5.69%)
Cultural and recreational	88,765	104,890	16,125	18.17%
Total value of land	40,896,172	43,706,461	2,810,289	6.87%

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	
	2022/23	2023/24	\$	%
Municipal		Not applicable		

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2022/23	2023/24	\$	%
Municipal		Not applicable		

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	2022/23	2023/24	\$,000	%
	\$	\$		
(ST) Base Waste Service Charge for four bins (120L green - food & garden, 120L waste, 240L mixed recycle, 120L glass)	274.00	295.10	21.10	7.7%
(S) Waste Service Charge for properties in MUDs/apartment blocks/villages with shared bins	232.35	250.24	17.89	7.7%
(U1) Upsize waste to 240L	108.50	116.85	8.35	7.7%
(U2) Upsize green - food & garden to 240L	36.17	38.96	2.79	7.7%
UF1 Free Upsize Waste	-	-	-	-
UF2 Free Upsize Med	-	-	-	-
(A1) Additional 240L waste	277.29	298.64	21.35	7.7%
(A2) Additional 120L waste	168.78	181.78	13.00	7.7%
(A3) Additional 240L recycle	108.50	116.85	8.35	7.7%
(A4) Additional 240L green - food & garden	168.78	181.78	13.00	7.7%
(A5) Additional 120L green - food & garden	132.62	142.83	10.21	7.7%
(A6) Additional 120L glass	72.34	77.91	5.57	7.7%
(BRF) Business Reduce Service with FOGO bin	246.60	265.5882	18.9882	7.7%
(BRG) Business Reduce Service with Glass bin	246.60	265.5882	18.9882	7.7%
(BRS) Business Reduce Service	246.60	265.5882	18.9882	7.7%
(BSH) Business Shared	260.30	280.3431	20.0431	7.7%

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	2022/23	2023/24	Change	
	\$	\$	\$,000	%
(ST) Base Waste Service Charge for four bins (120L green - food & garden, 120L waste, 240L mixed recycle, 120L glass)	10,670,930	11,503,215	832,285	7.80%
(S) Waste Service Charge for properties in MUDs/apartment blocks/villages with shared bins	189,367	209,952	20,585	10.87%
(U1) Upsize waste to 240L	184,891	450,942	266,051	143.90%
(U2) Upsize green - food & garden to 240L	586,139	630,410	44,271	7.55%
UF1 Free Upsize Waste	-	-	-	-
UF2 Free Upsize Med	-	-	-	-
(A1) Additional 240L waste	36,047	44,199	8,152	22.61%
(A2) Additional 120L waste	87,599	92,160	4,561	5.21%
(A3) Additional 240L recycle	25,064	28,045	2,981	11.89%
(A4) Additional 240L green - food & garden	26,837	33,447	6,610	24.63%
(A5) Additional 120L green - food & garden	1,194	1,857	663	55.51%
(A6) Additional 120L glass	5,498	5,376	(122)	(2.223%)
(BRF) Business Reduce Service with FOGO bin	-	-	-	-
(BRG) Business Reduce Service with Glass bin	-	-	-	-
(BRS) Business Reduce Service	-	1,328	1,328	-
(BSH) Business Shared	-	-	-	-
Total	11,813,566	13,000,931	1,187,365	10.05%

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

	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Amount raised in general rates:				
Residential	73,238	74,427	1,189	1.6%
Residential vacant land	612	572	(41)	(6.6%)
Commercial	8,106	8,288	182	2.2%
Industrial	26,724	30,925	4,200	15.7%
Petro-chemical	2,344	2,128	(216)	(9.2%)
Cultural and recreational	84	95	11	13.7%
Sub-total	111,109	116,435	5,326	4.8%
"(ST) Base Waste Service Charge for four bins (120L green - food & garden, 120L waste, 240L mixed recycle, 120L glass)"	10,671	11,503	832	7.8%
(S) Waste Service Charge for properties in MUDs/apartment blocks/villages with shared bins	189	210	21	10.9%
(U1) Upsize waste to 240L	185	451	266	143.9%
(U2) Upsize green - food & garden to 240L	586	630	44	7.6%
UF1 Free Upsize Waste	-	-	-	-
UF2 Free Upsize Medical	-	-	-	-
(A1) Additional 240L waste	36	44	8	22.6%
(A2) Additional 120L waste	88	92	5	5.2%
(A3) Additional 240L recycle	25	28	3	11.9%
(A4) Additional 240L green - food & garden	27	33	7	24.6%
(A5) Additional 120L green - food & garden	1	2	1	55.5%
(A6) Additional 120L glass	5	5	-	(2.2%)
(BRF) Business Reduce Service with FOGO bin	-	-	-	-
(BRG) Business Reduce Service with Glass bin	-	-	-	-
(BRS) Business Reduce Service	-	1	1	-
(BSH) Business Shared	-	-	-	-
Sub-total	11,814	13,001	1,187	10.1%
Other:				
Supplementary Rates	400	400	-	-
Interest on rate and charges	450	500	50	11.1%
Council rebates	(475)	(450)	25	(5.3%)
Rate Waivers and Relief	(100)	(100)	-	-
Payment in lieu of rates	354	371	17	4.8%
Sub-total	629	721	92	14.6%
Total Rates and charges	123,551	130,157	6,605	5.3%

4.1.1(l) Fair Go Rates System Compliance

Hobsons Bay City Council is fully compliant with the State Government's Fair Go Rates System.

	2022/23	2023/24
Total Rates	\$111,025,093	\$116,339,449
Number of rateable properties	43,783	44,108
Base Average Rate	\$2,535.80	\$2,637.60
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$2,535.80	\$2,637.60
Maximum General Rates and Municipal Charges Revenue	\$111,026,636	\$116,345,746
Budgeted General Rates and Municipal Charges Revenue	\$111,025,093	\$116,339,449
Budgeted Supplementary Rates	400,000	\$400,000
Budgeted Total Rates and Municipal Charges Revenue	\$111,425,093	\$116,739,449

* The figures above do not include cultural and recreational properties or waste service charges as these items are excluded from the rate cap.

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 (2023-24: est.\$400,000 and 2022-23: \$400,000)
- 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 residential land becomes business land and vice versa
- any rate relief resolved by Council in an attempt to relief financial hardship created by the COVID-19 pandemic

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 0.201863 (0.201863 cents in the dollar of CIV) for all rateable residential properties
- a general rate of 0.322981 (0.322981 cents in the dollar of CIV) for all rateable vacant residential properties
- a general rate of 0.464285 (0.464285 cents in the dollar of CIV) for all rateable commercial properties
- a general rate of 0.686334 (0.686334 cents in the dollar of CIV) for all rateable industrial properties
- a general rate of 0.807452 (0.807452 cents in the dollar of CIV) for all rateable petro chemical properties
- a rate (concession) of 0.090838 (0.090838 cents in the dollar of CIV) for all rateable cultural and recreational 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.

Commercial land

Commercial land is any land:

- which is used primarily for the sale of goods or services
- which is used primarily for other commercial purposes; or
- on which no building is erected but which, by reason of its locality and zoning under the relevant Planning Scheme, would - if developed - be or be likely to be used primarily for:
 - the sale of goods or services; or
 - other commercial purposes

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, environmental, conservation and community services
- provision of strategic and economic management and general support services; and
- promotion of cultural, heritage and tourism aspects of Council's municipal district

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 differential rate is the level, which Council considers is necessary to achieve the objectives specified above.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, is any use permitted under the relevant planning scheme.

The planning scheme zoning, is the zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land are, all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 financial year.

Industrial Land

Industrial land is any land:

- which is not petrochemical land, but is used primarily for industrial purposes; or
- which no building is erected but which, by reason of its locality and zoning under the relevant Planning Scheme, would - if developed - be or be likely to be used primarily for industrial purposes

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, environmental, conservation and community services
- provision of strategic and economic management and general support services; and
- promotion of cultural, heritage and tourism aspects of Council's municipal district

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 differential rate is the level, which Council considers is necessary to achieve the objectives specified above.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate, is any use permitted under the relevant planning scheme.

The planning scheme zoning, is the zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land are, all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 financial year.

Petro Chemical Land

Petro Chemical land is any land which is used primarily for the:

- manufacture
- production; or
- conveyance of:
 - petroleum or any like substance; or
 - petrochemicals or any like substances

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, environmental, conservation and community services
- provision of strategic and economic management and general support services; and
- promotion of cultural, heritage and tourism aspects of Council's municipal district

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 differential rate is the level, which Council considers is necessary to achieve the objectives specified above.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use permitted under the relevant planning scheme.

The planning scheme zoning, is the zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land are, all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 financial year.

Vacant Residential Land

Vacant Residential land is any land:

- on which no dwelling is erected but which, by reason or its locality and zoning under the relevant Planning Scheme, would – if developed – be or be likely to be used primarily for residential purposes
- which is not
 - commercial land
 - industrial land; or
 - petrochemical 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, environmental, conservation and community services
- provision of strategic and economic management and general support services; and
- promotion of cultural, heritage and tourism aspects of Council's municipal district

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 differential rate is the level, which Council considers is necessary to achieve the objectives specified above.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use permitted under the relevant planning scheme.

The planning scheme zoning is the zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 financial year.

Other Land (including Residential Land)

Other land (including residential land) is any land:

- which is used primarily for residential purposes;
- which is not
 - vacant residential land
 - commercial land
 - industrial land; or
 - petrochemical 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, environmental, conservation and community services
- provision of strategic and economic management and general support services; and
- promotion of cultural, heritage and tourism aspects of Council's municipal district

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 differential rate is the level, which Council considers is necessary to achieve the objectives specified above.

The geographic location of the land within this differential rate is wherever located within the municipal district.

The use of the land within this differential rate is any use permitted under the relevant planning scheme.

The planning scheme zoning is the zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 financial year.

Rate Concession for Rateable Cultural and Recreational Properties

The Cultural and Recreational Lands Act of 1963 provides for a Council to grant a rating concession to any "recreational lands" which meet the test of being rateable land under the *Local Government Act 1989*.

The definition of recreational lands under the *Cultural and Recreational Lands Act 1963*, Section 2 means lands, which are:

Vested in or occupied by anybody corporate or unincorporated body which exist for the purpose of providing or promoting cultural or sporting recreational or similar facilities or objectives and which applies its profits in promoting its objects and prohibits the payment of any dividend or amount to its members: and

used for outdoor sporting recreational or cultural purposes or similar outdoor activities; or

Lands which are used primarily as agricultural showgrounds.

Section 169 of the *Local Government Act 1989*, provides an opportunity for Council to grant a concession for properties described by definition as a sporting club under the *Cultural and Recreational Lands Act 1963*. For the rating year 2023-24 Council provides a concession to 40 properties coded with a description of "sporting club" in Council's rate records. The residential rate is applied to these properties and then a 55 per cent discount on rates is apportioned to each property. It is considered that these clubs provide a benefit to the general community and their activities assist in the proper development of the municipal district.

4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	Actual	2023/24	\$'000	%
	2022/23	\$'000	\$'000	%
Infringements and costs	2,397	2,469	73	3.0%
Court recoveries	13	13	-	0.0%
Planning and building fees	2,050	2,137	87	4.3%
Animal control	751	763	12	1.5%
Land information certificates	112	113	0	0.2%
Election fines	6	-	(6)	(100.0%)
Road Management Fees	40	42	2	5.0%
Building services	5,369	5,537	168	3.1%

Statutory fees and fines are those which Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the State Government department responsible for the corresponding services or legislation, and generally Council has limited discretion in applying these fees. Examples of statutory fees and fines include planning and subdivision fees, building and inspection fees, infringements and fines, land information certificate fees and animal registrations.

Statutory fees and fines are expected to increase by \$168,000 when compared to 2022-23. The most significant increases when compared to 2022-23 are expected in relation to town planning fees (\$108,000), parking infringements (\$67,000), building control (\$14,000) and animal registrations (\$12,000).

The most significant decreases when compared to 2022-23 relate to town planning enforcement (\$32,000) and election fines (\$6,000).

A detailed listing of fees and charges is attached as an appendix.

4.1.3 User fees

	Forecast	Budget	Change	
	Actual	2023/24	\$'000	%
	2022/23	\$'000	\$'000	%
Aged and health services	1,165	1,190	25	2.2%
Parking	930	1,162	232	24.9%
Childcare/children's programs	51	60	9	16.7%
Recreation	129	141	12	9.5%
Other fees and charges	1,255	1,224	(31)	(2.5%)
Registration and other permits	168	158	(10)	(6.2%)
Building services	429	479	50	11.7%
Roads and drains	370	515	145	39.3%
Property revaluation fees	13	14	1	6.6%
Library	45	46	2	3.6%
Waste management services	75	83	8	10.5%
Total user fees	4,631	5,073	442	9.6%

User fees relate mainly to the recovery of service delivery costs through charging fees to users of Council's services. These include community care service contributions from clients (i.e. food services, planned activity groups, respite, family day care and occasional care), use of parks, recreation facilities and sporting reserves.

User fees are expected to increase by \$442,000 when compared to 2022-23. The most significant increases are parking meter income – including paid parking for non-resident visitors parking along the Altona Beach foreshore (\$232,000), town planning fee increases (\$114,000), road opening reinstatements (\$100,000), private subdivision supervision fees (\$45,000), legal point of discharge fees (\$30,000) and immunisation fees (\$24,000).

The most significant decreases when compared to 2022-23 relate to building insurance premiums on-charged to tenants of Council owned buildings (\$97,000), food safety permits (\$37,000) and renewal energy certificates (\$36,000).

A detailed listing of fees and charges is attached as an appendix.

4.1.4 Grants

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to decrease by \$534,000 (5.1 per cent) compared to 2022-23.

The main decrease when compared to the 2022-23 forecast is for non-recurrent State funding received for COVID – CALD Local Partnerships (\$281,000), statutory planning (\$179,000), Recycling 2.0 Project (\$161,000), On The Road (\$161,000) and building control (\$96,000).

State non-recurrent funding is budgeted to increase in Early Years CALD outreach (\$47,000).

Recurrent State funding budgeted to decrease is mainly due to a reduction in the School Crossing subsidy (\$66,000), Westgate Tunnel Neighbourhood Fund (\$35,000), Freeza Youth Services program (\$26,000) and the Level Crossing Removal Project (\$20,000).

An increase to Recurrent State funding is due to unspent Support for Carers funding being returned to the State government in 2022-23 as this program is now delivered by other service providers in Hobsons Bay (\$196,000). As a result, there will be no funding received for this program in 2023-24.

An increase is expected in recurrent Commonwealth funding for financial assistance grants (\$767,000).

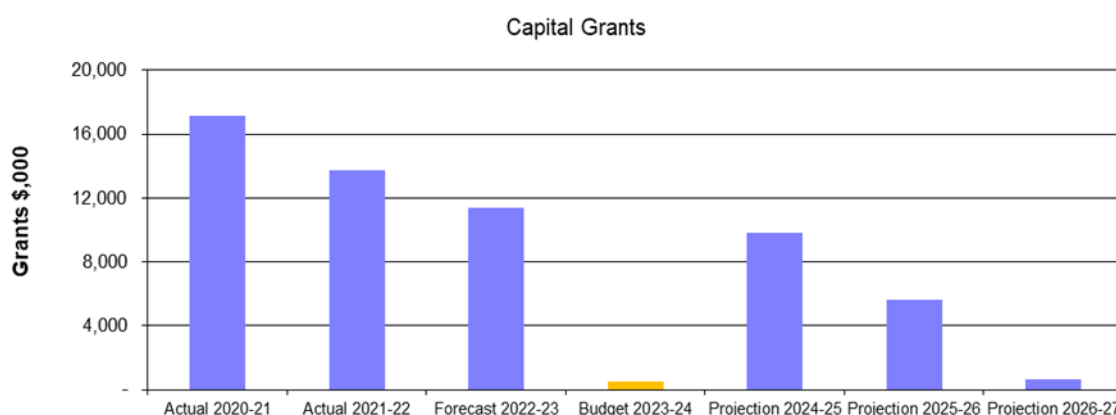
Decreases in recurrent Commonwealth funding are expected community support programs (\$361,000).

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program.

The budget for 2023-24 includes non-recurrent capital grant funding of \$478,000, an expected decrease of \$10.883 million compared to 2022-23. The most significant decreases relate to Roads (\$4.361 million), Buildings (\$3.125 million), Recreation, Other Infrastructure (\$1.16 million), Leisure and Community facilities (\$1.015 million) and Parks and Open Spaces (\$940,000).

Recurrent capital grant funding for the Roads to Recovery program remains the same as the previous year (\$477,000).

The amount of funding provided by other levels of government has reduced from previous years, particularly in relation to capital grants used towards funding Council's Capital Works Program. More detail on capital funding is available in section 4.5 of the budget.



A list of operating and capital grants by type and source, classified into recurrent and non-recurrent, is included on the next page. This includes negative amounts, which are adjustments for those grant funds received in 2022-23 which are budgeted to be received in 2023-24.

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Summary of grants				
Commonwealth funded grants	6,058	6,501	443	7.3%
State funded grants	15,817	3,956	(11,860)	(75.0%)
Total grants received	21,874	10,457	(11,417)	(52.2%)
(a) Operating Grants				
Recurrent - Commonwealth Government				
Aged care	2,196	1,835	(361)	(16.4%)
Family, youth and children services	405	405	0	0.0%
Food services	4	3	(1)	(22.9%)
Financial assistance grants	2,341	3,108	767	32.8%
Recurrent - State Government				
Aged care	(69)	92	161	(232.9%)
School crossing supervisors	399	333	(66)	(16.5%)
Libraries	699	667	(33)	(4.7%)
Family, youth and children services	683	654	(29)	(4.3%)
Infrastructure	335	280	(55)	(16.4%)
Maternal and child health	692	692	-	0.0%
Food services	2	3	1	25.2%
Public health	113	98	(15)	(12.9%)
Other	712	714	2	0.3%
Total recurrent operating grants	8,512	8,884	372	4.4%
Non-recurrent - Commonwealth				
Aged care	625	673	48	7.6%
Other	10	-	(10)	(100.0%)
Non-recurrent - State Government				
Aged care	34	6	(28)	(82.0%)
Family, youth and children services	69	116	47	67.3%
Infrastructure	260	260	-	0.0%
Other	1,003	40	(962)	(96.0%)
Total non-recurrent operating grants	2,002	1,095	(906)	(45.3%)
Total operating grants	10,513	9,979	(534)	(5.1%)
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	477	477	-	0.0%
Total recurrent capital grants	477	477	-	0.0%
Non-recurrent - State Government				
Buildings	2,725	(400)	(3,125)	(114.7%)
Recreation, leisure and community facilities	1,315	300	(1,015)	(77.2%)
Roads	4,361	-	(4,361)	(100.0%)
Other Infrastructure	1,160	-	(1,160)	(100.0%)
Parks & Open Space	799	(141)	(940)	(117.7%)
Waste Management	509	127	(382)	(75.1%)
Library Books	15	15	-	0.0%
Other	-	100	100	100.0%
Total non-recurrent capital grants	10,884	1	(10,883)	(100.0%)
Total capital grants	11,361	478	(10,883)	(95.8%)

4.1.5 Contributions

	Forecast	Budget	Change	
	Actual			
	2022/23	2023/24	\$'000	%
	\$'000	\$'000		
Monetary	4,742	5,484	742	15.64%
Non-Monetary	-	-	-	-
Total contributions	4,742	5,484	742	15.64%

Contributions relate to monies paid by developers for public resort and recreation, drainage and car parking, in accordance with planning permits issued for property development. Other contributions are made by corporations and organisations for specific capital programs.

Monetary contributions have been budgeted to increase by \$742,000 (15.64 per cent). The most significant increases are expected in the developer contribution plans for Precinct 15 in Altona North (\$553,000), the Port Phillip Woollen Mills (\$401,000) and the Hobsons Bay Caravan Park (\$59,000).

The most significant reductions are expected for Open Space Contributions (\$77,000) and capital works contributions (\$190,000).

Developer contributions are transferred to reserves to ensure that they are spent on their intended use in the future.

4.1.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	Forecast	Budget	Change	
	Actual			
	2022/23	2023/24	\$'000	%
	\$'000	\$'000		
Plant				
Sales	152	202	50	32.9%
WDV of assets sold & cost of sale	100	150	50	50.0%
Net gain/(loss) on plant	52	52	-	-
Net gain/(loss)	52	52	-	-

A net profit on the disposal of property, infrastructure, plant and equipment of \$52,000 has been included in the budget for 2023-24, consistent with the 2022-23 forecast. Sales in relation to Council's plant (vehicle) fleet are the only disposals included in the budget.

Outlined in Council's recently adopted Property Strategy is the requirement to establish a Property Acquisitions and Disposal Policy. This will require an evaluation of Council's existing property assets as to their suitability and location in meeting Council's service and property requirements and will consider the suitability of the disposal of Council's surplus property. It is Council's intention to allocate income generated from the disposal of land assets to new reserves established to meet its financial contributions towards the Western Aquatic and Leisure Centre and Hobsons Bay Wetlands Centre. It is also envisaged that a portion of future land sales will be set aside for the establishment of Council's Property Development Fund.

4.1.7 Other income

	Forecast	Budget	Change	
	Actual			
	2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
Interest	700	1,321	621	88.7%
Investment property rental	2,649	2,888	238	9.0%
Other rent	411	422	11	2.7%
Total other income	3,760	4,631	871	23.2%

Other income relates mainly to property and other facilities rentals, as well as interest on investments.

Other income is expected to increase by \$871,000 compared to 2022-23. The most significant increases relate to interest on investments due to increased interest rates (\$621,000) and investment property rental and other rental income which includes CPI increases (\$249,000).

4.1.8 Employee costs

	Forecast	Budget	Change	
	Actual			
	2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and salaries	48,523	50,214	(1,691)	(3.5%)
WorkCover	845	1,005	(161)	(19.0%)
Casual staff	3,767	3,922	(156)	(4.1%)
Superannuation	5,138	5,695	(557)	(10.8%)
Redundancy	152	-	152	100.0%
Total employee costs	58,425	60,837	(2,412)	(4.1%)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc. Employee costs are projected to increase by \$2.412 million.

Employee costs have increased by 4.1 per cent. Significant increases compared to the 2022-23 forecast are for the Enterprise Agreement increase of 1.5 per cent (\$876,000), superannuation including the legislative increase of 0.5 per cent (\$557,000) and the Workcover premium (\$161,000).

Additional estimated costs (\$493,000) have also been included for the Council+ program. This was implemented in 2022-23 to make it easier for the community to access Council services and interact with Council various service centres across the municipality. A full year of costs are included for 2023-24 for the centres currently available in Altona Meadows, Altona North, Laverton, Seabrook and Williamstown as well as costs for the introduction of further centres in Altona and Newport.

4.1.9 Materials and services

	Forecast	Budget	Change	
	Actual	2023/24	\$'000	%
	2022/23	2023/24	\$'000	%
Building maintenance	5,292	5,559	(267)	(5.0%)
General maintenance	6,658	6,737	(79)	(1.2%)
Utilities	3,161	3,136	26	0.8%
Professional Services	4,363	4,267	96	2.2%
Information technology	4,377	4,621	(244)	(5.6%)
Insurance	1,916	2,185	(269)	(14.0%)
Environmental and waste management	10,309	10,982	(674)	(6.5%)
Community care	1,765	1,357	408	23.1%
Road maintenance	5,044	5,352	(309)	(6.1%)
Arts, culture and community	2,709	2,830	(121)	(4.4%)
Parking and local laws	901	971	(70)	(7.8%)
Other	6,414	4,752	1,662	25.9%
Total materials and services	52,908	52,749	159	0.3%

Materials and services include the purchases of consumables and payments to contractors for the provision of services and utility costs. Overall, materials and services are expected to decrease next year by \$159,000 (0.3 per cent) compared to the 2022-23 forecast.

The main decrease relates to operational projects transferred from the Capital Works Program, which do not add to the Council's asset base (\$1.161 million).

Other significant decreases relate to community support – partly offset against a reduction in grant funding that coincides with a changing service environment (\$409,000), CALD Local Partnership expenditure – offset against a reduction in grant funding (\$282,000), strategic asset management audits (\$250,000), statutory planning savings (\$175,000), the Better Places program (\$145,000) and building & construction regulation services (\$62,000).

The most significant increases compared to the 2022-23 forecast are for waste management services which have been impacted by CPI increases (\$986,000), corporate annual software maintenance (\$408,000), road maintenance contracts (\$327,000), facilities maintenance contracts (\$328,000), insurances (\$269,000), delayed planning scheme amendment projects which have been carried over from 2022-23 (\$167,000) and city amenity tipping costs (\$50,000).

4.1.10 Depreciation

	Forecast	Budget	Change	
	Actual	2023/24	\$'000	%
	2022/23	2023/24	\$'000	%
Property	3,997	4,417	(420)	(10.5%)
Plant & equipment	3,895	3,919	(24)	(0.6%)
Infrastructure	19,817	20,653	(837)	0
Total depreciation	27,708	28,989	(1,280)	(4.6%)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment, including infrastructure assets such as roads and drains. The budgeted increase (\$1.28 million) is mainly due to asset purchases through the Capital Works Program during 2022-23.

The increase does not consider revaluations that may occur towards the end of the 2022-23 financial year.

4.1.11 Amortisation - Right of use assets

	Forecast	Budget	Change	
	Actual	2023/24	\$'000	%
	2022/23	2023/24	\$'000	%
Office Equipment	238	462	(224)	(94.2%)
Vehicles	28	9	19	67.5%
Total amortisation	266	471	(205)	(77.1%)

Amortisation - Right of use assets expenses relate to a range of leases. Amortisation - Right of use assets expenses are projected to increase by \$205,000 compared to 2022-23. The main increases relate to increases to ICT and office equipment leases (\$224,000).

Decreased amortisation costs are expected in relation to motor vehicles (\$19,000) as Council continues with its program to purchase vehicles at the end of their lease.

4.1.12 Other expenses

	Forecast	Budget	Change	
	Actual	2023/24	\$'000	%
	2022/23	2023/24	\$'000	%
Auditors remuneration – VAGO	73	73	-	-
Auditors remuneration - Internal	125	125	-	-
Councillors' allowances	331	335	(5)	(1.4%)
Operating lease rentals	506	519	(13)	(2.5%)
Total other expenses	1,034	1,052	(17)	(1.7%)

Other expenses relate to a range of unclassified items including leases, rentals, audit fees and councillors' allowances. Other expenses are projected to increase by \$17,000 compared to 2022-23 mainly due to an expected increase IT Telecommunication lease rentals (\$12,000) and in Councillors' allowances (\$5,000).

4.2 Balance Sheet

4.2.1 Assets

Assets are expected to increase by \$28.303 million during 2023-24. The main anticipated increase relates to Council owned property plant and equipment. These assets represent the largest component of Council's worth and include the value of all the land, buildings, roads, vehicles, equipment, etc. The increase is largely attributable the capital works program (\$58.075 million) offset against asset depreciation throughout the year (\$28.989 million).

Cash and investments are budgeted to increase by \$778,000 million during 2023-24. Trade and other receivables are expected to increase by \$1.124 million.

The value of all other assets is predicted to remain reasonably consistent throughout 2023-24.

4.2.2 Liabilities

Liabilities are expected to increase by \$12.801 million during 2023-24.

Interest-bearing loans and borrowings are expected to increase by \$12.129 million during 2023-24. The increase is a result of new borrowings of \$14 million and principal repayments of \$1.878 million.

Employee leave provisions include accrued long service leave, annual leave and rostered days off owing to employees. Employee entitlements are expected to increase (\$355,000) due to active management of leave entitlements, despite factoring in an increase for the existing enterprise agreement. Trade and other payables are those to whom Council owes money as at 30 June and are budgeted to increase compared to the previous year (\$329,000 million).

Lease liabilities are expected to decrease (\$184,000).

4.2.3 Borrowings

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

	Forecast Actual	Budget	Projections		
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	12,000,000	19,045,026	31,166,548	32,743,753	23,700,070
Amount proposed to be borrowed	8,000,000	14,000,000	5,000,000	-	-
Amount projected to be redeemed	954,974	1,878,478	3,422,795	9,043,683	4,225,132
Amount of borrowings as at 30 June	19,045,026	31,166,548	32,743,753	23,700,070	19,474,938
Amount (of opening balance) to be refinanced	-	-	-	-	-

The amount of \$14 million proposed to be borrowed in 2023-24 relates to an increased Capital Works Program, where some projects forecast for delivery in later years have been brought forward for construction in 2023-24. Forecast borrowings of \$5 million are also included in 2024-25 to bring forward our capital delivery to reduce the impact of escalating construction costs.

It is also Council's intention to continue its strong advocacy to the State and Federal governments to financially support the construction of the Western Aquatic and Leisure Centre and the Hobsons Bay Wetlands Centre. If the requested funding from other levels of government is received, Council's intended financial contributions will be derived through additional borrowings (over the amounts included in the

table above) and the newly created Advocacy Projects reserve. Working with other levels of Government, Council is committed to delivering these projects.

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 Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Right-of-use Assets				
Office Equipment	962	692	(270)	28.1%
Vehicles	9	-	(9)	100.0%
Total Right-of-use Assets	971	692	(279)	28.8%
Lease Liabilities				
Current Lease Liabilities				
Office Equipment	581	677	96	16.6%
Vehicles	2	-	(2)	100.0%
Total Current Lease Liabilities	583	677	94	16.2%
Current Lease Liabilities				
Office Equipment	484	206	(278)	57.5%
Vehicles	-	-	-	-
Total Non-current Lease Liabilities	484	206	(278)	57.5%
Total Lease Liabilities	1,067	883	(184)	17.2%

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 in use is 6 per cent.

4.3 Statement of changes in Equity

4.3.1 Reserves

Reserve balances are expected to decrease by \$892,000 with \$10.230 million transferred from and \$9.338 million transferred to the reserves during 2023-24.

Transfers from reserves to fund capital works include the recreation and open space (\$3 million), infrastructure (\$2.986 million) and capital works carry over (\$2.616 million) reserves.

Transfers from reserves to fund operational expenditure include 2023-24 funds received during 2022-23 from the Victorian Grants Commission (\$1.554 million) and for street tree planting (\$74,000).

Transfers to reserves to fund future programs include transfers equivalent to income received from developers for recreation and open space (\$2.8 million), the Altona North Developer Precinct 15 (\$2.125 million), the Port Phillip Woollen Mills (\$440,000), street tree planting (\$60,000) and the Hobsons Bay caravan park (\$59,000).

Other transfers to reserves are for 2024-25 funds expected to be received in 2023-24 from the Victorian Grants Commission (\$1.585 million), funding for the Hobsons Bay Wetlands Centre and the Western Aquatic and Leisure Centre included in the Advocacy Projects reserve (\$1.261 million), loan repayments (\$500,000), the property development fund (\$420,000) and waste management (\$88,000).

4.3.2 Equity

Total equity is expected to increase by \$15.502 million during 2023-24, which reflects the operating surplus for the financial year.

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

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/ (used in) operating activities

Operating activities refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

Cash flows available from operating activities in 2023-24 are expected to decrease by \$73,000.

Operating cash flow are expected to decrease compared to the previous year as a result of:

- a decrease in the receipt of grant income, particularly in relation to capital grants (\$11.418 million)
- an increase in employee costs (\$3.267 million)

The most significant operating cash flow increases compared to the previous year are a result of:

- a decrease in payments for materials and services (\$7.718 million)
- an increase in rates to be received (\$3.894 million)
- an increase in income to be received – outside of rates and grants (\$2.258 million)

Net cash flows from operating activities does not equal the surplus for the year as the expected revenues and expenses of the Council include non-cash items, which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table:

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Variance \$'000
Surplus (deficit) for the year	23,372	15,502	(7,870)
Depreciation & Amortisation	27,974	29,460	1,486
Loss (gain) on sale of assets	(52)	(52)	-
Net movement in current assets and liabilities	(3,630)	2,681	6,311
Cash flows available from operating activities	47,665	47,591	(73)

4.4.2 Net cash flows provided by/ (used in) investing activities

Investing activities refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.

The decrease in cash flows for investing activities of \$4.396 million is a result of increases in payments for investment (\$13 million) offset against the decrease in payments relating to capital expenditure (\$8.554 million) when compared to the prior year.

4.4.3 Net cash flows provided by/ (used in) financing activities

Financing activities refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

The increase in cash flow for investing activities of \$4.698 million is mainly a result of an increase in the proceeds from borrowings (\$6 million) offset against increases in the repayment of borrowings (\$924,000) and interest payments (\$378,000).

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2023-24 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 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Property	21,875	20,345	(1,530)	(7.0%)
Plant and equipment	4,605	5,200	595	12.9%
Infrastructure	40,149	32,530	(7,619)	(19.0%)
Total	66,629	58,075	(8,554)	(12.84%)

Property (\$20.345 million)

Property includes land, buildings including heritage buildings, community facilities, municipal offices, sports facilities and pavilions.

For the 2023-24 year, \$19.405 million will be expended on new works for building and building improvement projects. The more significant building projects include the HC Kim Reserve pavilion (\$4.5 million), the large scale solar rollout (\$3.5 million), Dennis Reserve multi-purpose Centre (\$3.2 million) and the Western aquatic Facility (Bruce Comben) (\$1.1 million).

Plant and equipment (\$5.2 million)

Plant and equipment include plant, machinery and equipment, computers and telecommunications, furniture, fixtures, fittings and library books.

For the 2023-24 year, \$4.87 million will be expended on new works for Plant and Equipment. The significant projects include replacement of plant and vehicle fleet (\$1.95 million), library collections (\$900,000) and information technology (\$670,000), Furniture and fittings (\$450,000) and library IT equipment (\$310,000).

Infrastructure (\$32.53 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other infrastructure.

For the 2023-24 year, \$34.5 million will be spent on new Infrastructure works. Of this \$13.62 million will be expended on new works for road projects. This includes the road rehabilitation program (\$4.165 million) and the road resurfacing program (\$2.615 million), Champion Road Williamstown (\$1.835 million), Kerb and Channel renewals (\$1.085 million), The Avenue Spotswood (\$800,000) and Railway Avenue Laverton (\$505,000).

Footpaths and cycleways new expenditure of \$1.94 million includes the footpath renewal program (\$820,000), Champion Road cycling infrastructure (\$665,000) and Altona Meadows Central new footpath program (\$370,000).

Drainage expenditure of \$2.54 million includes the drainage renewal program (\$1.11 million), Hanmer Street drainage (\$750,000), and McIntyre Road Altona (\$300,000).

Parks, open space and streetscapes new works expenditure of \$9.745 million includes the Bruce Comben Reserve open space development (\$4.035 million), Leo Hoffman Reserve Newport (\$920,000), Better Places and Spaces McCormack Park Laverton (\$500,000) and Pipeline Reserve (\$480,000).

Recreational, leisure and community facilities expenditure of \$1.805 million includes H.C. Kim Reserve sports field upgrades (\$660,000), cricket nets renewal program (\$360,000), Paisley Park Altona North play space upgrade and pump track development (\$360,000) and Soccer complex spectator improvements (\$210,000).

Carried forward works

At the end of each financial year there are projects which are either incomplete or yet to commence due to various factors including planning issues, weather delays and extended consultation periods. It is currently forecast that there will be \$1.840 million capital works delayed in 2022-23 and carried forward to the 2023-24 year. The final carryover figure will be determined after the year-end accounts are finalised.

	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contributions	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	20,345	13,050	3,955	3,340	(400)	-	20,745	-
Plant and equipment	5,200	450	4,440	310	115	-	5,085	-
Infrastructure	32,530	5,990	10,605	15,935	763	-	31,767	-
Borrowings for Capital Projects	-	-	-	-	-	-	(14,000)	14,000
Total	58,075	19,490	19,000	19,585	478	-	43,597	14,000

New assets (\$19,490 million), asset renewals (\$19 million) and asset upgrades (\$19.585 million)

A distinction is made between expenditure on new assets, asset renewal and asset upgrade. Expenditure on asset renewal is expenditure on existing assets, or the replacement of an existing asset that returns the service of the asset to its original capacity. Expenditure on asset upgrades results in an increase in the capacity of an existing asset. Expenditure on new assets does not have any element of renewal or upgrade of existing assets but will result in additional obligations for future operation, maintenance and capital renewal.

The major projects included in expenditure on new assets are the Bruce Comben open space development (\$4.035 million), H.C. Kim Reserve pavilion (\$4.05million), Large Scale Solar rollout (\$3.5 million), Dennis reserve multi-purpose centre (\$3.2 million) and the design of the future Aquatic facility (Bruce Comben) – design (\$1.1 million).

Significant renewal projects include the road resurfacing program (\$2.615 million), Plant & Equipment replacement program (\$1.95 million), Champion Road Williamstown road rehabilitation (\$1.835 million), Building renewals (\$1.65million), Altona Meadows Excellence Hub (\$1.22 million), Drainage renewal program (\$1.11 million), Kerb & Channel renewals (\$1.085 million), Library collections (\$900,000) and the Footpath renewal program (\$820,000).

The major projects in the asset upgrade program include the Road Rehabilitation Program (\$4.165 million), Unsealed laneway program (\$1.23 million), Leo Hoffman Reserve Newport (\$920,000), Road - The Avenue Spotswood (\$800,000), Drainage - Hanmer Street Williamstown (\$750,000), H.C. Kim Reserve sports field upgrade (\$660,000)

4.5.2 Current Budget

Property

Land



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Kororoit Creek Shared Trail Stages 4 & 5	500	500	-	-	-	-	500	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
South Kingsville Community Centre Roof Renewal and Visual Screening	300	-	300	-	-	-	300	-
Operations Centre - Amenity Improvement	300	-	-	300	-	-	300	-
Minor Renewals - Floor Renewal	220	-	220	-	-	-	220	-
Minor Renewals - Painting	260	-	260	-	-	-	260	-
Minor Building Renewal - Operation Centre	205	-	205	-	-	-	205	-
Minor Renewals Programs including HVAC, ESM, Electrical, Plumbing, & Sewers	1,650	-	1,650	-	-	-	1,650	-
Minor Renewals - Bayfit Leisure Centre	260	-	220	40	-	-	260	-
Sports Pavilion upgrade (Bruce Comben) - Investigation and Design	100	-	-	100	-	-	100	-
Future Western Aquatic Facility (Bruce Comben) - Design	1,100	1,100	-	-	-	-	1,100	-
Dennis Reserve, Williamstown - Multipurpose Centre	3,200	3,200	-	-	-	-	3,200	-
Altona Meadows Library Building Renewal & Energy Efficiency Upgrades	500	-	500	-	-	-	500	-
Altona Meadows Excellence Hub	1,220	-	1,220	-	-	-	1,220	-
HC Kim Reserve, Female Friendly New Pavilion (Incl immediate carpark and footpath works only) - Package 1	4,050	4,050	-	-	100	-	3,950	-
Seabrook Community Centre & Kinder Building Renewal	100	-	100	-	-	-	100	-
Emma McLean Kindergarten New Facility	500	500	-	-	-	-	500	-
Seaholme Kindergarten	420	-	-	420	-	-	420	-
Newport Community Hub - Increased Counselling Suites	150	-	-	150	-	-	150	-
Public Toilet Program	80	80	-	-	-	-	80	-
Large Scale Solar Rollout Stage 2	3,500	3,500	-	-	-	-	3,500	-
Altona Hockey Club - Sports Pavilion Major Upgrades	280	-	-	280	-	-	280	-
Williamstown Swimming & Life Saving Club Pavilion - Design and Construction	430	-	-	430	-	-	430	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000	
Future conservation works	10	-	10	-	-	-	10	-	
Dennis Reserve Coronation Lamp Williamstown	10	-	10	-	-	-	10	-	
Burgoyne Reserve Bollards Williamstown	20	-	20	-	-	-	20	-	
Burgoyne Reserve Anchor & Swivel Williamstown	10	-	10	-	-	-	10	-	
Maclean Monument Williamstown	20	-	20	-	-	-	20	-	
Cannons/ Foreshore Williamstown	10	-	10	-	-	-	10	-	

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000	
TOTAL PROPERTY	19,405	12,930	4,755	1,720	100	-	19,305	-	



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Plant & Equipment Replacement Program	1,950	-	1,950	-	-	-	1,950	-
Purchase of leased vehicles	90	-	90	-	-	-	90	-
Passenger vehicle replacement program (Bus replacement)	20	-	20	-	-	-	20	-
Passenger vehicle replacement program (Excluding buses)	480	-	480	-	-	-	480	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Sutton Ave (DET Site) Kindergarten Furniture and Fitout - Intended as a Decant Site	450	450		-	-	-	450	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
ICT Capital Works program	670	-	670	-	-	-	670	-
Library IT equipment	310	-	-	310	-	-	310	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Library collections	900	-	900	-	15	-	885	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
TOTAL PLANT AND EQUIPMENT	4,870	450	4,110	310	15	-	4855	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Road Rehabilitation Program - Hillman St from Bladin St to Bellin St, Laverton	190	-	-	190	-	-	190	-
Cycling Infrastructure Upgrade, Railway Avenue, Laverton - Balmoral St to Aviation Rd + Princess Fwy to Balmoral St + Princess Fwy to Merton St (Incl Soil Testing)	105	-	-	105	-	-	105	-
Road Rehabilitation, Railway Avenue, Laverton - Balmoral St to Aviation Rd + Princess Fwy to Balmoral St + Princess Fwy to Merton St (Incl Soil Testing)	505	-	-	505	-	-	505	-
The Avenue Upgrade (Between Melbourne Road and Hope Street)	800	-	-	800	-	-	800	-
Car Park Renewal Program	120	-	120	-	-	-	120	-
Community Responsive Works - Traffic	100	-	100	-	-	-	100	-
Champion Road (Road Rehabilitation) Newport from Kororoit Creed Rd to RAB (Challis St)	1,835	-	1,835	-	-	-	1,835	-
Road Rehabilitation Program	4,165	-	-	4,165	477	-	3,688	-
Road Resurfacing Program	2,615	-	2,615	-	-	-	2,615	-
Road Resurfacing Program - Kerb & Channel Renewals	1,085	-	1,085	-	-	-	1,085	-
Street Lighting - Minor Works	50	-	-	50	-	-	50	-
Community Responsive Works - Traffic	60	-	-	60	-	-	60	-
Traffic Management Devices Renewal Program	100	-	100	-	-	-	100	-
Annunciation Primary School - Safe Travel Around Schools Year 2	150	-	150	-	-	-	150	-
McIntosh Road at Mills Street - Pedestrian Access Improvements	150	-	150	-	-	-	150	-
Transport Safety Improvement Program - McIntosh Road – Traffic Calming (Sixth Ave to First Ave)	360	-	-	360	-	-	360	-
Unsealed Laneway Upgrade Program	1,230	-	-	1,230	-	-	1,230	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Altona Ford Upgrade - Full Upgrade (Racecourse Road Culvert and Ford Crossing) Note: Permit valid from Sep 2022	140	-	-	140	-	-	140	-
Bridge Renewal Program	320	-	320	-	-	-	320	-
McCormack Park, Laverton New Footbridge	300	300	-	-	-	-	300	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Champion Road (Cycling Infrastructure), Newport	665	-	665	-	-	-	665	-
Footpath New Program 3 - Altona Meadows Central	370	370	-	-	-	-	370	-
Footpath New Program 2 - Seabrook North	30	30	-	-	-	-	30	-
Footpath Renewal Program	820	-	820	-	-	-	820	-
Shared Trails Renewal Program	55	-	55	-	-	-	55	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
McIntyre Drive, Altona - Drainage Upgrade	300	-	-	300	-	-	300	-
Minor Drainage upgrade works along Bruce Street South - Design Only	50	-	-	50	-	-	50	-
Aitken Street, Williamstown - From Parker St to Ann St - Drainage Upgrade (Woollen Mills DCP project) - Design Only	50	-	-	50	-	-	50	-
Hobsons Street, Newport - From Home Rd to Douglas Pde, Drainage Upgrade - Design Only	50	-	-	50	-	-	50	-
Finch, Cobham and Kookaburra St, Altona - Drainage Upgrade - Design Only	50	-	-	50	-	-	50	-
Hanmer Street - From Electra St to Ann St (Woollen Mills DCP project)	750	-	-	750	-	-	750	-
Drainage Renewal Program	1,110	-	1,110	-	-	-	1,110	-
Pit Upgrade Program	120	-	-	120	-	-	120	-
Road Rehabilitation Program	60	-	-	60	-	-	60	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Paisley Park, Altona North - Play Space Upgrade and Pump Track Development	65	-	-	65	-	-	65	-
Cricket Practice Nets Renewal Program	360	-	360	-	300	-	60	-
HC Kim Reserve Sports Field Upgrades - Package 2	660	-	-	660	60	-	600	-
Newport Park Athletics Track resurfacing and infield (Event Infrastructure) upgrade	30	-	-	30	-	-	30	-
Paisley Park, Altona North - Soccer Complex Spectator Improvements	210	-	-	210	-	-	210	-
Recreation Infrastructure Renewal	80	-	80	-	-	-	80	-
KC White Reserve, Williamstown North - Irrigation pitches 1 and 2	400	-	400	-	-	-	400	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Altona beach entry	50	-	-	50	-	-	50	-
Brooklyn Oxygen Forest	155	-	-	155	-	-	155	-
Creative Campaign & Monitoring Program	15	-	-	15	-	-	15	-
Green Avenues	300	-	-	300	-	-	300	-
Local Stories Project	40	-	-	40	-	-	40	-
Potential Future retail Station & Better Networks	170	-	-	170	-	-	170	-
The Link	65	-	-	65	-	-	65	-
Cycling & Active transport Network	20	-	-	20	-	-	20	-
Wayfinding	35	-	-	35	-	-	35	-
Upgrading Our Local Centres	25	-	-	25	-	-	25	-
The Circle	55	-	-	55	-	-	55	-
Creating Better Places & Spaces for Young People	25	25	-	-	-	-	25	-
Investigating Leading Technologies and Best Practice Solutions	30	-	-	30	-	-	30	-
Local Safety Program	55	-	-	55	-	-	55	-
Promotion of Projects	15	-	-	15	-	-	15	-
Better Places and Spaces - McCormack Park	500	-	-	500	-	-	500	-
Mary Street Reserve/Veteran Reserve, Spotswood - Neighbourhood Park Upgrade - play space + open space + Carpark	300	-	-	300	-	-	300	-
Biodiversity Strategy - Rifle Range Wetlands Restoration	70	-	-	70	-	-	70	-
Biodiversity Strategy Implementation Works Upgrade - irrigation and landscaping	270	-	-	270	-	-	270	-
Bruce Comben Open Space Development (southern area) - Construction	4,035	4,035	-	-	-	-	4,035	-
Cherry Lake All Abilities Playground - Community Submission	55	-	-	55	-	-	55	-
Open Space Forward Design	280	-	-	280	-	-	280	-
Leo Hoffman Reserve, Newport - Neighbourhood Park Upgrade - play space + open space	920	-	-	920	-	-	920	-
Pipeline Reserve, Seabrook Inclusive Playspace Upgrade	480	-	-	480	-	-	480	-
Alma Avenue Reserve, Altona Meadows - Local Park Upgrade - play space	360	-	-	360	-	-	360	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Edina Street Reserve, Williamstown North - Local Park Upgrade - play space renewal + open space	330	-	-	330	-	-	330	-
Open Space Enhancement and Access Package + Community Space - WLJ Croft Reserve, Altona North	200	-	-	200	-	-	200	-
Fencing Renewal Program	170	-	170	-	-	-	170	-
Design - John Morley Reserve, Williamstown Seawall Upgrade	120	-	-	120	-	-	120	-
The Strand Rockwall Stage 3 Pre-Construction Investigation	100	-	100	-	-	-	100	-
Irrigation new, upgrades and renewals	240	180	60	-	-	-	240	-
Open Space Assets Renewal	200	-	200	-	-	-	200	-
Williamstown Botanic Gardens Master Plan Implementation	60	-	60	-	-	-	60	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Car Park Renewal Program	20	-	20	-	-	-	20	-
Dennis Reserve, Williamstown	30	-	30	-	-	-	30	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Public Bin Standardisation Project - Stage 2	500	-	-	500	-	-	500	-
Waste & Recycling Management - New Assets	950	950	-	-	127	-	823	-



Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Williamstown Botanic Gardens Fountain	10	10	-	-	-	-	10	-
New Heritage and Cultural Interpretation Signage	40	40	-	-	-	-	40	-

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
TOTAL INFRASTRUCTURE	31,960	5,940	10,605	15,415	964	-	16,996	14,000

Borrowings for Capital Projects	-	-	-	-	-	-	-	14,000
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Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
TOTAL CAPITAL WORKS	56,235	19,320	19,470	17,445	1,079	-	41,156	14,000

4.5.3 Carried over from 2022/23 or brought forward from 2024/25

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000

PROPERTY

Buildings

Library upgrades	(1,000)	-	(1,000)	-	-	-	(1,000)	-
Altona North Childrens Centre Expansion (One Tree) & North Building Renewal	1,000	-	-	1,000	-	-	1,000	-
Seaholme Foreshore (PA Burns) Upgrade Phase 3 - Public Toilet	150	150	-	-	-	-	150	-
Future Western Aquatic Facility (Bruce Comben) - Design	(30)	(30)	-	-	-	-	(30)	-
Dennis Reserve, Williamstown - Multipurpose Pavilion	550	-	550	-	-	-	550	-
Minor Renewals Programs including HVAC, ESM, Electrical, Plumbing, & Sewers	(300)	-	(300)	-	-	-	(300)	-
South Kingsville Community Centre, Carpark Renewal & Preschool building renewal works	(50)	-	(50)	-	-	-	(50)	-
HC Kim Reserve Pavilion	500	-	-	500	(400)	-	900	-
Williamstown Swimming & Life Saving Club Pavilion - Design and Construction	150	-	-	150	-	-	150	-
Altona Hockey Club - Sports Pavilion Major Upgrades	(30)	-	-	(30)	-	-	(30)	-
TOTAL PROPERTY	940	120	(800)	1,620	(400)	-	1,340	-

PLANT AND EQUIPMENT

Plant, Machinery and Equipment

Plant & Equipment Replacement Program	330	-	330	-	-	-	330	-
TOTAL PLANT AND EQUIPMENT	330	-	330	-	-	-	330	-

INFRASTRUCTURE

Parks, Open Space and Streetscapes

Seaholme Foreshore (PA Burns) Upgrade Phase 3 - Sandbag Retaining Wall	50	50	-	-	-	-	50	-
KC White Reserve (Scoreboard installations x 2)	-	-	-	-	(81)	-	81	-
Greenwich Reserve Cricket Nets Upgrades	-	-	-	-	(120)	-	120	-

4.5.3 Carried over from 2022/23 or brought forward from 2024/25

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

Recreation, Leisure and Community Facilities

HC Kim Reserve Sports Field and Floodlighting Upgrades	100	-	-	100	-	-	100	-
Paisley Park, Altona North - Soccer Complex Spectator Improvements	(210)	-	-	(210)	-	-	(210)	-

Waste

Waste Management	(100)	-	-	(100)	-	-	(100)	-
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Roads

Street Lighting - Minor Works	(20)	-	-	(20)	-	-	(20)	-
Road Rehab.& Cycling Infrastructure Upgrade Railway Avenue, Laverton - Balmoral St to Aviation Rd + Princess Fwy to Balmoral St + Princess Fwy to Merton St (Incl Soil Testing).	500	-	-	500	-	-	500	-
Railway Avenue, Laverton Blackspot Funding - Traffic Treatment Works from High Street to Aviation Road	250	-	-	250	-	-	250	-

4.6 Summary of Planned Capital Works Expenditure (3 subsequent years)

For the years ending 30 June 2025, 2026 & 2027

2024/25	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Funding Sources		
							Contributions \$'000	Council Cash \$'000	Borrowin gs \$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-
Buildings	11,155	55	3,980	7,120	11,155	8,600	-	2,555	-
Heritage Buildings	45	-	45	-	45	-	-	45	-
Total Buildings	11,200	55	4,025	7,120	11,200	8,600	-	2,600	-
Total Property	11,200	55	4,025	7,120	11,200	8,600	-	2,600	-
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,360	-	2,360	-	2,360	-	-	-	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,000	-	1,000	-	1,000	-	-	-	-
Library books	800	-	800	-	800	-	-	-	-
Total Plant and Equipment	2,360	-	2,360	-	2,360	-	-	-	-
Infrastructure									
Roads	14,305	-	13,575	730	14,305	-	-	13,828	-
Bridges	2,310	-	410	1,900	2,310	-	-	2,310	-
Footpaths and cycleways	1,460	220	1,240	-	1,460	-	-	1,460	-
Drainage	6,550	-	890	5,660	6,550	-	-	6,550	-
Recreational, leisure and community facilities	3,510	920	500	2,090	3,510	-	-	3,510	-
Waste management	450	450	-	-	450	-	-	450	-
Parks, open space and streetscapes	10,685	340	560	9,785	10,685	-	-	9,980	-
Off street car parks	150	-	150	-	150	-	-	150	-
Other infrastructure	95	60	35	-	95	-	-	95	-
Borrowings for Capital projects	-	-	-	-	-	-	-	(5,000)	5,000
Total Infrastructure	39,515	1,990	17,360	20,165	39,515	1,182	-	33,333	5,000
Total Capital Works Expenditure	54,875	2,045	25,545	27,285	54,875	9,979	-	40,078	5,000

2025/26					Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-
Buildings									
Buildings	8,030	315	1,815	5,900	8,030	4,350	-	3,680	-
Heritage Buildings	50	-	50	-	50	-	-	50	-
Total Buildings	8,080	315	1,865	5,900	8,080	4,350	-	3,730	-
Total Property	8,080	315	1,865	5,900	8,080	4,350	-	3,730	-
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,350	-	2,350	-	2,350	-	-	2,350	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,000	-	1,000	-	1,000	-	-	1,000	-
Library books	800	-	800	-	800	15	-	785	-
Total Plant and Equipment	4,150	-	4,150	-	4,150	15	-	4,135	-
Infrastructure									
Roads	13,945	-	12,555	1,390	13,945	477	-	13,468	-
Bridges	210	-	210	-	210	-	-	210	-
Footpaths and cycleways	1,165	240	925	-	1,165	-	-	1,165	-
Drainage	3,160	-	685	2,475	3,160	-	-	3,160	-
Recreational, leisure and community facilities	7,090	-	140	6,950	7,090	-	-	7,090	-
Waste management	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	11,135	-	650	10,485	11,135	795	-	10,340	-
Off street car parks	30	-	30	-	30	-	-	30	-
Other infrastructure	40	40	-	-	40	-	-	40	-
Borrowings for Capital projects	-	-	-	-	-	-	-	-	-
Total Infrastructure	36,775	280	15,195	21,300	36,775	1,272	-	35,503	-
Total Capital Works Expenditure	49,005	595	21,210	27,200	49,005	5,637	-	43,368	-

2026/27					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-
Buildings	1,435	295	1,030	110	1,435	-	-	1,435	-
Heritage Buildings	50	-	50	-	50	-	-	50	-
Total Buildings	1,485	295	1,080	110	1,485	-	-	1,485	-
Total Property	1,485	295	1,080	110	1,485	-	-	1,485	-
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,160	-	2,160	-	2,160	-	-	2,160	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	1,000	-	1,000	-	1,000	-	-	1,000	-
Library books	800	-	800	-	800	15	-	785	-
Total Plant and Equipment	3,960	-	3,960	-	3,960	15	-	3,945	-
Infrastructure									
Roads	18,500	-	14,365	4,135	18,500	377	-	18,123	-
Bridges	150	-	150	-	150	-	-	150	-
Footpaths and cycleways	1,760	370	610	780	1,760	-	-	1,760	-
Drainage	3,325	-	695	2,630	3,325	100	-	3,225	-
Recreational, leisure and community facilities	2,150	-	205	1,945	2,150	-	-	2,150	-
Waste management	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	6,935	-	655	6,280	6,935	-	-	6,935	-
Off street car parks	85	-	85	-	85	-	-	85	-
Other infrastructure	540	40	-	500	540	150	-	390	-
Borrowings for Capital projects	-	-	-	-	-	-	-	-	-
Total Infrastructure	33,445	410	16,765	16,270	33,445	627	-	32,818	-
Total Capital Works Expenditure	38,890	705	21,805	16,380	38,890	642	-	38,248	-

4.7 Proposals to Lease Council Land

Section 115 of the *Local Government Act 2020* requires Council's budget to include any proposal to lease land (for one year or more) where the rent for any period of the lease is \$100,000 or more a year, or the current market rental value of the land is \$100,000 or more a year, or the lease is for 10 years or more. Council only needs to meet any one of the 3 tests to require disclosure. If Council proposes to lease land that was not included in the budget, then Council must undertake a community engagement process in accordance with the Community Engagement Policy.

The following table presents a summary of Council's proposals to lease council land to external parties in the 2023-24 financial year where the rent (for any period of the lease) is greater than \$100,000, or the market value of the land is greater than \$100,000, or the lease term is greater than 10 years:

Tenant	Property	Proposed Term	Permitted Use	Annual Market Rental Valuation (Excl. GST)	Proposed Annual Rental (Excl. GST)
Williamstown Football Club	71A Morris St Williamstown	1 year	Function centre	\$155,000	\$20,000
JWJL Investments (trading as Leroy's Newport)	5-7 Mason St Newport	11 years	Café and restaurant	\$60,000	\$44,803



5. Performance indicators

5.1 Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

In addition, Council has published a variety of live performance dashboards on its website, which can be found at the following link:

<https://www.hobsonsbay.vic.gov.au/Council/About-Council/Council-Reporting>

Targeted performance indicators – Service

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Budget 2023/24	Strategic Resource Plan			Trend +/-
						2024/25	2025/26	2026/27	
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	59	59	59	59	59	59	o
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%	o
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	46.2%	50.0%	60.0%	65.0%	70.0%	72.5%	+
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	57.8%	48.9%	50.0%	50.0%	50.0%	50.0%	o

Targeted performance indicators – Financial

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Budget 2023/24	Strategic Resource Plan Projections			Trend +/-
						2024/25	2025/26	2026/27	
Liquidity									
Working Capital	Current assets / Current liabilities	5	135.5%	150.6%	144.8%	139.0%	150.8%	170.6%	+
Obligations									
Asset renewal	Asset renewal and upgrade expenses / Asset depreciation	6	182.5%	188.4%	133.1%	177.8%	158.9%	122.3%	o
Stability									
Rates concentration	Rate revenue / Adjusted underlying revenue	7	83.9%	83.4%	83.5%	83.7%	83.7%	83.7%	-
Efficiency									
Expenditure level	Total expenses/ No. of property assessments	8	\$ 3,009	\$ 3,210	\$ 3,305	\$ 3,311	\$ 3,359	\$ 3,418	-

5.2 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 2021/22	Forecast 2022/23	Budget 2023/24	Strategic Resource Plan Projections			Trend +/-
						2024/25	2025/26	2026/27	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	10.7%	8.4%	9.9%	11.2%	11.3%	10.9%	o
Liquidity									
Unrestricted cash	Unrestricted cash / Current liabilities	10	(10.4%)	(5.9%)	(12.8%)	(16.4%)	(23.4%)	(26.8%)	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue		10.0%	15.4%	24.1%	24.6%	17.3%	13.9%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	11	8.0%	1.3%	2.3%	3.6%	7.5%	3.6%	+
Indebtedness	Non-current liabilities / Own source revenue		9.5%	13.9%	20.2%	16.8%	13.8%	10.5%	+
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	o
Efficiency									
Revenue level	General rates and municipal charges / No. of property assessments	13	\$ 2,044	\$ 2,104	\$ 2,160	\$ 2,202	\$ 2,245	\$ 2,275	-

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

5.1.1 Satisfaction with community consultation and engagement

Satisfaction score target projections are based on a similar range of the previous three years.

5.1.2 Sealed local roads below the intervention level

Projections for sealed local roads below the intervention level remain consistent, dependent upon available funding levels. In the last two years, the percentage of sealed local roads below the intervention level increased from 92 per cent to the 97 per cent.

5.1.3 Planning applications decided within the relevant required time

Council is actively working to improve timeframes on planning application decisions. This year's forecast results show an improvement. Significant improvements to customer service and internal systems and processes, together with more robust Planning Scheme controls are expected to assist to reduce timeframes for issuing decisions on Planning Permit applications.

5.1.4 Kerbside collection waste diverted from landfill

Council endorsed a change to frequency in collections in November 2020. This has resulted in less food and garden waste being diverted from landfill. Council is currently exploring innovative waste processing opportunities to achieve the 2025-26 target.

5.1.5 Working Capital

The proportion of current liabilities represented by current assets. Working capital is projected to decrease in 2023-24 and 2024-25. The trend from 2025-26 is that this ratio will increase as cash is put aside to repay future loan principal repayments.

5.1.6 Asset renewal

This indicates the extent of Council's renewal 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.

5.1.7 Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates that Council will continue to be reliant on rate revenue compared to all other revenue sources.

5.1.8 Expenditure level

Predictions are for expenditure levels to grow at a faster rate than property growth, particularly in an high inflationary environment.

5.1.9 Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The financial results are expected to remain reasonably consistent over the period.

5.1.10 Unrestricted Cash

The negative percentage is calculated in accordance with the definition of unrestricted cash within Section 3 of the Regulations and therefore excludes other financial investments. When financial investments are included positive percentages are calculated.

5.1.11 Debt compared to rates

The low indicator highlights Council's minimal reliance on debt against its annual rate revenue through redemption of long-term debt.

5.1.12 Rates effort

The ratio is consistent as increases to rates revenue are predicted to be consistent with the predicted increase in property valuations.

5.1.13 Revenue level

The percentage is increasing as general rates are expected to increase (in-line with future predicted rate caps) at a slightly higher rate than the predicted increases in property numbers.



6. Fees and charges



Fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the year are attached as an appendix to the Budget 2023-24.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.