Southern Grampians
SHIRE COUNCIL

Budget

2023/24 – 2026/27

Draft

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Mayor's introduction

On behalf of your elected Council, it is with great pleasure that I present the 2023/24 budget to the community of Southern Grampians Shire.

This year's budget, and Long Term Financial Plan, have been completed against a very challenging financial environment. For the second year in a row, there has been a substantial difference between the rate cap, imposed by the State Government, and inflation. In the 2022/23 financial year, the rate cap was 1.75%, with inflation peaking at around 7%. In the 2021-22 financial year, our rate cap was 1.50% with inflation peaking at 6.10%. This represents a substantial gap between Councils ability to raise revenue and its cost to operate. This challenge was accentuated by the fact that construction costs, a significant part of every Council budget, has been rising by a significantly higher rate than inflation.

This budget will see many multi-year projects come to fruition as well as introduce some new projects which are essential to see the Shire grow and thrive in a modern culturally diverse community.

The focus has been and will continue to be on the renewal and redevelopment of a number of key community infrastructure assets. Much of this work is funded from external sources, however Council will need to borrow additional funds to ensure these assets are fit for purpose and meet the needs and expectations of coming generations. Council anticipates investing over $40m in capital works for 2023/24 highlighted below with details found in Section 5 of the document.

Key projects to be finalised this year include:

- ✓ *Melville Oval Facilities Upgrade,*
- ✓ *Dunkeld- Mount Sturgeon Loop Walk,*
- ✓ *Purchase of buildings in Lonsdale Street, and*
- ✓ *Cox Street precinct development.*

New Projects commencing this year include:

- ✓ *Detailed design of a new Hamilton Art Gallery.*
- ✓ *Investigating a new Digital Hub in partnership with Government and Technology organisations.*
- ✓ *A major renewal program for our aged outdoor swimming pools.*
- ✓ *Hamilton CBD streetscape planning and design.*

Maintenance and Renewal of our Assets will continue with spending in the following areas:

- ✓ *Building renewals and minor upgrades across the Shire to community facilities including Coleraine Silvester Oval, Cavendish Preschool, Coleraine Mechanics Institute Hall, Balmoral RSL, Hamilton Mechanics' Institute Hall and Carapook Hall.*
- ✓ *Sporting facility renewals at Mitchell Park Cricket Rooms and Hamilton Indoor Leisure and Aquatic Centre.*
- ✓ *Public Toilet upgrades at Mitchell Square (IGA Carpark) in Hamilton, Glenthompson and Penshurst Hall.*
- ✓ *Renewal of Infrastructure assets such as roads, bridges & culverts, drainage, footpaths, vehicles and equipment.*
- ✓ *Reinvestment in technology to support both customers and staff operations including a CCTV staged rollout.*
- ✓ *Renewal of books and resources for both our branch and mobile library.*
- ✓ *Drainage and carpark works at Pedrina Park, Hamilton and Coleraine's Silvester Oval.*

Projects which will assist in more efficient operations, enhance safety measures or increase revenue generation include:

- ✓ *Renewal of parking meters within the Hamilton CBD.*
- ✓ *Investment into waste facilities and options implementation systems including artificial intelligence solutions.*
- ✓ *Pedestrian crossing and carparking improvements at the Hamilton Showgrounds.*
- ✓ *Cattle yard and walkway modifications at the Hamilton Region Livestock Exchange.*
- ✓ *Detailed design of flood defence at both Coleraine and Dunkeld townships.*

The Local Roads and Community Infrastructure Program has continued to provide additional capital funding for new projects in addition to Councils existing budget. These four funding rounds have now provided $9.6m over a four-year period with an extra $1.145m announced for 2024-2026 to go towards roads infrastructure (not included in this budget) as I write this report.

Council will also commence selling land in the Hamilton Gateway Industrial Park and Lakes Edge housing development. These sales will help to fund the outlay for the initial investment already made and provide a revenue stream for other projects, but most importantly provide much needed land for new business and homeowners to invest and live in the Shire.

Living in a post-covid environment, Council has seen services settle into a new "normal". Emphasis is still placed on reviewing these services for further efficiencies and ensuring they meet the needs of the community and their previously identified priorities.

We will also continue our focus on partnerships and collaboration, both with providers locally and regionally with our neighbouring Councils to review service models, increase efficiencies and drive down costs whilst continuing to explore other revenue streams. Specific projects include:

- ✓ *Building effective partnerships with First Nations which aids reconciliation,*
- ✓ *Examining Council's Volunteer policies and frameworks & provide recognition of volunteers,*
- ✓ *Continue to promote Council's Gender Equity Plan and Responsibilities.*
- ✓ *Advocating for the continuing attraction of visitor economy infrastructure.*
- ✓ *Re-engaging with the local and regional business community.*
- ✓ *Continuing with the pilot wastewater management system for Penshurst.*
- ✓ *Continuing to develop education programs around preparedness for emergencies.*
- ✓ *Delivering new digital systems to improve customer connectivity and relations including a new Council website.*
- ✓ *Updating our Community Investment Plan (Advocacy Plan) to advocate for project funding.*
- ✓ *Further develop and implement Council's Asset Renewal Plan and Policy with a view to increasing investment.*

The development of strategic documents and plans are also important to help shape our future and therefore Council will develop the following:

- ✓ *Business and Marketing Plan for Hamilton Region Livestock Exchange.*
- ✓ *Grampians Destination Management Plan*
- ✓ *Business Case for an Alternative Heavy Vehicle Route for Hamilton*
- ✓ *Circular Economy and Sustainability Strategy*
- ✓ *Natural Asset Strategy*

To fund this extensive program of both operational and capital works, Council has proposed rates to increase by 3.5% (rate cap has been set by the Minister for Local Government at 3.5%). It is also proposing to borrow $8m to fund some of the infrastructure expenditure on intergenerational assets.

Council will also demonstrate civic leadership by starting to engage with the community around the promotion and preparation of the 2024 Council Elections.

On behalf of my Councillor colleagues and the Southern Grampians Shire Council organisation, I commend this 2023/24 Budget to the community and look forward to delivering and reporting back to the community in 12 months on our achievements and successes.

Cr David Robertson
Mayor

Executive Summary

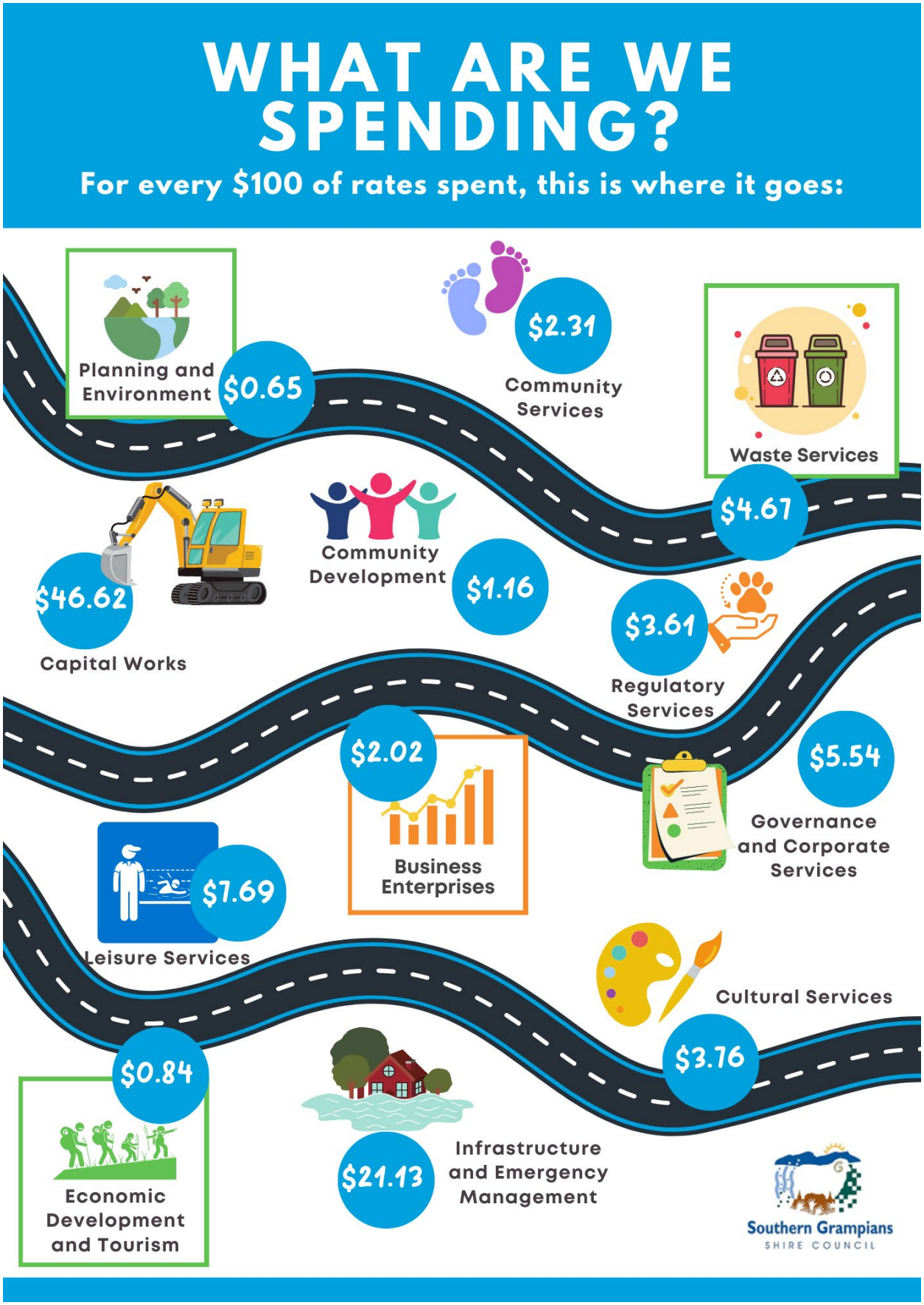
Council has prepared a Budget for 2023/24 which is aligned to the vision in the Council Plan 2021-25. It seeks to ensure our services meet community needs and delivers infrastructure that supports our services as well as deliver projects that are valued by our community, within the rate increase mandated by the State Government.

This Budget projects a deficit of $6.951 million for 2023/24. It should be noted that the adjusted underlying result is a deficit of $3.607m when adjusting for non-recurrent capital grants or contributions of $10.558m.

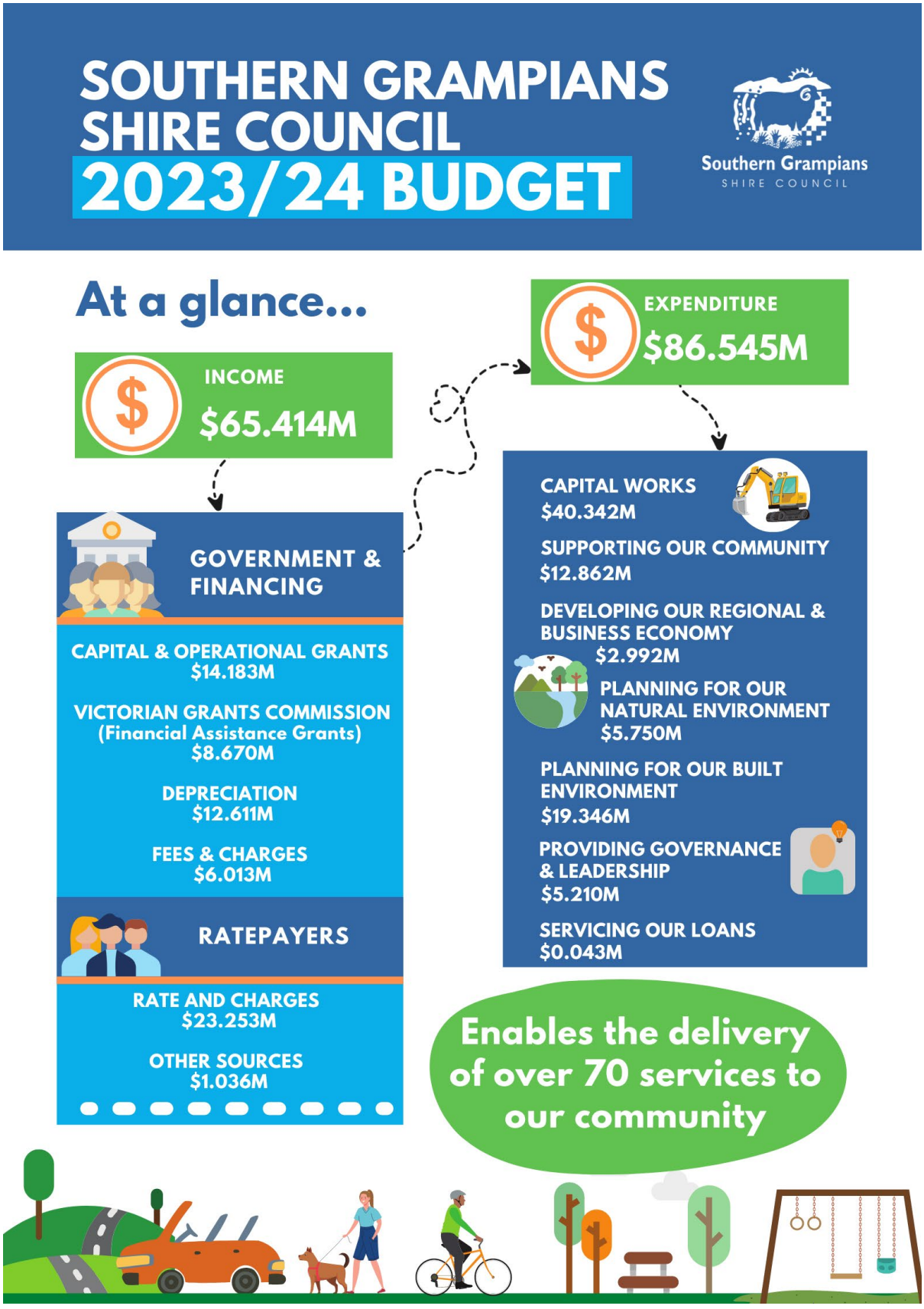
This section includes the following reports and statements in accordance with the Local Government Act 2020 (where applicable) and the Local Government Model Budget.

E1 – How Much Money is spent in the Service areas?
E2 – Council Expenditure and Sources of Revenue
E3 – Budget Influences
E4 – Budget Principles

E1. What investment is made in our service areas?



E2. Council Expenditure and Sources of Revenue



E3. Budget influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

External influences

In preparing the 2023/24 Budget, a number of external influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- The need to renegotiate Enterprise Bargaining Agreements (EBA) every 3 years.
- The increased demand for Council services and the need to review all services to ensure they are responsive, appropriate and efficient.
- Irregular funding from Victoria Grants Commission. A static period of 3 years together with only modest increases prior to and after this period, has eroded the index base.
- Roads to Recovery funding from 2019–2024 - $9.926m over the five years.
- Continuing escalation of utility costs essential for carrying out services (water, power, gas, communications and insurances).
- Significant changes to funding regimes for community services involving the implementation of the NDIS (National Disability Insurance Scheme), CHSP (Commonwealth Home Support Programme) and other funding streams coupled with the competitive requirements and in some cases market failure to provide these essential services, has resulted in Council resolving to transition away from service provision in all home support services. This transition occurred during the 2022/23 financial year and therefore there are no budget allocations for some services from the 2023/24 year onwards. Council will continue to review the role it plays in the overall health and wellbeing of all residents and visitors.
- Continuing increases in the demand and associated costs to improve waste management service levels (Landfills, Transfer Stations and Refuse/Recycling collections) along with imposition of strict guidelines from government in regard to management practices.
- The continuation of rate-capping by the State Government – set at 3.5% for 2023/24.
- The increased costs across the organisation of meeting compliance standards set by other levels of government.
- The implementation of the Victorian Local Government Act 2020.

Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2023/24 Budget.

- The need for improved asset management practices to ensure efficient and effective use of Council's physical resources.
- Continuing escalation of costs in relation to the maintenance and renewal of Council's ageing infrastructure assets.
- The need for more detailed planning of major developments to ensure optimum asset longevity.

In an effort to reduce the impact of these matters, Council continues on a service delivery realignment to ensure resources align with the services provided and compliment the direction of the Council Plan.

The organisation also underwent an internal structure review during the 2022/23 year resulting in changes to staff levels and service levels to better align to the achievement of Council's overall direction. A detailed examination of all revenues and expenses occurred during the preparation of this budget. Council will continue to look for savings and new revenue sources to achieve overall operational efficiencies.

Exceptional Events

In early 2020, the outbreak of COVID-19 interrupted the business operations of Council for the 2019/20 financial year. Council temporarily suspended a range of services to the community from March 2020.

Many of these services have resumed however, not all services have returned to pre-covid status. Some services have been adapted to new processes and methods of delivery for all or part of their services. The full impact of operating in a covid impacted environment - financial, economic and social - will not be able to be quantified in their entirety.

Council will continue to review how it operates to ensure it is an agile and responsive organisation in this "new" normal environment.

E4. Budget principles

Guidance is provided to all Council officers with budget responsibilities. These key budget principles upon which the officers were to prepare their budgets included:

- Existing fees and charges only to be increased to work towards achieving Council's Rating & Revenue Policy classifications.
- Grants to be based on confirmed funding levels.
- Additional revenue sources to be identified where possible.
- Service levels to be maintained at 2022/23 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- Contract labour to be minimised.
- New initiatives or employee proposals to be justified through a business case.
- Real savings in expenditure and increases in revenue identified in 2022/23 to be preserved.
- Operating revenues and expenses arising from completed 2023/23 capital projects to be included.

Cost escalations for the preparation of the 2023/24 budget onwards include:

- Rate revenue to be projected at 3.5% which is the current year rate cap.
- Operating Grants increasing at 2%.
- Capital Grants only included where some level of surety arises and are linked directly to a specific capital project.
- Continuation of the Roads to Recovery program at committed levels.
- User Fees and Charges increasing in line with service reviews and Council's Rating & Revenue Policy – 6-7%.
- Statutory Fees and Charges only increasing where legislation is known.
- Employee costs increasing at 4.5% (3% base with 1.5% for on-costs).
- Materials & consumables increasing at 2.5%.
- Utilities and other operating expenses increasing at 2.5%.

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 2020 and the Local Government Model Budget 2023/24.

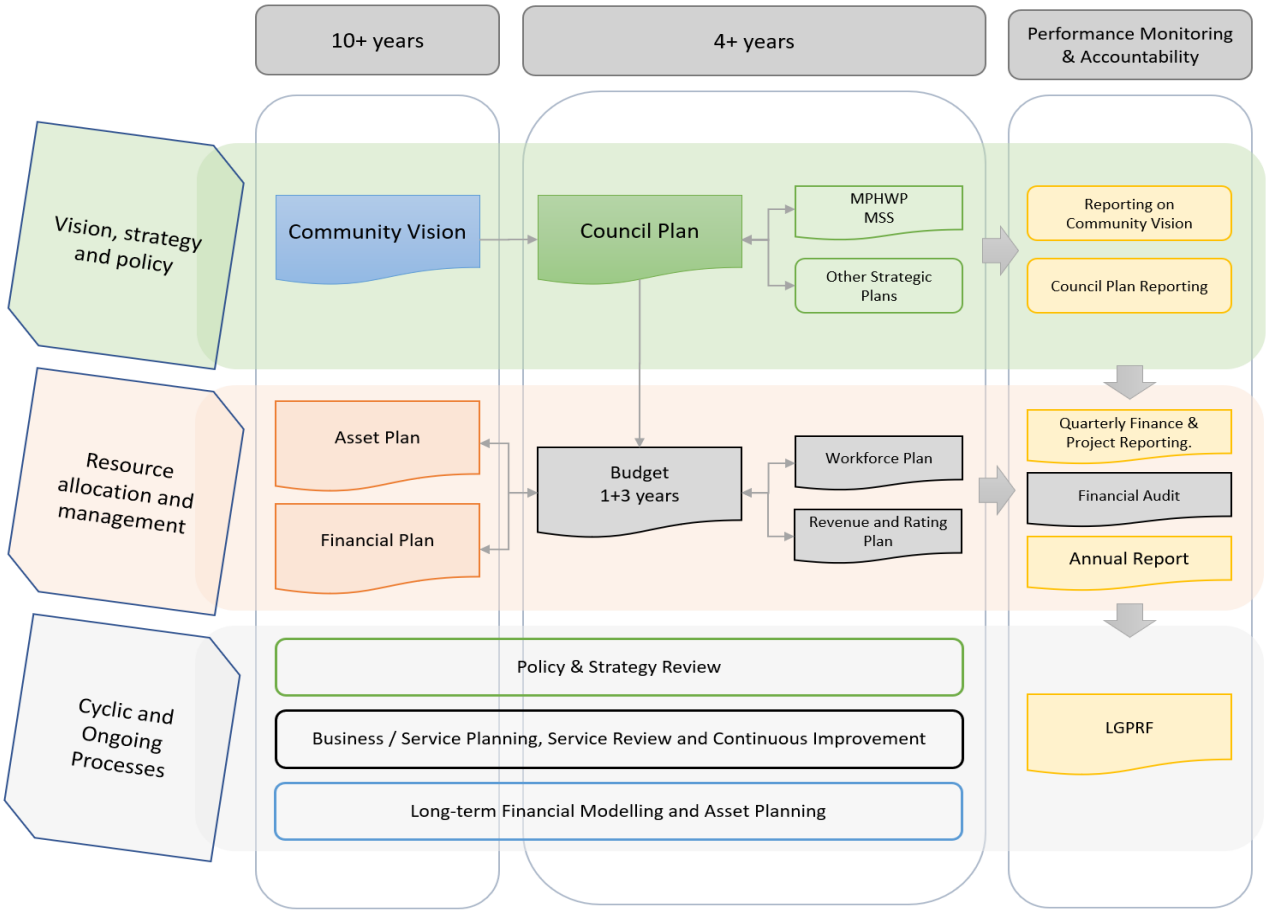
1. Linkage to the Integrated Planning and Reporting Framework.
2. Services and Service Performance Indicators.
3. Financial statements.
4. Notes to the Financial Statements.
5. Detailed Capital Works Statement.
6. Financial Performance Indicators.

1. Linkage to the Integrated Planning & Reporting Framework

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

1.1 Planning and accountability framework

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



Source: Department of Jobs, Precincts and Regions 2020

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

1.1.2 Key Planning Considerations

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 Council needs 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, Council engages with its various communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

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

1.2 Our Vision & Values

Our Vision

'Southern Grampians is a growing, inclusive and connected community
That fosters sustainability, diversity and innovation'.

To achieve this vision, we have developed five fundamental priority areas and these themes will guide the development and implementation of Council's objectives and strategies.

Our Values

Southern Grampians has a clear strength in the bond and affinity between its Councillors, the community and staff. Staff support the community leadership and governance role of Councillors, and work together to achieve the commitments of the Council Plan.

Having all Southern Grampians staff and Councillors practise the following organisational values, which were identified by staff and Councillors as being of the highest importance, will enhance the quality of this partnership.

- **Innovative:** we will be open to new ideas, will welcome creativity and embrace change.
- **Respectful:** we will be caring, accept difference and value diversity.
- **Collaborative:** together we will work smarter to achieve agreed common goals.
- **Trusting:** we will be open, honest and brave.
- **Empowering:** we will delegate opportunities and develop and inspire success.

1.3 Themes and Strategic objectives

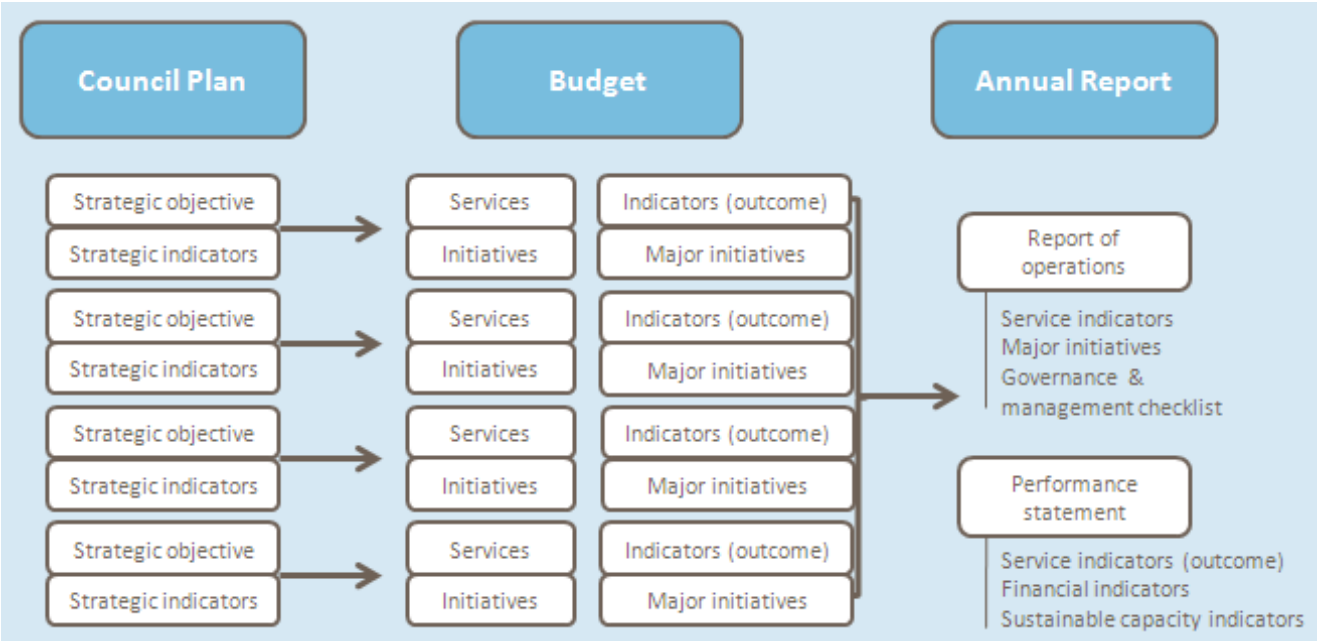
Council delivers services and initiatives to approximately 70 service categories. Each service contributes to the achievement of the Strategic Objectives as set out in the Council Plan for the years 2021- 25.

The following table lists the five Themes and Strategic Objectives as described in the Council Plan.

Theme	Strategic Objectives
1. Support our Community	1.1 An empowered and connected community. 1.2 Support and promote a healthy community. 1.3 Grow a diverse and inclusive community. 1.4 A safe community.
2. Grow our Regional Economy	2.1 Drive economic growth. 2.2 Increase our regional profile. 2.3 Continue to support the development of a skilled workforce 2.4 Support local business and community.
3. Maintain and Renew our Infrastructure	3.1 Plan and maintain sustainable assets and infrastructure. 3.2 Safe and well-maintained transport routes and infrastructure for all modes of travel. 3.3 Attractive Council-owned and managed community and open spaces.
4. Protect our Natural Environment	4.1 Protect and enhance biodiversity including the health of waterways, wetlands, soil and air. 4.2 Balance environmental protection with Council's support for growth. 4.3 Sustainable waste management services. 4.4 Mitigate against and adapt to climate change.
5. Provide Strong Governance and Leadership	5.1 Transparent and accountable governance. 5.2 Effective advocacy. 5.3 Committed and skilled staff. 5.4 Customer focused services.

2. Services 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's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Jobs, Precincts and Regions

2.1 Council Plan Theme 1: Support our community – an empowered community that is healthy, inclusive and connected

To support our community to be vibrant, growing, healthy, inclusive and connected, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

To achieve this we have set the following Strategic Objectives:

- **1.1** An empowered and connected community.
- **1.2** Support and promote a healthy community.
- **1.3** Grow a diverse and inclusive community.
- **1.4** A safe community.

The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided	2021/22 Actual Expenditure (Revenue) **Net Cost $'000**	2022/23 FY Forecast Expenditure (Revenue) **Net Cost $'000**	2023/24 Budget Expenditure (Revenue) **Net Cost $'000**
Aged and Disability Services Coordination	This service provides a range of Home and Community Care services for the aged and disabled including assessment, personal care, domestic assistance and respite care and coordinates delivered meals, community transport and property maintenance.	2,581 (2,448) **133**	916 (545) **372**	0 0 **0**
Senior Citizen Programs and Support	This service offers opportunities for older residents to participate in community and social activities across the Shire.	103 (60) **44**	58 (5) **53**	72 (5) **67**
Community Services Management	This service provides management support to coordinate a whole of organisation approach to service delivery across community and leisure portfolio, particularly in relation to delivering the Municipal Health and Wellbeing Plan.	687 (0) **687**	1,167 (0) **1,167**	324 (0) **324**
Community Planning Engagement and Support	This service coordinates Council's approach to community planning and citizen engagement, including skill development and capacity building for Councillors and community.	419 (111) **308**	570 (96) **474**	834 (120) **714**
Children's Services	This service provides quality education and care services i.e. Family Day Care and promotes the early years sector.	745 (481) **264**	642 (567) **75**	686 (597) **89**
Recreation Development and Support	This service is responsible for the management and planning of recreational opportunities in conjunction with the community, using community development processes.	444 (90) **354**	439 (19) **420**	567 (0) **567**
Sports Reserves	This service directly manages or provides operational assistance for 16 recreational reserves across the Shire to support both active and passive participation in sports and recreation.	862 (34) **828**	826 (46) **780**	844 (46) **798**
Lake Hamilton	This service provides a safe, functional, accessible and useable space for leisure and recreational activities, on water and surrounding open space.	229 (1) **228**	395 (1) **394**	243 (1) **242**
Aquatic Facilities	This service provides a geographic spread of aquatic facilities that deliver recreation, health, wellbeing, education, social and tourism/economic opportunities to our communities.	605 (31) **574**	659 (23) **636**	664 (20) **644**

Service area	Description of services provided	2021/22 Actual Expenditure (Revenue) Net Cost $'000	2022/23 FY Forecast Expenditure (Revenue) Net Cost $'000	2023/24 Budget Expenditure (Revenue) Net Cost $'000
Hamilton Indoor Leisure & Aquatic Centre	This service provides accessible leisure and aquatic experiences that facilitates and promotes wellbeing outcomes.	2,322 (868) **1,454**	2,604 (1,229) **1,375**	2,696 (1,280) **1,416**
Art Gallery	This service supports tourism promotion and community engagement with the arts, and acts as custodian of one of the most valuable collections in regional Australia.	1,187 (347) **840**	927 (199) **728**	921 (136) **785**
Performing Arts Centre	This service provides promotion and support of performing arts, encouraging both appreciation and participation. Also offers a conference and event venue for both the business and community sectors.	910 (276) **634**	913 (210) **703**	921 (314) **607**
Library	This service aims to be an effective and dynamic library service inspiring and connecting our community by providing diverse, accessible and creative collections, programs, spaces and experiences.	810 (219) **591**	829 (202) **627**	816 (204) **612**
Cinema	This service provides the community with a high quality cinema experience.	301 (139) **162**	295 (220) **75**	329 (272) **57**
Civic & Community Arts	This service aims to increase visibility and activity of arts and culture in the community through a range of community programs or projects.	151 (0) **151**	282 (0) **282**	66 (0) **66**
Parks and Urban Spaces	This service provides and maintains appropriate parks and urban space areas across the Shire to support inclusive recreation activities for the whole community.	807 (1) **806**	912 (0) **912**	961 (1) **960**
Local Laws Operations	This service implements and enforces the Community Local Law No.1 (2015), provides parking control, coordinates domestic animal management including the operation of a Council owned pound facility, and supports the provision of law and order in the community.	657 (353) **304**	686 (318) **368**	672 (390) **282**
Maternal & Child Health	This service provides a primary health care service for the Shire's families with children from birth to school age.	430 (452) **(22)**	407 (447) **(40)**	571 (428) **143**
Emergency Management	This service coordinates emergency management planning to enable Council to coordinate and respond to emergencies in cooperation with other agencies.	353 (153) **200**	396 (674) **(278)**	294 (60) **234**
Botanic Gardens	This service maintains the historically significant Botanic Gardens in Hamilton (& Penshurst) and provides responsible management of flora, open spaces and built facilities on the grounds.	405 (1) **404**	370 (1) **369**	381 (1) **380**

Major Initiatives

1) Engage Architects to complete design development (including costings) for the New Hamilton Gallery and undertake community consultation at key milestones
2) Build effective partnerships with First Nations which aids reconciliation
3) Develop a new Arts Collection strategy and policy - including public art
4) Seek external funding to enable the construction of an Intergenerational Playground at the Hamilton Botanic Gardens

Minor Initiatives

5) Examine Council's Volunteer policies and frameworks & provide recognition of volunteers
6) Continue service reviews in context of the other key strategic documents including the Long-Term Financial Plan and asset management plans.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2021/22 Actual	2022/23 Forecast	2023/24 Target
Maternal and Child Health	Participation	Participation in the MCH service	81.09%	78.32%	80.00%
		Participation in the MCH service by Aboriginal children	85.00%	72.62%	80.00%
Libraries	Participation	Active library members	10.85%	11.00%	12.00%
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (visits/population)	5.27	6.85	7.23
Animal Management	Health and safety	Animal management prosecutions	0	0	0

2.2 Council Plan Theme 2: Grow our regional economy - a growing and diverse local and regional economy that supports local businesses

To develop our regional economy and businesses and achieve a strong, diversified local and regional economy.

We have set the following Strategic Objectives:

- **2.1** Drive economic growth.
- **2.2** Increase our regional profile.
- **2.3** Continue to support the development of a skilled workforce
- **2.4** Support local business and community.

The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided	2021/22 Actual Expenditure (Revenue) **Net Cost $'000**	2022/23 FY Forecast Expenditure (Revenue) **Net Cost $'000**	2023/24 Budget Expenditure (Revenue) **Net Cost $'000**
Economic Development	This service seeks, in conjunction with key stakeholders, to promote an environment that is conducive to a sustainable and growing local economy.	921 (333) **588**	905 (9) **896**	296 (7) **289**
Airport	This service is responsible for the management and operation of the Hamilton Airport.	380 (21) **359**	401 (22) **379**	398 (21) **377**
Livestock Exchange	This service is responsible for the management and operation of the Hamilton Regional Livestock Exchange (HRLX).	1,361 (1,807) **(446)**	1,377 (1,790) **(413)**	1,347 (1,916) **(569)**
Tourism & Visitor Experience	This service aims to connect the visitor to the Greater Hamilton experience, encouraging them to stay longer and contribute more to the local economy.	822 (79) **743**	717 (15) **702**	725 (20) **705**
Business Development	The business development service seeks to facilitate an environment that is conducive to a sustainable and growing local business sector.	141 0 **141**	147 0 **147**	0 0 **0**
Events Support	This services purpose is to increase visitation and visitor yield and increase quality visitor experiences through the support and marketing of events within the Shire.	283 (27) **256**	284 (4) **280**	170 (1) **169**
Caravan Parks	This service provides low cost camping and caravan park accommodation facilities in Coleraine and Penshurst.	76 (50) **26**	71 (53) **18**	55 (25) **30**
Land Development	This service provides management of Council owned land to promote economic and industrial development and may also secure industrial land for potential development.	113 (0) **113**	24 (0) **24**	1 (0) **1**

Major Initiatives

7) Continue the sales and marketing campaign for Hamilton Industrial Park.
8) Complete construction of Dunkeld Loop walk.
9) Develop detailed design, costings and business case for the Volcanic Trails Masterplan
10) Review and develop a new 10-year Economic Development Strategy.
11) Progress the development of a Government Hub including new library and digital hub in Lonsdale Street, Hamilton.
12) Progress sale of land at Lakes Edge, Hamilton.

Minor Initiatives

13) Develop a HRLX Business and Marketing Plan to support the Master Plan and future growth of the Business.
14) Implement recommendations from the Grampians Destination Management Plan
15) Advocate for the continuing attraction of visitor economy infrastructure.
16) Re-engage with the business community.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2021/22 Actual	2022/23 Forecast	2023/24 Target
Livestock Exchange	Utilisation	Number of sheep sold through the Hamilton Regional Livestock Exchange	1,025,557	1,100,000	1,200,000
Service	**Indicator**	**Performance Measure**	**2022 Calendar Year**		
Visitor Services	Participation	Number of visitors to the region	780,000	800,000	1,000,000

2.3 Council Plan Theme 3: Maintain and Renew our Infrastructure – provide access to high-quality built environment and infrastructure that meets community needs

To plan for our built environment and infrastructure that is accessible and meets the needs of the community.

We have the set the following objectives:
3.1 Plan and maintain sustainable assets and infrastructure.
3.2 Safe and well-maintained transport routes and infrastructure for all modes of travel.
3.3 Attractive Council-owned and managed community and open spaces

We will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services, initiatives, major initiatives and service performance indicators for each business area described below.

Service areas	Description of services provided	2021/22 Actual Expenditure (Revenue) **Net Cost $'000**	2022/23 FY Forecast Expenditure (Revenue) **Net Cost $'000**	2023/24 Budget Expenditure (Revenue) **Net Cost $'000**
Community Buildings	This service supports the use of community buildings, including halls and showgrounds throughout the Shire by ensuring they are maintained adequately.	334 (16) **318**	414 (17) **397**	385 (17) **368**
Strategic Planning	This service monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of the Shire. It prepares and processes amendments to the Council Planning Scheme and carries out research on urban development issues.	836 (25) **811**	1,092 (0) **1,092**	1,110 (0) **1,110**
Building Services	This service provides statutory building services including enforcement of the Building Act and Regulation to ensure community safety in the built environment.	433 (114) **319**	391 (93) **298**	458 (92) **366**
Bridges & Culverts	This service ensures the development and maintenance of the Shires bridges and culverts.	1,208 (0) **1,208**	1,083 0 **1,083**	1,213 0 **1,213**
Footpaths and Cycle Ways	This service ensures the development and maintenance of the Shires footpaths and cycle ways.	705 (0) **705**	549 (0) **549**	559 0 **559**
Facilities Management and Property Services	This service ensures Council owned buildings are maintained to acceptable standards, are fit for purpose and compliant with building regulations.	219 (48) **171**	548 (59) **489**	786 (58) **728**
Playground and Skate Parks	This service creates social spaces for younger people and their families to recreate, and includes provision of age appropriate play activities (including skate parks) and safe playground equipment across the Shire.	68 (0) **68**	67 (0) **67**	116 0 **116**
Infrastructure Management	This service undertakes design, tendering, contract management and supervision of various works within Council's capital works program.	1,103 (6) **1,097**	1,080 (0) **1,080**	1,699 (0) **1,699**
Statutory Planning	This service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit.	295 (171) **124**	413 (136) **277**	505 (173) **332**
Plant Management & Operations	This service purchases and maintains Council vehicles, plant and equipment to meet functionality and safety needs and to maximise the performance and minimise operational cost of the fleet.	84 (839) **(755)**	768 (120) **648**	600 (110) **490**
Roads	This service aims to ensure responsible management of Council's road infrastructure and compliance with regulatory requirements.	11,937 (32) **11,905**	11,375 (8) **11,367**	11,405 (8) **11,397**

Service areas	Description of services provided	2021/22 Actual Expenditure (Revenue) Net Cost $'000	2022/23 FY Forecast Expenditure (Revenue) Net Cost $'000	2023/24 Budget Expenditure (Revenue) Net Cost $'000
Public Infrastructure	This service provides community and visitors with appropriate public infrastructure to meet community needs in relation to location, safety, hygiene, quality and environmental sustainability of public toilets.	677 (0) **677**	526 (0) **526**	496 (0) **496**
Private Works	This service is provided on a case by case basis for private requests for minor works that may not be readily available to the community, for example sealing driveways.	21 (22) **(1)**	4 (0) **4**	4 (5) **(1)**
VicRoads Contract Management	This service ensures responsible contract management of Council's VicRoads contract.	38 (55) **(17)**	28 (28) **0**	9 (28) **(19)**

Major Initiatives

17) Develop detailed design including costings for the Hamilton Central Activity District revitalisation which includes Streets, Laneways and a Town Square.
18) Deliver the Local Roads and Community Infrastructure Program.
19) Complete conceptual design and business case for an Alternate Heavy Vehicle route for Hamilton.
20) Complete Melville Oval redevelopment including new pavilion, netball courts and amenities.

Minor Initiatives

21) Continue the staged implementation the Hamilton town entrances program through plantings and landscaping.
22) Increase diversion of recyclables through Transfer Station upgrades.
23) Continue to develop an approach to partner with Wannon Water and State Government on the pilot wastewater management system for Penshurst and other initiatives.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2021/22 Actual	2022/23 Forecast	2023/24 Target
Statutory planning	Decision making	Council planning decisions upheld at VCAT	100%	100%	100%
Roads	Satisfaction	Satisfaction with sealed local roads	37%	48%	52%

2.4 Council Plan Theme 4: Protect our natural environment – Act as community leaders to promote and enhance a clean, green and sustainable environment

To promote our natural environment and achieve a culture that sustains a clean, green and sustainable environment.

We have set the following objectives:
4.1 Protect and enhance biodiversity including the health of waterways, wetlands, soil and air.
4.2 Balance environmental protection with Council's support for growth
4.3 Sustainable waste management services.
4.4 Mitigate against and adapt to climate change.

We will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services, initiatives, major initiatives and service performance indicators for each business area described below.

Service areas	Description of services provided	2021/22 Actual Expenditure (Revenue) **Net Cost $'000**	2022/23 FY Forecast Expenditure (Revenue) **Net Cost $'000**	2023/24 Budget Expenditure (Revenue) **Net Cost $'000**
Transfer Stations and Landfill sites	This service manages the waste and recyclables collection process at the designated transfer stations within the Shire as well as any costs associated with landfill sites.	1,608 (1,533) **75**	1,688 (933) **755**	1,749 (975) **774**
Waste & Recycling Collection	This service manages the waste and recyclables collection process within the Shire, including the collection of kerbside bins.	2,045 (143) **1,902**	2,121 (137) **1,984**	2,295 (115) **2,180**
Natural Asset Management	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	312 (80) **232**	301 (80) **221**	264 (75) **189**
Stormwater / Drainage	This service manages the maintenance and environmental issues associated with the stormwater/drainage networks throughout the Shire.	564 (0) **564**	633 (0) **633**	591 (0) **591**
Yatchaw Drainage Authority	This service is responsible for the management and maintenance of the Yatchaw Drainage Scheme.	6 (5) **1**	6 (0) **6**	7 (4) **3**
Quarry	This service is responsible for the sustainability in the supply of materials for road management and the realisation of returns from an economic asset.	4 (301) **(297)**	4 (240) **(236)**	4 (255) **(251)**
Environmental Sustainability	This service implements Council's Sustainability Strategy and acts as a catalyst for Council and community sustainability actions within the Shire.	171 (0) **171**	199 (0) **199**	300 (0) **300**
Fire Prevention	This service coordinates fire prevention planning and works in cooperation with other agencies.	55 (36) **(19)**	158 (23) **135**	154 (0) **154**
Water	This service manages the Old Hamilton Reservoir and provides a source of non-potable water for irrigation purposes, maintaining sporting grounds and the amenity of the Hamilton Botanic Gardens.	13 (5) **8**	14 (5) **9**	5 (6) **(1)**
Environmental Health	This service improves the health and wellbeing of the community and protects the Shire's environment.	306 (132) **174**	374 (149) **225**	382 (130) **252**

Major Initiatives

24) Develop Southern Grampians Circular Economy and Sustainability Strategy.
25) Adopt the Natural Asset Strategy and commence implementation in partnership with key stakeholders.

Minor Initiatives

26) Continue to convene regional circular economy forum activities.
27) Continue to develop education programs around preparedness for emergencies.
28) Prepare a planning scheme amendment and commence implementation of Hewitt Park Vegetation Offset Plan.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2021/22 Actual	2022/23 Forecast	2023/24 Target
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill	79.24%	64.00%	66.00%
Food safety	Health and safety	Critical and major non-compliance notifications	92.86%	100%	100%

2.5 Council Plan Theme 5: Provide strong governance and leadership – strong leadership, good governance and effective service delivery

To provide good governance and strong leadership and to achieve effective service delivery.

We have set the following objectives:
5.1 Transparent and accountable governance.
5.2 Effective advocacy.
5.3 Committed and skilled staff.
5.4 Customer focused services.

The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided	2021/22 Actual Expenditure (Revenue) **Net Cost $'000**	2022/23 FY Forecast Expenditure (Revenue) **Net Cost $'000**	2023/24 Budget Expenditure (Revenue) **Net Cost $'000**
Executive and Councillor Support	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Executive Leadership Team and associated support.	2,047 (3) **2,044**	2,107 (0) **2,107**	2,236 (0) **2,236**
Governance Administration	This service has the responsibility to provide the organisation with appropriate strategic advice on Governance and Property related matters, enabling the organisation to be responsive to the needs of the Council and the community.	187 (27) **160**	305 (15) **290**	258 (0) **258**
Financial Services	This service has the responsibility to provide the organisation with appropriate strategic advice, reporting and internal control on finance related matters. Financial services also provide accounts payable, receivable and rating administration.	1,080 (0) **1,080**	1,084 (0) **1,084**	1,333 (0) **1,333**
Organisational Development	This service has the responsibility to provide the organisation with appropriate advice and administration for all human resource requirements and workforce management including policy development. The Unit also provides a mechanism for continual review and improvement.	1,492 (16) **1,476**	902 (0) **902**	943 (0) **943**
Risk Management	This service has the responsibility to provide the organisation with appropriate advice and management of risk and OHS in relation to legal and other community requirements.	459 (119) **340**	406 (0) **406**	388 (0) **388**
Procurement	This service has the responsibility to provide the organisation with appropriate advice, administration and policy on all procurement matters as specified in Section 186A of the Local Government Act 1989.	287 (0) **287**	375 (0) **375**	359 (0) **359**
Communications	The Communications service assists the organisation to facilitate communication across both internal and external stakeholders, and provide high quality information to the community.	329 (0) **329**	421 (0) **421**	633 (0) **633**
Customer Service	Customer Service is the first point of contact for all communications with Council. This unit aims to provide accurate and a high quality of service to all customers.	362 (23) **339**	367 (23) **344**	451 (23) **428**
Business Systems	The Business Systems unit aims to maximise the organisation's capacity to utilise all of its many and diverse systems and is also responsible for the ongoing support of Councils IT requirements necessary to deliver effective services.	1,861 (140) **1,721**	2,913 (735) **2,178**	1,986 (252) **1,734**

Service area	Description of services provided	2021/22 Actual Expenditure (Revenue) Net Cost $'000	2022/23 FY Forecast Expenditure (Revenue) Net Cost $'000	2023/24 Budget Expenditure (Revenue) Net Cost $'000
Corporate Buildings and Overheads	This service maintains buildings and grounds of corporate buildings, supports the whole organisation administration functions and coordinates centralised purchasing of corporate consumables. These expenses are offset by the recoup of internal charges to all services	1,058 (4,888) **(3,830)**	966 (4,894) **(3,928)**	1,001 (4,839) **(3,838)**
Depot Operations and Maintenance	This service coordinates the operation of Council's depots in Hamilton, Coleraine, Balmoral, Cavendish, Dunkeld and Penshurst to support works teams to deliver capital and maintenance programs.	469 (120) **349**	492 (648) **(156)**	463 (329) **134**

Major Initiatives

29) Deliver new digital systems to improve customer connectivity and relations.
30) Deliver a new Council website.
31) Update our Community Investment Plan (Advocacy Plan) and continue to advocate for project funding.

Minor Initiatives

32) Further develop and implement Council's Aset Renewal Plan and Policy with a view to increasing investment.
33) Continue Civic Leadership through the promotion and preparation of 2024 Council Elections.
34) Continue to promote Council's Gender Equity Plan and Responsibilities.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	2021/22 Actual	2022/23 Forecast	2023/24 Target
Governance	Satisfaction	Satisfaction with Council decisions	51%	51%	51%

2.6 Service Performance Outcome Indicators

The service performance outcome indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year and included in the 2023/24 Annual Report.

The Performance Statement will also include reporting on prescribed indicators of financial performance and sustainable capacity, which are included in Section 6 of this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement.

The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.7 Performance Outcome Indicators – Definitions

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Livestock Exchange	Utilisation	Number of sheep sold through the Hamilton Regional Livestock Exchange	Number of Sheep sold through the Livestock Exchange
Visitor Services	Participation	Number of Visitors to the region	Number of Actual overnight visitors as per National Visitor Survey by Tourism Research Australia.
Statutory Planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and FOGO collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and FOGO collected from kerbside bins / Weight of garbage, recyclables and FOGO collected from kerbside bins] x100
Food Safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) $'000	Expenditure $'000	Revenue $'000
Support our Community	(3,874)	12,862	8,988
Develop our Regional Economy and Businesses	(1,989)	2,992	1,003
Plan for our Built Environment	(490)	19,346	18,856
Promote our Natural Environment	(1,560)	5,750	4,190
Provide Governance and Leadership	(604)	5,210	4,606
Total services and initiatives	**(8,517)**	**46,160**	**37,643**
Funding sources			
Rates and charges	(23,308)		
Victoria Grants Commission	(8,670)		
Local Roads & Community Infrastructure Program	(1,985)		
Capital grants	(10,206)		
Capital Contributions & Transfers from Reserves	(467)		
Total funding sources	**(44,637)**		
Corporate Expenses			
Loan Servicing	43		
Total Corporate Expenses	**43**		
(Surplus)/Deficit for the year	**(6,951)**		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2023/24 has been supplemented with projections to 2026/27.

The financial statements are prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

3.1 Comprehensive Income Statement
3.2 Balance Sheet
3.3 Statement of Changes in Equity
3.4 Statement of Cash Flows
3.5 Statement of Capital Works
3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

Southern Grampians Shire Council
Budgeted Comprehensive Income Statement

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
Income					
Rates and charges	22,394	**23,253**	23,951	24,549	25,040
Statutory fees and fines	559	**601**	607	613	619
User fees	5,377	**5,412**	5,791	6,196	6,630
Grants - Operating	5,366	**10,662**	10,875	11,093	11,315
Grants - Capital	7,480	**12,191**	6,985	6,985	1,985
Contributions - monetary	-	**352**	352	352	352
Contributions - non-monetary	-	**-**	-	30,000	30,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	**-**	40	40	40
Other income	1,007	**684**	686	689	691
Total Income	42,183	**53,155**	49,287	80,518	76,673
Expenses					
Employee costs	(18,588)	**(18,996)**	(19,851)	(20,446)	(21,060)
Materials and services	(11,896)	**(10,305)**	(10,511)	(10,669)	(10,775)
Depreciation	(11,976)	**(12,611)**	(12,611)	(12,611)	(12,611)
Borrowing costs	(72)	**(43)**	(342)	(536)	(687)
Other expenses	(4,928)	**(4,249)**	(4,484)	(4,406)	(4,443)
Total Expenses	(47,460)	**(46,204)**	(47,799)	(48,668)	(49,576)
Surplus/(deficit) for the year	(5,277)	**6,951**	1,488	31,849	27,097
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment /(decrement)	4,000	**-**	-	-	-
Total comprehensive result	(1,277)	**6,951**	1,488	31,849	27,097

3.2 Balance Sheet

Southern Grampians Shire Council
Budgeted Balance Sheet

For the four years ending 30 June 2027	Forecast Actual 2022/23 $'000	Budget 2023/24 $'000	Projections 2024/25 $'000	2025/26 $'000	2026/27 $'000
Assets					
Current assets					
Cash and cash equivalents	15,269	**4,554**	5,914	7,195	1,887
Trade and other receivables	3,905	**3,904**	3,697	3,772	3,499
Inventories	402	**403**	407	411	415
Non-current assets classified as held for sale	9,376	**6,976**	5,006	3,611	3,171
Total current assets	28,952	**15,837**	15,023	14,989	8,972
Non-current assets					
Trade and other receivables	37	**37**	35	33	32
Property, infrastructure, plant & equipment	423,963	**451,444**	459,937	498,211	529,022
Investment property	3,300	**3,300**	3,300	3,300	3,300
Total non-current assets	427,300	**454,781**	463,272	501,544	532,354
Total assets	456,252	**470,618**	478,295	516,533	541,326
Liabilities					
Current liabilities					
Trade and other payables	3,266	**3,266**	2,375	2,415	2,462
Trust funds and deposits	450	**450**	455	459	464
Unearned income/revenue	1,795	**1,795**	1,795	1,795	1,795
Provisions	4,809	**4,810**	4,631	4,632	4,633
Interest-bearing loans and borrowings	583	**554**	1,600	2,356	2,438
Total current liabilities	10,903	**10,875**	10,855	11,657	11,792
Non-current liabilities					
Provisions	1,360	**1,359**	1,538	1,537	1,536
Interest-bearing loans and borrowings	1,251	**8,696**	14,727	20,314	17,876
Total non-current liabilities	2,611	**10,055**	16,265	21,851	19,412
Total liabilities	13,514	**20,930**	27,119	33,508	31,204
Net assets	442,738	**449,688**	451,176	483,025	510,122
Equity					
Accumulated surplus	143,759	**150,709**	152,197	184,046	211,143
Reserves	298,979	**298,979**	298,979	298,979	298,979
Total equity	442,738	**449,688**	451,176	483,025	510,122

3.3 Statement of Changes in Equity

Southern Grampians Shire Council
Budgeted Statement of Changes in Equity

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2022/23				
Balance at beginning of the financial year	444,010	148,664	294,805	541
Surplus/(deficit) for the year	(5,277)	(5,277)	-	-
Net asset revaluation increment/(decrement)	4,000	-	4,000	-
Transfer (to)/from reserves	5	372	-	(367)
Balance at end of financial year	**442,738**	**143,759**	**298,805**	**174**
2023/24				
Balance at beginning of the financial year	442,738	143,759	298,805	174
Surplus/(deficit) for the year	6,951	6,951	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	(1)	(1)	-	-
Balance at end of financial year	**449,688**	**150,709**	**298,805**	**174**
2024/25				
Balance at beginning of the financial year	449,688	150,709	298,805	174
Surplus/(deficit) for the year	1,488	1,488	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	**451,176**	**152,197**	**298,805**	**174**
2025/26				
Balance at beginning of the financial year	451,176	152,197	298,805	174
Surplus/(deficit) for the year	31,849	31,849	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	**483,025**	**184,046**	**298,805**	**174**
2026/27				
Balance at beginning of the financial year	483,025	184,046	298,805	174
Surplus/(deficit) for the year	27,097	27,097	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer (to)/from reserves	-	-	-	-
Balance at end of financial year	**510,122**	**211,143**	**298,805**	**174**

3.4 Statement of Cash Flows

Southern Grampians Shire Council
Budgeted Statement of Cash Flows

For the four years ending 30 June 2027

	Forecast Actual 2022/23 $'000	Budget 2023/24 $'000	Projections 2024/25 $'000	2025/26 $'000	2026/27 $'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	22,394	**23,252**	24,057	24,509	25,008
Statutory fees and fines	559	**601**	610	613	619
User fees	5,377	**5,412**	5,808	6,178	6,610
Grants - operating	8,382	**10,662**	10,924	11,078	11,300
Grants - capital	4,464	**12,192**	7,016	6,986	2,328
Interest received	695	**378**	378	378	378
Trust funds and deposits taken	-	**-**	5	5	5
Other receipts	313	**306**	311	311	313
Employee costs	(18,588)	**(18,996)**	(20,280)	(20,412)	(21,024)
Materials and services	(11,897)	**(10,305)**	(10,839)	(10,660)	(10,771)
Other payments	(4,928)	**(4,249)**	(4,622)	(4,412)	(4,440)
Net cash provided by/(used in) operating activities	6,771	**19,605**	13,720	14,924	10,677
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(14,664)	**(40,342)**	(21,104)	(20,885)	(13,423)
Proceeds from sale of property, infrastructure, plant and equipment	710	**2,650**	2,010	1,435	480
Net cash provided by/(used in) investing activities	(13,954)	**(37,692)**	(19,094)	(19,450)	(12,943)
Cash flows from financing activities					
Finance costs	(72)	**(43)**	(342)	(536)	(687)
Proceeds from borrowings	-	**8,000**	8,000	8,000	-
Repayment of borrowings	(548)	**(585)**	(924)	(1,657)	(2,356)
Net cash provided by/(used in) financing activities	(620)	**7,372**	6,734	5,807	(3,043)
Net increase/(decrease) in cash & cash equivalents	(7,803)	**(10,715)**	1,360	1,281	(5,309)
Cash and cash equivalents at the beginning of the financial year	23,072	**15,269**	4,554	5,914	7,195
Cash and cash equivalents at the end of the financial year	15,269	**4,554**	5,914	7,195	1,887

3.5 Statement of Capital Works

Southern Grampians Shire Council
Budgeted Capital Works Statement

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
Property					
Land	1,210	18	-	-	-
Land improvements	-	-	-	-	-
Total land	1,210	18	-	-	-
Buildings	3,604	15,463	5,030	36,000	36,046
Heritage buildings	-	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
Total buildings	3,604	15,463	5,030	36,000	36,046
Total property	4,814	15,481	5,030	36,000	36,046
Plant and equipment					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	1,253	1,950	750	750	750
Fixtures, fittings and furniture	-	329	-	-	-
Computers and telecommunications	10	106	146	45	40
Library books	82	85	85	85	85
Total plant and equipment	1,345	2,470	981	880	875
Infrastructure					
Roads	5,090	6,975	5,187	5,187	5,187
Bridges	823	199	475	450	450
Footpaths and cycleways	307	1,115	51	51	51
Drainage	-	533	400	400	400
Recreational, leisure and community facilities	365	5,879	1,395	387	334
Waste management	152	1,525	-	-	-
Parks, open space and streetscapes	1,244	5,220	7,530	7,530	30
Aerodromes	240	-	25	-	-
Off street car parks	-	535	30	-	50
Other infrastructure	284	410	-	-	-
Total infrastructure	8,505	22,391	15,093	14,005	6,502
Total capital works expenditure	14,664	**40,342**	21,104	50,885	43,423
Represented by:					
New asset expenditure	-	3,830	4,040	-	-
Asset renewal expenditure	14,664	27,579	17,004	15,885	8,377
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	-	8,933	60	35,000	35,046
Total capital works	14,664	**40,342**	21,104	50,885	43,423
Funding sources represented by:					
Grants	-	**12,191**	6,985	6,985	1,985
Contributions	-	**717**	-	30,000	30,000
Council Cash	-	**27,433**	14,119	13,899	11,437
Borrowings	-	**-**	-	-	-
Total capital works expenditure	-	**40,342**	21,104	50,885	43,423

3.6 Statement of Human Resources

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2022/23 $'000	2023/24 $'000	2024/25 $'000	2025/26 $'000	2026/27 $'000
Staff Expenditure					
Employee Costs – Operating	18,485	18,996	19,851	20,446	21,060
Employee Costs – Capital	2,569	2,285	2,388	2,459	2,533
Total Staff Expenditure	**21,054**	**21,281**	**22,239**	**22,905**	**23,593**
Staff Numbers	**FTE**	**FTE**	**FTE**	**FTE**	**FTE**
Employees	218.1	236.79	237	237	237

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

Department	Budget 2023/24 $'000	Permanent Full Time $'000	Part Time, Casual & Temporary $'000
1. Support our Community	5,341	2,566	2,775
2. Grow our Regional Economy	972	627	345
3. Maintain and Renew our Infrastructure	7,537	6,809	728
4. Protect our Natural Environment	661	279	382
5. Provide Strong Governance and Leadership	4,485	3,957	528
Total Permanent Staff Expenditure	**18,996**	**14,238**	**4,758**
Capitalised Labour Costs	2,285		
Total Expenditure	**21,281**		

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

Department	Budget 2023/24 FTE	Permanent Full Time FTE	Part Time, Casual & Temporary FTE
1. Support our Community	71.28	32.00	39.28
2. Grow our Regional Economy	13.07	8.00	5.07
3. Maintain and Renew our Infrastructure	67.69	57.00	10.69
4. Protect our Natural Environment	7.98	3.00	4.98
5. Provide Strong Governance and Leadership	48.29	40.00	8.298
Total Staff FTE	**208.31**	**140.00**	**68.31**
Capitalised Labour Costs - FTE	28.48		
Total FTE	**236.79**		

4. Notes to the Financial Statements

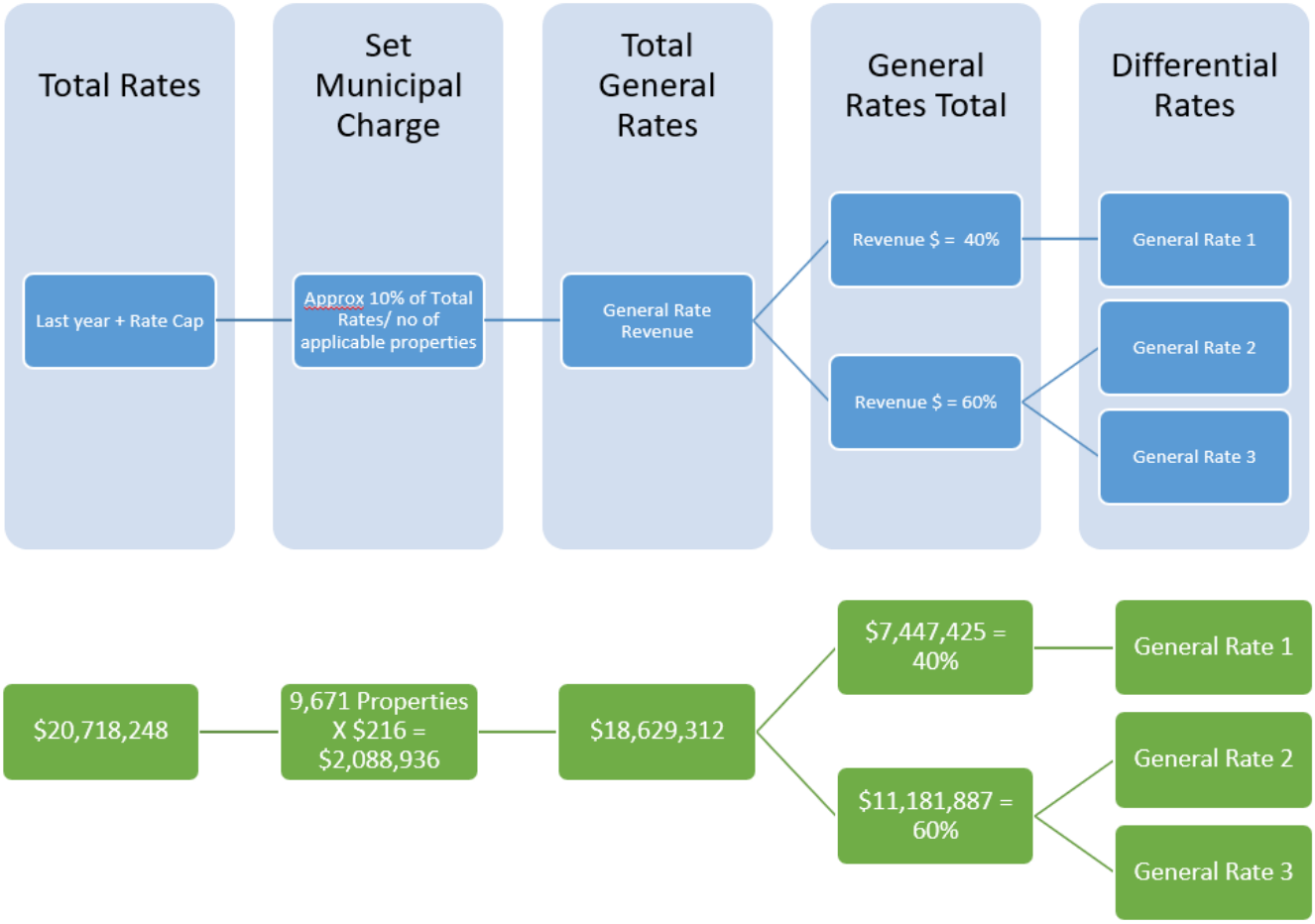
4.1 Comprehensive Income Statement

4.1.1 Rates and Charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget. Council has also prepared a separate document, "Revenue and Rating Plan" which sets out in more detail, information about rating.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

The rate increase has been calculated using the following process:



Planning for future rate increases has been an important component of the Strategic Resource Planning process. The State Government have introduced the *Fair Go Rates System* (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2023/24 the FGRS cap has been set at 3.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

In developing the Budget, rates and charges were identified as an important source of revenue, accounting for around half of the total revenue received by Council annually (48% in 2022/23 Budget and 44% in 2023/24 Budget).

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.5% in line with the rate cap.

Service charges will however increase by 7% to ensure Council is working its way towards achieving a cost-neutral position for waste management.

This will raise total rates and charges (including kerbside collection) for 2023/24 to $23,145,673.

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

	2022/23 Forecast Actual $'000	2023/24 Budget $'000	Change $'000	Change %
General Rates – Council *	17,998	18,629	631	**3.5%**
General Rates - Yatchaw	4	4	0	**0**
Municipal Charge*	2,021	2,089	68	**3.4%**
Waste Collection Charge (Compulsory)	2,270	2,428	158	**6.9%**
Waste Collection Charge (Voluntary)	100	100	0	**0**
Total Rates and Charges	**22,393**	**23,250**	**857**	**3.8%**

Note: Items designated "*" subject to the FGRS Rate Cap

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/$CIV	2022/23 cents/$CIV	Change
General rate 1 for rateable residential properties	0.003451	**0.003079**	**(10.78%)**
General rate 1 for rateable rural properties	0.003451	**0.003079**	**(10.78%)**
General rate 1 for rateable industrial properties	0.003451	**0.003079**	**(10.78%)**
General rate 1 for rateable commercial properties	0.003451	**0.003079**	**(10.78%)**
General rate 2 for rateable rural N/S properties	0.002040	**0.001625**	**(20.34%)**
General rate 3 for residential rural properties	0.002040	**0.001625**	**(20.34%)**
General rate 3 for rural properties	0.002040	**0.001625**	**(20.34%)**
General rate 3 for industrial rural properties	0.002040	**0.001625**	**(20.34%)**
General rate 3 for commercial rural properties	0.002040	**0.001625**	**(20.34%)**

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 $	2023/24 $	Change $	Change %
Residential	7,181,456	**7,383,446**	201,990	2.81%
Rural	9,800,283	**10,248,786**	448,503	4.58%
Industrial	291,238	**293,527**	2,289	0.79%
Commercial	725,382	**703,553**	(21,829)	(3.01%)
Total amount to be raised by general rates	**17,998,359**	**18,629,312**	630,953	3.50%

Alternate view - By Rate Code

Type or class of land	2022/23 $	2023/24 $	Change $	Change %
General Rate 1	7,252,618	**7,447,425**	194,807	2.69%
General Rate 2	319,301	**341,696**	22,395	7.01%
General Rate 3	10,426,440	**10,840,191**	413,751	3.97%
Total amount to be raised by general rates	**17,998,359**	**18,629,312**	630,953	3.50%

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 No.	Change %
Residential	7,397	**7,397**	0	0.00%
Rural	3,099	**3,099**	0	0.00%
Industrial	258	**258**	0	0.00%
Commercial	455	**455**	0	0.00%
Total number of assessments	11,209	**11,209**	0	0.00%

4.1.1(e) The basis of valuation to be used is: 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 $	2023/24 $	Change $	Change %
Residential	2,277,003,000	**2,684,563,000**	407,560,000	17.90%
Rural	4,781,782,000	**6,271,560,000**	1,489,778,000	31.15%
Industrial	91,038,000	**104,025,000**	12,987,000	14.26%
Commercial	219,296,000	**240,240,000**	20,944,000	9.55%
Total value of land	7,369,119,000	**9,300,388,000**	1,931,269,000	26.21%

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 2022/23 $	Per Rateable Property 2023/24 $	Change $	Change %
Municipal	209	**216**	7	3.35%

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

Type of Charge	2022/23 $	2023/24 $	Change $	Change %
Municipal	2,021,239	**2,088,936**	67,697	3.35%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Residential Property 2022/23 $	Per Rateable Residential Property 2023/24 $	Change $	Change %
Kerbside Collection – Refuse, Recycling & FOGO	360	**385**	25	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 $	Change %
Kerbside Collection – Refuse, Recycling & FOGO	2,269,800	**2,427,425**	157,625	6.94%

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 $	Change %
General rates	17,998,359	**18,629,312**	630,953	3.50%
Municipal charge	2,021,239	**2,088,936**	67,697	3.35%
Total Rates	20,019,598	**20,718,248**	698,650	3.49%
Kerbside Collection – Refuse, Recycling & FOGO	2,269,800	**2,427,425**	157,625	6.94%
Rates and charges	22,289,398	**23,145,673**	856,275	3.84%

4.1.1(l) Fair Go Rates System Compliance

Southern Grampians Shire Council is required to comply with the State Governments Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	* 2022/23 $	2023/24 $
Total Rates (includes Municipal Charge) – Prior Year	$19,566,540	$20,019,598
Number of rateable properties	11,172	11,209
Base Average Rate	$1,751.39	$1,786.03
Maximum Rate Increase (set by the State Government)	**1.75%**	**3.50%**
Capped Average Rate	$1,781.23	$1,848.36
Maximum General Rates and Municipal Charges Revenue	$19,914,504	$20,720,283
Budgeted		
General Rates and Municipal Charges Revenue	$19,899,874	$20,718,248
Number of rateable properties	11,172	11,209
Average Rate	$1,781.23	$1,848.36
Rate Increase	**1.70%**	**3.49%**

**based on ESC return for 2022/23*

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

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

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

4.1.1(n) Differential rates

General Rate 1

A differential general rate of 0.00307951 cents in the dollar on the capital improved value of all rateable land in the parishes of North Hamilton and South Hamilton, excluding all farm land which comprises part of a single farm enterprise with an area of 40 hectares or more;

General Rate 2

A differential general rate of 0.0016248 cents in the dollar on the capital improved value of all rateable farm land in the parishes of North Hamilton and South Hamilton and which comprises part of a single farm enterprise with an area of 40 hectares or more;

General Rate 3

A differential general rate of 0.0016248 cents in the dollar on the capital improved value of all other rateable land in the Shire;

Objective of Differential Rating

Council believes each differential rate will contribute to the equitable and efficient delivery of Council functions. The purpose of levying differential general rates is to recognise the following inherent characteristics and historical circumstances:

- the different standard of municipal services provided to the residents and ratepayers in different areas of the Shire,
- the different range of municipal services available to the residents and ratepayers in different areas of the Shire,
- differences in the accessibility to municipal services for the residents and ratepayers in different areas of the Shire.

4.1.1(o) Special Rate – Yatchaw Drainage Authority

A Special Rate of 0.00013 cents in the dollar on the capital improved value of all rateable land in the Yatchaw Drainage Area.

4.1.2 Statutory fees and fines

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include such items as building permits, animal registrations and parking fines.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Change $'000	Change %
Building Services	89	**89**	0	0%
Cinema	1	**1**	0	0%
Environmental Health	115	**114**	(1)	(1%)
Fire Prevention	23	**0**	(23)	(100%)
Local Laws Operations	167	**196**	29	17%
Rates & Charges	20	**20**	0	0%
Roads & Streets	8	**8**	0	0%
Statutory Planning	136	**173**	37	27%
Total	559	**601**	42	8%

4.1.3 User fees

User charges relate to the recovery of service delivery costs through the charges of fees to users of Council services. These include use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home care services.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Change $'000	Change %
Livestock Exchange	1,787	**1,911**	124	7%
Waste & Transfer Stations	965	**985**	20	2%
Hamilton Indoor Leisure & Aquatic Centre	1,166	**1,220**	54	5%
Community & Children's Services	452	**170**	(282)	(62%)
Cultural Services	397	**460**	63	16%
Quarry	240	**255**	15	6%
Regulatory & Compliance	106	**159**	53	50%
Other User Fees	264	**252**	(12)	(5%)
Total	5,377	**5,412**	35	1%

4.1.4 Grants - Operating

Operating Grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council services to ratepayers. A list of operating grants by service and source, classified into current & non-recurrent are included below.

Operating Grants	Forecast Actual 2022/23 $'000	Budget 2023/24 $'000	Variance $'000	Variance %
Recurrent - Commonwealth Government				
Financial Assistance Grant (allocated by Victoria Grants Commission)*	2,068	8,670	6,602	320%
Community Services (CHSP & HACC PYP)	252	0	(252)	(100%)
Children's Services (Child Care Rebate & Immunisations)	438	474	36	8%
Plant Management (Fuel Tax Credits)	100	100	0	0%
Recurrent - State Government				
Art Gallery (Arts Victoria – Operational Grant)	110	110	0	0%
Community Planning, Engagement & Support (L2P Program)	60	60	0	0%
Environmental Health	16	16	0	0%
Senior Citizen Programs & Support	3	3	0	0%
Library (DEWLP - Public Libraries Funding)	186	187	1	1%
Local Laws Operations (School Crossings)	59	59	0	0%
Maternal & Child Health (Operational Grant)	445	427	(18)	(4%)
Emergency Management	60	60	0	0%
Natural Asset Management	75	75	0	0%
Performing Arts Centre (Arts Victoria - Operational Grant)	80	110	30	38%
Total recurrent grants	**3,952**	**10,351**	**6,399**	**162%**
Non-recurrent - Commonwealth Government				
Community Support	0	24	24	100%
Preparing Communities – Flood Planning Coleraine & Dunkeld	100	0	(100)	100%
Non-recurrent - State Government				
Emergency Management – Flood Event 21/10/22	500	0	(500)	100%
Emergency Management – Vulnerable Persons Register	13	0	(13)	(100%)
Library – National Science Week	0	1	1	100%
Youth Services	55	36	(19)	(35%)
Domestic Waste Water Plan	16	0	(16)	100%
IT Connectivity	730	250	(480)	(66%)
Recreation Development & Support				
Total non-recurrent operating grants	**1,414**	**311**	**(1,103)**	**(88%)**
Total operating grants	**5,366**	**10,662**	**5,296**	**98%**

** Council received 75% of the 2022/23 FAGS in 2021/22*

4.1.5 Grants - Capital

Capital Grants include all money received from State, Federal and Community sources for the purposes of funding the capital works program. A list of capital grants by service and source, classified into current & non-recurrent are included below.

Capital Grants	Forecast Actual 2022/23 $'000	Budget 2023/24 $'000	Variance $'000	Variance %
Recurrent - Commonwealth Government				
Roads to Recovery	1,985	1,985	0	0%
Recurrent - State Government	0	0	0	0%
Total recurrent capital grants	**1,985**	**1,985**	**0**	**0%**
Non-recurrent - Commonwealth Government				
Local Roads and Community Infrastructure Program (LRCIP)	2,978	1,985	(993)	(33%)
Dunkeld/Mount Sturgeon Loop Walk Project	0	300	300	100%
Airport - RESA Upgrade Works	158	0	(158)	(100%)
Non-recurrent - State Government				
Regional Development Victoria – Dunkeld Visitor Hub	155	0	(155)	(100%)
Sustainability – Water Harvesting	38	0	(38)	(100%)
Art Gallery Climate Control	330	0	(330)	(100%)
Library Security Doors Upgrade	26	0	(26)	(100%)
Penshurst Volcanoes Discovery Centre Upgrade	232	0	(232)	(100%)
Transfer Station Upgrade Program - DELWP	153	0	(153)	(100%)
Coleraine Silvester Oval Power Upgrade & Lighting	225	250	25	(11%)
Cox Street` Front Door` Precinct Streetscape	1,200	503	(697)	(42%)
Waste Options Implementation	0	500	500	100%
Melville Oval - Facilities Upgrade Project	0	5,828	5828	100%
Hamilton Botanic Gardens	0	840	840	100%
Total non-recurrent capital grants	**5,495**	**10,206**	**4,711**	85%
Total capital grants	**7,480**	**12,191**	**4,711**	63%

4.1.6 Other Revenue

Other revenue includes Contributions, reimbursements and other minor sources of revenue for various services provided by Council.

Contributions relate to money received from community groups or other bodies to assist in the funding of both capital and operating Projects. A list of Contributions by service and purpose, classified into capital and operating are shown below.

Reimbursements are expenditure that is incurred by Council on behalf of another organisation and then recompensed after the event.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Change $'000	Change %
Interest Revenue	695	378	(317)	(46%)
Donations	8	10	2	25%
Reimbursements	118	63	(55)	(47%)
Revenue in Lieu of Rates	46	46	0	0
Contributions	99	164	65	66%
Other Operating Revenue	41	23	(22)	(44%)
Total	**1,007**	**684**	**(325)**	(32%)

4.1.7 Employee costs

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.

Operational Employee costs are estimated to increase by $0.408 million to $18.996 million compared to 2021/22 forecast Budget ($18.588m). This amount varies from year to year due to the impact of a number of matters including additional works, resignations, redundancies, recruitment expenses, industrial relations advice and other associated on-costs as the workforce expands and contracts in line with service demands. These figures are substantially lower than previous years due to Council transitioning from the Home and Community Care Program during the 2022/23 financial year.

Other factors impacting employee costs are:

- Annual increment under Council's Enterprise Bargaining Agreement (EBA)
- Movement of staff through the banding system; and
- The balance of work carried out between operational projects and capital works.

Employees who work on capital works have their wages and associated on-costs charged to the asset category in the balance sheet of the projects.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Change $'000	Change %
Wages & Salaries (Including casuals & Allowances)	13,133	**13,172**	39	0%
Public Holidays, Sick, Annual & Long Service Leave	3,068	**3,230**	162	5%
Superannuation	1,933	**2,143**	210	11%
Work Cover Premium & Expenses	380	**390**	10	3%
Fringe Benefits Tax	74	**61**	(13)	(13%)
Total	**18,588**	**18,996**	**408**	2%

4.1.8 Materials and services

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs.

Whilst utility costs continue to escalate, Council has been implementing a number of energy efficient measures which will see the reduction of utilities in some services areas.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Change $'000	Change %
Contractors	5,824	**5,167**	(657)	(13%)
Service charges & Consumables	3,687	**3,052**	(635)	(17%)
Utilities	856	**896**	40	5%
External Consultants & Professionals	1,529	**1,190**	(339)	(22%)
Total	**11,896**	**10,305**	**(1,591)**	**(13%)**

4.1.9 Bad and doubtful debts

Bad and doubtful debts are negligible for Council.

4.1.10 Depreciation and amortisation

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. Council has estimated the depreciation expense for the 2022/23 year and used this as the basis for the 2023/24 year. This amount is an estimate only as Council constantly re-values assets; however, these calculations will not be processed until the end of the 2022/23 financial year.

The majority of the reduction relates to assets which have reached the end of their lives and have been fully depreciated, but still in use.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Change $'000	Change %
Property, Furniture & Fittings	1,359	**1,599**	240	18%
Plant & Equipment	1,180	**1,180**	0	0
Infrastructure	8,301	**8,469**	168	2%
Yatchaw Drainage Scheme	6	**7**	1	20%
Other Assets	1,130	**1,356**	226	20%
Total	**11,976**	**12,611**	**635**	**5%**

4.1.11 Borrowing costs

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The reduction in borrowing costs results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements.

A new loan of $8 million is incorporated in the 2023/24 budget.

4.1.12 Other items of expense

Other items of expense relate to a range of unclassified items including contributions to community groups, advertising, insurances and other miscellaneous expenditure items.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Change $'000	Change %
Waste Disposal expenses	668	**636**	(32)	(5%)
Communications & Software licences	640	**671**	31	5%
Contributions & Grants to other organisations	1,061	**704**	(357)	(34%)
Insurances	761	**783**	22	3%
Elected Members	240	**249**	9	4%
Rates Discount	187	**199**	12	6%
Audit & Legal	186	**155**	(31)	(16%)
Other Expenses	1,185	**852**	(333)	(28%)
Total	4,928	**4,249**	(679)	(14%)

4.1.13 Adjusted underlying surplus/deficit

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

The adjusted underlying result for the 2023/24 year is a deficit of $3.607 million which is an increase of $7.165 million from the projected 2022/23 year underlying deficit of $10.772 million. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent or are not matched to operating expenses and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

See Note 4.1.5 for a detailed listing of all capital grants.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Variance $'000
Total income	42,183	53,155	10,972
Total expenses	(47,460)	(46,204)	1,256
Surplus (deficit) for the year	**(5,277)**	**6,951**	12,228
Grants – capital non-recurrent	(5,495)	(10,206)	(4,711)
Contributions - non-monetary assets	-	-	
Capital contributions - other sources	-	(352)	(352)
Adjusted underlying surplus (deficit)	**(10,772)**	**(3,607)**	7,165

4.2 Balance Sheet

4.2.1 Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by $10.715 million during the year mainly due to the value of capital works and capital funding received for multiple year projects.

Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are not expected to change significantly in the budget. Long-term debtors (non-current) relating to loans to community organisations and principal and interest debtors for private streets, Kerb & Channel and Footpath Schemes will decrease in accordance with agreed repayment terms.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The $27.481 million increase in this balance is attributable to the net result of the capital works program ($40.342 million of additional asset value), less depreciation of assets ($12.611 million) and sale of plant and equipment ($0.250 million).

Non current assets held for sale includes land around the Lakes Edge Development and Hamilton Gateways Industrial land lots.

4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are generally budgeted to remain consistent with 2021/22 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are also expected to remain constant due to active management of entitlements despite factoring in an increase for Collective Agreement outcomes. However an adjustment has been made to take into consideration the reduced amount of employee provisions required following Council's transition away from the provision of Home and Community Care Programs and the subsequent reduction in its workforce.

Interest-bearing loans are classified as a liability, details of which are shown in the note below.

4.2.3 Borrowings

Council is budgeting to repay loan principal of $0.585 million over the year for existing loans.

Council is anticipating borrowing $8 million in the 2023/24 year followed by subsequent borrowing to fund a number of large intergenerational projects.

The table below shows information on borrowings.

	2022/23 $	2023/24 $
Total amount borrowed as at 30 June of the prior year	2,382	1,834
Total amount to be borrowed	0	8,000
Total amount projected to be redeemed	(548)	(585)
Total amount proposed to be borrowed as at 30 June	**1,834**	**9,249**

4.2.4 Working Capital

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

Council anticipates to have working capital at year end 2022/23 of $4.962 million (current assets $15.837 million less current liabilities $10.875 million). Council will need to manage its cash payments and receipts carefully to maintain a positive cash balance. It should be noted that $6.976 of this is land held for sale and may take a number of years to convert to cash.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

4.3 Statement of Changes in Equity

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations; and
- 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.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Variance $'000
Accumulated Surplus	143,759	150,709	6,950
Reserve – Asset Revaluation	298,805	298,805	-
Reserve – Open Space/Subdividers Contributions*	57	57	-
Reserve – Parking Development	20	20	-
Reserve – Drainage Headworks	97	97	-
	442,738	**449,688**	6,950

Subdividers Contributions are in lieu of provision of recreational land within a subdivision. These funds are used to develop strategically located parks and reserves for the benefit of residents in the general area, as provided in the Subdivision Act 1988 and Planning and Environment Act 1987.

The Parking Development Reserve is in lieu of provision of off-site parking as part of a development. These funds are used for the purchase and development of public access parking in the general area.

The Drainage Headworks Reserve is in lieu of meeting the cost to develop, upgrade and/or renew drainage infrastructure downstream of any subdivision development, a charge is levied on subdivision developers.

Note - * Denotes Statutory Reserve – other reserves are the result of a Council resolution only.

4.4 Statement of Cash Flows

4.4.1 Operating activities

The increase in cash inflows from operating activities is due mainly to increases in operating grants and capital grants.

The net cash flows from operating activities does not equal the surplus (deficit) 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 2022/23 $'000	Budget 2023/24 $'000	Variance $'000
Surplus (deficit) for the year from operating activities	**(5,277)**	**6,951**	12,228
Depreciation	11,976	12,611	635
Loss (gain) on disposal Assets	0	0	0
Loss on impairment of Assets	0	0	0
Net movement in current assets and liabilities	72	43	(29)
Cash flows available from operating activities	**6,771**	**19,605**	12,834

4.4.2 Investing activities

The increase in payments for investing activities ($40.342 million) represents the planned increase in net capital works expenditure – Note 4.5 explains how this investment is funded.

Proceeds from the sale of assets are estimated to be $2.65 million, and includes plant, equipment, commencement of sales from the Hamilton Industrial Estate and other land sales.

4.4.3 Financing activities

For 2023/24 the total of principal repayments is projected to be $0.585 million and finance charges are projected to be $0.043 million. Council is also budgeting to take up a new loan of $8 million.

4.4.4 Cash and cash equivalents at end of the year

Overall, total cash and investments is forecast to decrease by $10.715 million to $4.554 million as at 30 June 2024, reflecting Council's strategy of using cash and investments to enhance existing and create new infrastructure before borrowing.

4.4.5 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2024 it will have cash and investments of $4.554 million, which has been restricted as shown in the following table.

There are also a number of discretionary reserves which Council desires to have backed by cash, however there is no requirement to do so. These funds are used to assist with cash management throughout the year and then replaced when able.

	Forecast 2022/23 $'000	Budget 2023/24 $'000	Variance $'000
Total cash and investments	**15,269**	**4,554**	(10,715)
Restricted cash and investments			
- Statutory reserves	57	57	-
- Trust funds and deposits	450	450	-
Unrestricted cash and investments	**14,762**	**4,047**	**(10,715)**
Discretionary Reserves/Funds			
- Discretionary reserves – See Note 4.3	118	118	-
- Sir Irving Benson Bequest	658	658	-
- Defined Benefit Shortfall	1,281	1,281	-
- Landfill Rehabilitation	1,100	1,100	-
- Long Service Leave Entitlement	2,500	2,500	-
Total Discretionary Reserves/Funds	**5,657**	**5,657**	**-**
Unrestricted cash adjusted for discretionary Reserves	**9,105**	**(1,610)**	**(10,715)**

4.4.5a Statutory Reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

4.4.5b Trust Funds & Deposits

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

4.4.5c Discretionary reserves/Funds

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution, these funds should be used for those earmarked purposes. Each of these reserves/funds are backed by cash investments.

4.4.5d Unrestricted cash adjusted for discretionary reserves

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short-term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

4.5 Capital Works Program

4.5.1 Funding sources

Sources of Funding	Forecast 2022/23 $'000	Budget 2023/24 $'000	Variance $'000
Grants	7,480	12,191	4,711
Contributions	-	467	467
Reimbursements	-	-	-
Borrowings	-	8,000	8,000
Council cash			
- proceeds from sale of assets	710	2,650	1,940
- reserve cash and investments (Statutory)	308	-	(308)
- reserve cash and investments (Discretionary)	78	-	(78)
- unrestricted cash and investments	6,088	17,034	10,946
Total funding sources	**14,664**	**40,342**	**25,678**

4.5.1a Grants

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Council is anticipating government grant funding from Roads to Recovery for local roads $1.985m, $1.985m for Local Roads & Community Infrastructure Program Round 4 (which has not yet been allocated to projects), $3.846m for Melville Oval plus $1.985 of Local Roads & Community Infrastructure Program Round 3 which is also allocated to Melville Oval, $300k for the Dunkeld-Mount Sturgeon Loop Walk, $250k for the Coleraine Silvester Oval power and lighting upgrade project (this is coupled with a $115k contribution), $500k for Waste Options Implementation, $840k for Hamilton Botanic Gardens and $502k as the final payment for the Cox Street Project.

4.5.1b Council cash - proceeds from sale of assets

Proceeds from sale of assets include construction fleet and motor vehicle sales $250k together with anticipated sales of the Hamilton industrial Park allotments $1.2 million and Lakes Edge land $1.2 million.

4.5.1c Council cash - unrestricted cash and investments

In addition to reserve investments, Council has uncommitted cash and investments which represent unrestricted cash and investments.

5. Detailed capital works

	2023/24 Draft Budget		Budget Represented By:						
	Carry Forward/ Continuing	New Project	Renewal	Upgrade	New	Expansion	Grants	Contrib/ Reimb/ Sales	Council Cash
Property									
Land Improvements									
Hamilton Industrial Land Sales	-	-	-	-	-	-	-	1,200,000	(1,200,000)
Land Sale - Lakes Edge	-	-	-	-	-	-	-	1,200,000	(1,200,000)
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	0	2,400,000	(2,400,000)
Buildings									
LRCIP Phase 4 Grant Funding - To be allocated	-	-	-	-	-	-	1,985,254	-	(1,985,254)
Martin Hynes Auditorium - roof and window renewal	244,000	-	244,000	-	-	-	0	-	244,000
Dunkeld Visitor Hub	100,000	-	-	100,000	-	-	0	-	100,000
Melville Oval - Facilities Upgrade Project	7,346,000		-	7,346,000	-	-	3,843,000	-	3,503,000
LRCIP Phase 3 Grant Funding - $3.970,508 - 50% paid in 21/22	-	-	-	-	-	-	1,985,254	-	(1,985,254)
Art Gallery - Detailed Design	-	3,550,000	-	3,550,000	-	-	-	-	3,550,000
Purchase - Lonsdale St Buildings	1,800,000	-	-	-	1,800,000	-	-	-	1,800,000
Council offices working group		60,000			60,000				60,000
Facilities Management - Hub Detailed Design	-	1,000,000	-	-	1,000,000	-	-	-	1,000,000
	9,490,000	4,610,000	244,000	10,996,000	2,860,000	-	7,813,508	0	6,286,492
Building Improvements									
Ansett Museum - Signage & Interpretive Boards - Collection Strategy	35,000	-	-	-	35,000	-	-	-	35,000
Coleraine - Silvester Oval - Sewerage Works	-	350,000	350,000	-	-	-	-	-	350,000
HILAC - Changeroom Facelift - Design	-	15,000	15,000	-	-	-	-	-	15,000
HILAC Floor Resurfacing	-	13,000	13,000	-	-	-	-	-	13,000
Hamilton Depot - OH&S Upgrades	-	50,000	50,000	-	-	-	-	-	50,000
Cavendish Pre-School Building	-	50,000	50,000	-	-	-	-	-	50,000
Hamilton Mitchell Square Toilet Block	-	70,000	70,000	-	-	-	-	-	70,000
Coleraine Mechanics Hall	-	100,000	100,000	-	-	-	-	-	100,000
Balmoral RSL Building	-	35,000	35,000	-	-	-	-	-	35,000
Hamilton Mitchell Park Cricket Rooms Building	-	150,000	150,000	-	-	-	-	-	150,000
Glenthompson Public Toilet	-	250,000			250,000		-	-	250,000
Penshurst Public Toilets (Town Hall)	-	20,000	20,000				-	-	20,000
Roof cladding replacements -Silvester Oval (Pavillion & Change Room Verandah)	-	40,000	40,000				-	-	40,000
Roof cladding replacements - Hamilton Mechanics Institute	-	60,000	60,000				-	-	60,000
Roof cladding replacements - Carapook Public Hall	-	25,000	25,000				-	-	25,000
ESM Priorities	-	100,000		100,000			-	-	100,000
	35,000	1,328,000	978,000	100,000	285,000	-	0	0	1,363,000
Total Property	9,525,000	5,938,000	1,222,000	11,096,000	3,145,000	-	7,813,508	2,400,000	5,249,492

	2023/24 Draft Budget		Budget Represented By:						
	Carry Forward/ Continuing	New Project	Renewal	Upgrade	New	Expansion	Grants	Contrib/ Reimb/ Sales	Council Cash
Plant & Equipment									
Plant Machinery & Equipment									
Light Fleet Renewals	-	500,000	500,000	-	-	-	0	250,000	250,000
Heavy Fleet Renewals	-	1,000,000	1,000,000	-	-	-	0	0	1,000,000
Plant Replacement - Truck - Patching	350,000	-	350,000	-	-	-	0	0	350,000
Plant Replacement - Depot Fuel Bowsers	100,000	-	100,000	-	-	-	0	0	100,000
	450,000	1,500,000	1,950,000	-	-	-	0	250,000	1,700,000
Fixtures, Fittings & Furniture									
Total Station Survey Unit	-	40,000	-	-	40,000	-	0	0	40,000
Parking Meter Renewal	200,000	-	200,000	-	-	-	0	0	200,000
PAC - House Lights	50,000	-	50,000	-	-	-	0	0	50,000
PAC - Front of House Lighting Bridge	38,750	-	38,750	-	-	-	0	0	38,750
	288,750	40,000	288,750	-	40,000	-	0	0	328,750
Computers & Telecommunications									
Business Systems - IT Server Infrastructure	-	46,000	46,000	-	-	-	0	0	46,000
Business Systems - IT Network Infrastructure	-	35,000	35,000	-	-	-	0	0	35,000
Business Systems - CCTV Cameras	-	15,000	15,000	-	-	-	0	0	15,000
Business Systems - IT Backup	-	10,000	10,000	-	-	-	0	0	10,000
	-	106,000	106,000	-	-	-	0	0	106,000
Library Books									
Library Acquisitions									
Library Acquisitions - Funded	-	70,000	-	-	70,000	-	0	0	70,000
	-	70,000	-	-	70,000	-	0	0	70,000
Art Collection									
Art Gallery Acquisitions	-	15,000	-	-	15,000		0	0	15,000
	-	15,000	-	-	15,000	-	0	0	15,000
Total Plant & Equipment	738,750	1,731,000	2,344,750	-	125,000	-	0	250,000	2,219,750

	2023/24 Draft Budget		Budget Represented By:						
	Carry Forward/ Continuing	New Project	Renewal	Upgrade	New	Expansion	Grants	Contrib/ Reimb/ Sales	Council Cash
Infrastructure									
Roads									
RTR Funding	-	-	-	-	-	-	1,985,289	0	(1,985,289)
Mill Road / Lakes Edge Connection Business Case	-	10,000	10,000	-	-	-	0	0	10,000
Roadside Safety Improvements	115,000	200,000	-	315,000	-	-	0	0	315,000
	115,000	210,000	10,000	315,000	-	-	1,985,289	0	(1,660,289)
Road Rehabilitations									
Gallie Rd (0 - 1280) (Glenelg Hwy - Seal Change) - Sealed Pavement	-	264,960	264,960	-	-	-	0	0	264,960
Gallie Rd (1280 - 3115) (Seal Change - Culvert) - Sealed Pavement	-	379,845	379,845	-	-	-	0	0	379,845
Gallie Rd (4690 - 5605) (Seal Joint - Den Hills Rd) - Sealed Pavement	-	189,405	189,405	-	-	-	0	0	189,405
Yatchaw Road (5150 to 6255) (full rehab)	-	195,040	195,040	-	-	-	0	0	195,040
Lodge Road (full rehab); chainage 109m to 810m total 4,355m2 (includes Coffee St intersection)	-	245,070	245,070	-	-	-	0	0	245,070
East West Rd (12335 - 13630)	-	238,280	238,280	-	-	-	0	129,720	108,560
East West Rd (13630 - 15270)	-	301,760	301,760	-	-	-	0	129,720	172,040
East West Rd (15270 - 16180)	-	167,440	167,440	-	-	-	0	92,920	74,520
Tulse Hill - Settlement Road (0 - 545) (full rehab)	-	100,280	100,280	-	-	-	0	0	100,280
Tulse Hill - Settlement Road (545-1480) (full rehab)	-	172,040	172,040	-	-	-	0	0	172,040
Tulse Hill - Settlement Road (1480 - 2330) (full rehab)	-	156,400	156,400	-	-	-	0	0	156,400
Burnside Lane, Glenthompson (shoulder widening only); chainage 0 to 1600m		240,000	-	240,000					240,000
Hamilton-Chatsworth Road (shoulder widening only); chainage 35300m to 40000m (4700m x 3m) total 14,400m2	-	705,000	-	705,000	-	-	0	0	705,000
	-	3,355,520	2,410,520	945,000	-	-	0	352,360	3,003,160

	2023/24 Draft Budget		Budget Represented By:						
	Carry Forward/ Continuing	New Project	Renewal	Upgrade	New	Expansion	Grants	Contrib/ Reimb/ Sales	Council Cash
Road Reseals									
Urban Reseals									
Barker St (0-212) (Chirnside St - Mercer St) - Seal	-	8,821	8,821	-	-	-	0	0	8,821
Barker St (212-421) (Mercer St - Scott St) - Seal	-	8,697	8,697	-	-	-	0	0	8,697
Beath St (26-273) (Surface Change - Pioneer) - Seal	-	12,844	12,844	-	-	-	0	0	12,844
Bell St, Glenthompson (0-114) (Glenelg Hwy - Walter) - Seal	-	3,036	3,036	-	-	-	0	0	3,036
Bell St, Glenthompson (114-224) (Walter - Station St) - Seal	-	2,932	2,932	-	-	-	0	0	2,932
Burns St (0-105) (Hamilton Place - Moore) - Seal	-	6,416	6,416	-	-	-	0	0	6,416
Burns St (105-222) (Moore - Tennyson) - Seal	-	9,887	9,887	-	-	-	0	0	9,887
Burns St (222-468) (Tennyson - Smith) - Seal	-	20,950	20,950	-	-	-	0	0	20,950
Cameron St, Cavendish (60-140) (Scott St - End of Seal) - Seal	-	4,316	4,316	-	-	-	0	0	4,316
Coffey St (0-450) (Lodge Rd - South Boundary Rd) - Seal	-	14,918	14,918	-	-	-	0	0	14,918
Cox St S/R Reverse Hamilton (67-161) (French St - Sedgewick St) - Seal	-	5,928	5,928	-	-	-	0	0	5,928
Crean St (0-108) (George St - End Seal) - Seal	-	4,771	4,771	-	-	-	0	0	4,771
Elliot St (0-102) (Henty St - Scott St) - Seal	-	2,587	2,587	-	-	-	0	0	2,587
Eversley St (0-211) (Carmichael St - Hamilton Place) - Seal	-	12,753	12,753	-	-	-	0	0	12,753
Fairburn St, Dunkeld pt1 (0-95) (Martin St - Glenelg Hwy) - Seal	-	2,470	2,470	-	-	-	0	0	2,470
French St 1 (294-514) (McIntyre - Kennedy St) - Seal	-	18,733	18,733	-	-	-	0	0	18,733
French St 1 (65-294) (Carmichael - McIntyre) - Seal	-	17,563	17,563	-	-	-	0	0	17,563
French St 3 (1224-1299) (Cox St S/R - Flinders St) - Seal	-	4,537	4,537	-	-	-	0	0	4,537
Goldsmith St (0-150) (Burns St - Byron) - Seal	-	12,675	12,675	-	-	-	0	0	12,675
Goldsmith St (150-415) (Byron - Pope St) - Seal	-	22,393	22,393	-	-	-	0	0	22,393
Grange St (0-219) (Digby Rd - Jolly) - Seal	-	10,394	10,394	-	-	-	0	0	10,394
Grange St (219-238) (Jolly - End) - Seal	-	878	878	-	-	-	0	0	878
Hanson St (260-315) (Start of Seal - Station St) - Seal	-	1,359	1,359	-	-	-	0	0	1,359
Heap St (0-80) (Coleraine Rd - End of Seal) - Seal	-	2,080	2,080	-	-	-	0	0	2,080
Hector St (306-389) (Clarence - Bree Rd) - Seal	-	3,562	3,562	-	-	-	0	0	3,562
Henry Ct (0-89) (Dempster Drv - End Bowl) - Seal	-	4,453	4,453	-	-	-	0	0	4,453
Henty St Branxholme (0-201) (Clarke St - Elliot St) - Seal	-	5,096	5,096	-	-	-	0	0	5,096
Hughes St (0-137) (Fenton St - End) - Seal	-	6,143	6,143	-	-	-	0	0	6,143
Lockhart St (0-181) (Henty Hwy - Mercer St) - Seal	-	4,706	4,706	-	-	-	0	0	4,706
Lockhart St (181-376) (Mercer St - End of Seal) - Seal	-	5,070	5,070	-	-	-	0	0	5,070
Margaret Rd (0-405) (Petschels Ln EOS - End Crt) - Seal	-	10,270	10,270	-	-	-	0	0	10,270
Market Place (0-105) (Pope St - Dryden) - Seal	-	10,920	10,920	-	-	-	0	0	10,920
Market Place (105-220) (Dryden - Milton St) - Seal	-	8,899	8,899	-	-	-	0	0	8,899
Martin St Hamilton (0-202) (End Bowl - McIntyre) - Seal	-	8,275	8,275	-	-	-	0	0	8,275
McIntyre St (438-547) (Gray - Clarke) - Seal	-	9,211	9,211	-	-	-	0	0	9,211
McMillan St (0-148) (George St - Colson) - Seal	-	7,118	7,118	-	-	-	0	0	7,118
McMillan St (148-224) (Colson - Janet) - Seal	-	3,653	3,653	-	-	-	0	0	3,653
McMillan St (224-316) (Janet - Thomas) - Seal	-	4,427	4,427	-	-	-	0	0	4,427
McMillan St (316-402) (Thomas - Rippon Rd) - Seal	-	4,134	4,134	-	-	-	0	0	4,134
Morongo Ave (0-122) (Rippon Rd - End Bowl) - Seal	-	5,551	5,551	-	-	-	0	0	5,551
Nolte Street (00000 - 00078) (Garton St - Foster St) - Seal	-	3,855	3,855	-	-	-	0	0	3,855
Park St Glenthompson (0-148) (McLennan St - Brimacombe St) - Seal	-	4,427	4,427	-	-	-	0	0	4,427
Patterson Ave (0-127) (Kent Rd - May) - Seal	-	5,941	5,941	-	-	-	0	0	5,941
Patterson Ave (127-248) (May - North Boundary Rd) - Seal	-	5,662	5,662	-	-	-	0	0	5,662
Pilleau St Pt 2 (440-661) (Read St - Henty St) - Seal	-	24,421	24,421	-	-	-	0	0	24,421
Pilleau St Pt 2 (661-883) (Henty St - Winter St) - Seal	-	24,531	24,531	-	-	-	0	0	24,531
Queen St (0-100) (Kenny St - Prince) - Seal	-	5,070	5,070	-	-	-	0	0	5,070
Queen St (100-215) (Prince - Change) - Seal	-	5,831	5,831	-	-	-	0	0	5,831
Queen St (215-262) (Change - End) - Seal	-	4,979	4,979	-	-	-	0	0	4,979

	2023/24 Draft Budget		Budget Represented By:						
	Carry Forward/ Continuing	New Project	Renewal	Upgrade	New	Expansion	Grants	Contrib/ Reimb/ Sales	Council Cash
Urban Reseals Continued									
Railway St (0-110) (Harrow Balmoral Rd - WC) - Seal	-	3,504	3,504	-	-	-	0	0	3,504
Railway St (110-435) (WC - End of Seal) - Seal	-	8,450	8,450	-	-	-	0	0	8,450
Rankin Crt (0-92) (Shilcock St - End) - Seal	-	3,829	3,829	-	-	-	0	0	3,829
Scott St Glenthompson (125-331) (Bend - Glenelg Hwy) - Seal	-	5,356	5,356	-	-	-	0	0	5,356
Scott St Glenthompson (82-125) (Start of Seal - Bend) - Seal	-	1,092	1,092	-	-	-	0	0	1,092
Skene St Dunkeld (360-580) (Templeton St - Sterling St) - Seal	-	8,151	8,151	-	-	-	0	0	8,151
St Josephs Crt (0-63) (McConochie St - End of Bowl) - Seal	-	2,620	2,620	-	-	-	0	0	2,620
Station St Hamilton (0-250) (Thompson St - Brown) - Seal	-	18,200	18,200	-	-	-	0	0	18,200
Station St Hamilton (250-506) (Brown - Cox St) - Seal	-	18,636	18,636	-	-	-	0	0	18,636
Steel Rd (0-101) (Mt Napier Rd - Laidlaw) - Seal	-	6,104	6,104	-	-	-	0	0	6,104
Steel Rd (101-168) (Laidlaw - End of Seal) - Seal	-	3,569	3,569	-	-	-	0	0	3,569
Sterling St (0-114) (Skene St - Martin St) - Seal	-	4,375	4,375	-	-	-	0	0	4,375
Sterling St (114-247) (Martin St - Wills St) - Seal	-	8,125	8,125	-	-	-	0	0	8,125
Sterling St (247-367) (Wills St - Glenelg Hwy) - Seal	-	8,658	8,658	-	-	-	0	0	8,658
Sterling St (397-475) (Glenelg Hwy - End of Seal) - Seal	-	4,056	4,056	-	-	-	0	0	4,056
Titree La (0-185) (Hamilton Hwy - End Ct) - Seal	-	7,215	7,215	-	-	-	0	0	7,215
Victoria St (00000 - 00207) (MacPherson St - Horner) - Seal	-	15,204	15,204	-	-	-	0	0	15,204
Victoria St (00207 - 00414) (Horner - King St) - Seal	-	15,204	15,204	-	-	-	0	0	15,204

	2023/24 Draft Budget		Budget Represented By:						
	Carry Forward/ Continuing	New Project	Renewal	Upgrade	New	Expansion	Grants	Contrib/ Reimb/ Sales	Council Cash
Rural Reseals									
Bellicourt Rd (1000-1565) (Sturgeon Lane - Recreation St) - Seal	-	12,204	12,204	-	-	-	0	0	12,204
Beveridges Road (02540 - 03855) (Marshalls - Hensley Park) - Seal	-	31,560	31,560	-	-	-	0	0	31,560
Burnside Ln, Glenthompson (0-770) (Glenelg Hwy - Pave Change) - Seal	-	17,556	17,556	-	-	-	0	0	17,556
Burnside Ln, Glenthompson (770-1640) (Pave Change - Old Ararat Rd) - Seal	-	19,836	19,836	-	-	-	0	0	19,836
Carapook Rd (13305-14930) (Pavement Change - Change) - Seal	-	36,078	36,078	-	-	-	0	0	36,078
Carapook Rd (14930-16170) (Change - Nareen Rd) - Seal	-	27,528	27,528	-	-	-	0	0	27,528
Carapook Rd (3130-3380) (0.65 Muntham - Pavement Change) - Seal	-	5,700	5,700	-	-	-	0	0	5,700
Cavendish Coleraine Rd (24510-25480) (25.23 Robsons Ck - 25.48 Calton Hill) - Seal	-	37,830	37,830	-	-	-	0	0	37,830
Cavendish Coleraine Rd (5790-6550) (Ennes Vale Ent - Cordys Rd) - Seal	-	18,240	18,240	-	-	-	0	0	18,240
Clarke St Branxholme (0-375) (Henty Hwy - Henty St) - Seal	-	9,000	9,000	-	-	-	0	0	9,000
Doling Rd (0-1080) (Mill Rd - Railway Cossing) - Seal	-	24,624	24,624	-	-	-	0	0	24,624
Doling Rd (1080-2915) (Railway Cossing - 2.88 Millers) - Seal	-	41,838	41,838	-	-	-	0	0	41,838
Doling Rd (3425-3615) (Start of Seal - End of Seal) - Seal	-	4,902	4,902	-	-	-	0	0	4,902
Gilberts Rd (1360-1520) (Start of Seal - End of Seal) - Seal	-	3,360	3,360	-	-	-	0	0	3,360
Harpers Rd (0-320) (Louth Swamp Rd - End of Seal) - Seal	-	7,296	7,296	-	-	-	0	0	7,296
Hillview Rd (1500-3000) (Change - 2.21 Bridge) - Seal	-	34,200	34,200	-	-	-	0	0	34,200
Hillview Rd (3000-4590) (2.21 Bridge - 4.54 Hodgsons) - Seal	-	35,298	35,298	-	-	-	0	0	35,298
Kurtzes Rd (1630-2735) (Hamilton Hwy - Ends at Gate) - Seal	-	25,860	25,860	-	-	-	0	0	25,860
Lake Linlithgow Rd (0-1610) (Glenelg Hwy - Lehmanns) - Seal	-	36,708	36,708	-	-	-	0	0	36,708
Lochberr Ctr (0-140) (Ballarat Rd - End of Crt) - Seal	-	4,200	4,200	-	-	-	0	0	4,200
Masons Rd (0-170) (Natimuk Hamilton Rd - End of Seal) - Seal	-	3,876	3,876	-	-	-	0	0	3,876
McDougalls Lane (0-1670) (Coleraine Edenhope Rd - Seal Joint) - Seal	-	35,070	35,070	-	-	-	0	0	35,070
McDougalls Lane (1670-3240) (Seal Joint - Seal Joint) - Seal	-	32,970	32,970	-	-	-	0	0	32,970
McDougalls Lane (4580-5580) (Dungloe West - Seal Change) - Seal	-	21,000	21,000	-	-	-	0	0	21,000
McDougalls Lane (5580-7300) (Seal Change - Change) - Seal	-	35,088	35,088	-	-	-	0	0	35,088
McIntyres Crossing Rd (12740-14325) (Seal Joint - 13.51 Sturgeon SS) - Seal	-	35,190	35,190	-	-	-	0	0	35,190
Middle Hilgay Road (1950 - 2440)	-	12,740	12,740	-	-	-	0	0	12,740
Middle Hilgay Road (2440 - 3090)	-	16,900	16,900	-	-	-	0	0	16,900
Millers Rd (0-1630) (Mill Rd - Doling Rd) - Seal	-	38,142	38,142	-	-	-	0	0	38,142
N Mibus Rd (430-500) (Start of Seal - End of Seal) - Seal	-	1,386	1,386	-	-	-	0	0	1,386
Nareen Rd (0-35) (Coleraine Edenhope Rd - Seal Change) - Seal	-	1,578	1,578	-	-	-	0	0	1,578
Nareen Rd (18650-18780) (Seal Change - Seal Change) - Seal	-	4,914	4,914	-	-	-	0	0	4,914
Nareen Rd (19525-20005) (19.55 Steep Gully - Seal Change) - Seal	-	18,144	18,144	-	-	-	0	0	18,144
Nareen Rd (20005-20195) (Seal Change - Seal Change) - Seal	-	7,296	7,296	-	-	-	0	0	7,296
Nareen Rd (21280-21995) (Burnside Lane - 22.34 Francis) - Seal	-	15,876	15,876	-	-	-	0	0	15,876
Nareen Rd (26690-27280) (26.35 Mulloys - Seal Change) - Seal	-	13,452	13,452	-	-	-	0	0	13,452
Nareen Rd (27655-28035) (Seal Change - Seal Change) - Seal	-	8,664	8,664	-	-	-	0	0	8,664
Nareen Rd (28035-28670) (Seal Change - 29.19 Pigeon Ponds Ck) - Seal	-	12,192	12,192	-	-	-	0	0	12,192
Nareen Rd (28670-29600) (29.19 Pigeon Ponds Ck - Pave Change) - Seal	-	29,016	29,016	-	-	-	0	0	29,016
Nareen Rd (29600-31190) (Pave Change - 31.80 Portland) - Seal	-	61,056	61,056	-	-	-	0	0	61,056
Racecourse Rd Penshurst (0-475) (Penhurst Dunkeld Rd - Underwoods Rd) - Seal	-	10,830	10,830	-	-	-	0	0	10,830
Racecourse Rd Penshurst (475-820) (Underwoods Rd - End of Seal) - Seal	-	7,866	7,866	-	-	-	0	0	7,866
Stonefield La (0-1070) (Penshurst Warrnambool Rd - Seal Joint) - Seal	-	24,396	24,396	-	-	-	0	0	24,396
Stonefield La (1070-2550) (Seal Joint - Loading Ramp) - Seal	-	34,632	34,632	-	-	-	0	0	34,632
Stonefield La (2550-4110) (Loading Ramp - Noonans La -Shire Boundary) - Seal	-	36,504	36,504	-	-	-	0	0	36,504
Sturgeon La (0-1090) (Blackwood-Dunkeld - Bellicourt Rd) - Seal	-	23,544	23,544	-	-	-	0	0	23,544
Tabor Rd (1790-2405) (Culvert - Tabor Siding) - Seal	-	14,022	14,022	-	-	-	0	0	14,022
Tobermorey La (2005-2680) (Seal Change - Culvert) - Seal	-	14,988	14,988	-	-	-	0	0	14,988
W Schultz Rd (0-1250) (Hamilton Hwy - End of Seal) - Seal	-	27,750	27,750	-	-	-	0	0	27,750
West Lake Rd (0-1890) (Hamilton-Chatsworth Rd - 1.48 Montrose) - Seal	-	46,494	46,494	-	-	-	0	0	46,494
West Lake Rd (1890-3130) (1.48 Montrose - North Lake Rd) - Seal	-	30,504	30,504	-	-	-	0	0	30,504
	-	1,650,373	1,650,373	-	-	-	0	0	1,650,373

	2023/24 Draft Budget		Budget Represented By:						
	Carry Forward/ Continuing	New Project	Renewal	Upgrade	New	Expansion	Grants	Contrib/ Reimb/ Sales	Council Cash
Final Seals									
Duck Pools Lane (00000 - 00085) (Glenelg Hwy - Property Entrance)	-	3,060	3,060	-	-	-	0	0	3,060
Jessop St (0-65) (Ballarat Rd S/R - End Seal)		5,850	5,850	-	-	-	0	0	5,850
Shaws SS Rd (0-1945) (Murndal Branxholme Rd - Width Change)		46,680	46,680	-	-	-	0	0	46,680
Chrome Rd (6275-6900) (Pave Change - Pave Change)		17,500	17,500	-	-	-	0	0	17,500
Old Crusher Rd (5020 - 6090) (Seal Joint - Seal Joint)		25,680	25,680	-	-	-	0	0	25,680
Old Crusher Rd (4030 - 5020) (Byaduk Lutheran Church Rd - Seal Joint)		23,760	23,760	-	-	-	0	0	23,760
Wallacedale North-Hamilton Rd (2000 - 3040) (1.68 Clarke - Branxholme Byaduk Rd)		24,960	24,960	-	-	-	0	0	24,960
Roscoe Ave (0 - 308) (Rippon Rd - Ballarat Rd)		15,092	15,092	-	-	-	0	0	15,092
Mt Napier Rd 3 Rural (2808 - 3155) (Seal Change - Seal Change)		17,003	17,003	-	-	-	0	0	17,003
Mt Napier Rd 3 Rural (3155 - 4250) (Seal Change - 3.69 Pierrepoint)		45,990	45,990	-	-	-	0	0	45,990
Cartys Soldier Settlement Rd (0 - 1015) (Hamilton-Port Fairy Rd - Seal Change)		24,360	24,360	-	-	-	0	0	24,360
Cartys Soldier Settlement Rd (1015 - 2645) (Seal Change - 2.54 Madins)		117,360	117,360	-	-	-	0	0	117,360
Byaduk Penshurst Rd (2030 - 2865) (Culvert - 2.89 Chamberlains)		23,380	23,380	-	-	-	0	0	23,380
Byaduk Penshurst Rd (2865 - 3750) (2.89 Chamberlains - 3.40 Handrecks)		24,780	24,780	-	-	-	0	0	24,780
Craigs Rd (0 - 1500) (East West Rd - Change)		36,000	36,000	-	-	-	0	0	36,000
Craigs Rd (1500 - 3000) (Change - Change)		36,000	36,000	-	-	-	0	0	36,000
Craigs Rd (3000 - 4910) (Change - 3.72 Carter)		45,840	45,840	-	-	-	0	0	45,840
East West Rd (1990 - 3340) (1.77 Greenaways - 2.57 Craigs)		32,400	32,400	-	-	-	0	0	32,400
French St 1 (294 - 514) (McIntyre - Kennedy St)		21,560	21,560	-	-	-	0	0	21,560
Den Hills Rd , Coleraine		223,200	223,200	-	-	-	0	0	223,200
McIntyre St (438 - 547) (Gray - Clarke)		12,753	12,753	-	-	-	0	0	12,753
McIntyre St (547 - 660) (Clarke - Lonsdale)		13,221	13,221	-	-	-	0	0	13,221
McIntyre St (660 - 773) (Lonsdale - Scoresby St)		13,221	13,221	-	-	-	0	0	13,221
	-	849,650	849,650	-	-	-	0	0	849,650
Gravel Road Resheets									
Twomeys Rd (0 - 455) (Murndal Rd - Pave Change) - Unsealed Pavement	-	14,560	14,560	-	-	-	0	0	14,560
Twomeys Road (0455 - 3200) (Segment Change - Loats) - Unsealed Pavement	-	87,840	87,840	-	-	-	0	0	87,840
Wannon Road (155 - 235) (Henty St - House Entrance) - Gravel Pavement	-	2,560	2,560	-	-	-	0	0	2,560
Linlithgow Lane (0000 - 1280) (Forbes Rd - Lake Reserve) - Unsealed Pavement	-	40,960	40,960	-	-	-	0	0	40,960
Tarrayoukyan Rd (5860-6700) (End of Seal - Change) - Unsealed Pavement	-	26,880	26,880	-	-	-	0	0	26,880
Tarrayoukyan Rd (6700-7425) (Change - Willis) - Unsealed Pavement	-	23,200	23,200	-	-	-	0	0	23,200
Tarrayoukyan Rd (7425-8000) (Willis - Change) - Unsealed Pavement	-	18,400	18,400	-	-	-	0	0	18,400
Tarrayoukyan Rd (8000-8600) (Change - Change) - Unsealed Pavement	-	19,200	19,200	-	-	-	0	0	19,200
Tarrayoukyan Rd (8600-8835) (Change - Mulloys) - Unsealed Pavement	-	7,520	7,520	-	-	-	0	0	7,520
Tarrayoukyan Rd (8835-9600) (Mulloys - Change) - Unsealed Pavement	-	24,480	24,480	-	-	-	0	0	24,480
Tarrayoukyan Rd (9600-10200) (Change - 10.46 Blackwood) - Unsealed Pavement	-	19,200	19,200	-	-	-	0	0	19,200
Tarrayoukyan Rd (10200-10630) (10.46 Blackwood - Start of Seal) - Unsealed Pavement	-	13,760	13,760	-	-	-	0	0	13,760
Simpsons Lane (3550 - 4050) (Gate Sth Side - Gate Nth Side) - Unsealed Pavement	-	16,000	16,000	-	-	-	0	0	16,000
Simpsons Lane (4050 - 4850) (Gate Nth Side - Culvert) - Unsealed Pavement	-	25,600	25,600	-	-	-	0	0	25,600
Simpsons Lane (0000 - 1400) (Blackwood Dunkeld Rd - Gates) - Unsealed Pavement	-	44,800	44,800	-	-	-	0	0	44,800
Simpsons Lane (4850 - 6000) (Culvert - Corea La) - Unsealed Pavement	-	36,800	36,800	-	-	-	0	0	36,800
Simpsons Lane (1400 - 1850) (Gates - Creek) - Unsealed Pavement	-	14,400	14,400	-	-	-	0	0	14,400
Simpsons Lane (1850 - 3550) (Creek - Gate Sth Side) - Unsealed Pavement	-	54,400	54,400	-	-	-	0	0	54,400
Clarkes Rd (2050 - 2840) (Change - Kearneys Rd) - Unsealed Pavement	-	25,280	25,280	-	-	-	0	0	25,280
Clarkes Rd (1050 - 2050) (Change - Change) - Unsealed Pavement	-	32,000	32,000	-	-	-	0	0	32,000
Masons Road (6930 - 8400) (House - Change) - Unsealed Pavement	-	47,040	47,040	-	-	-	0	0	47,040
	-	594,880	594,880	-	-	-	0	0	594,880

	2023/24 Draft Budget		Budget Represented By:						
	Carry Forward/ Continuing	New Project	Renewal	Upgrade	New	Expansion	Grants	Contrib/ Reimb/ Sales	Council Cash
Kerb & Channel									
Kerb & Channel	-	200,000	200,000	-	-	-	0	0	200,000
	-	200,000	200,000	-	-	-	0	0	200,000
Total Roads	115,000	6,860,423	5,715,423	1,260,000	-	-	1,985,289	352,360	4,637,774
Bridges & Culverts									
Wrights Road Dunkeld Culvert	-	40,000	40,000				0	0	40,000
14234-Twomeys Bridge Road (05000) Bridge	-	87,780	87,780	-	-	-	0	0	87,780
14243-Rockbank Road (0120) Green Creek - Bridge	-	8,600	8,600	-	-	-	0	0	8,600
14243-Rockbank Road (0120) Green Creek - Bridge	-	42,000	42,000	-	-	-	0	0	42,000
30587-Meadowlands Road (unused road licence) Bridge	-	4,760	4,760	-	-	-	0	0	4,760
30592-Lodge Road (1270) Railway Line - Bridge	-	1,932	1,932	-	-	-	0	0	1,932
14191-Glendinning Road (00085) Green Creek - Bridge	-	2,310	2,310	-	-	-	0	0	2,310
14250-Nareen Road (29190) Pigeon Ponds Creek - Bridge	-	3,850	3,850	-	-	-	0	0	3,850
14210-Burdetts Road (6200) Bridge	-	3,360	3,360	-	-	-	0	0	3,360
33239-Ridge Road (880) Wannon River - Bridge	-	4,500	4,500	-	-	-	0	0	4,500
	-	199,092	199,092	-	-	-	-	-	199,092
Footpaths & Cycleways									
Renewals									
Cox Street (between Gray Street and Lonsdale Street) West side 201 metres;	-	45,225	45,225	-	-	-	0	0	45,225
Lonsdale Street (between Thompson Street and Kennedy Street) South side 208 metres;	-	46,800	46,800	-	-	-	0	0	46,800
Ballarat Road (between Monivae entrance and Hillier Lane) North side 312 metres;		70,200	70,200	-	-	-	0	0	70,200
Francis Street (between Milton Street & Shakespeare Street) North side 218 metres;		49,050	49,050	-	-	-	0	0	49,050
Coulter Avenue (between Dickens Street and Horner Street) both sides (some sections only);		5,625	5,625	-	-	-	0	0	5,625
McPhee Street (between Kenny Street & Coleraine Road) both side (some sections only);		5,625	5,625	-	-	-	0	0	5,625
Lonsdale Street (between Foster Street & Dinwoodie Street) South side (some sections only);		5,625	5,625	-	-	-	0	0	5,625
Missing Links									
Barker Street, Cavendish (from existing path at 32-34 Barker St to school, 8-10 Barker Street)		42,225	-	-	42,225	-	0	0	42,225
King Street, Hamilton (connecting Hensley Park Rd to Mcarthur St infrastructure)		56,475	-	-	56,475	-	0	0	56,475
Ritchie street, Penshurst South side of street (connecting 2 Martin Street to Penshurst Primary School entrance)		12,225	-	-	12,225	-	0	0	12,225
Mt Napier Road, Hamilton (Petschells Lane to Lodge Road)		25,725	-	-	25,725	-	0	0	25,725
McLeod Street, Coleraine (47 McLeod Street to Read Street)		9,975	-	-	9,975	-	0	0	9,975
Dunkeld-Mount Sturgeon Loop Walk Project	440,000	-	-	-	440,000	-	300,000	0	140,000
Implementation of Hamilton Network operating plan and trails development	75,000	-	-	75,000	-	-	0	0	75,000
Rail Trail Crossings - Commencing with Balmoral		225,000	-	-	225,000	-	0	0	225,000
	515,000	599,775	228,150	75,000	811,625	-	300,000	-	814,775
Drainage									
Hamilton Mechanic Institute (Pool Hall and Historical Society) (43 Gray St)		13,000	-	13,000	-	-	0	0	13,000
19 King Street		80,000	-	80,000	-	-	0	0	80,000
32 34 King Street		35,000	-	35,000	-	-	0	0	35,000
Kent Manor Rd		235,000	-	235,000	-	-	0	0	235,000
Mt Bainbridge Roundabout		50,000	-	50,000	-	-	0	0	50,000
Cox Street, Penshurst		30,000	-	30,000	-	-	0	0	30,000
Mason Court		10,000	-	10,000	-	-	0	0	10,000
Chamberlain Street		40,000	-	40,000	-	-	0	0	40,000
French Street, Hamilton		40,000	-	40,000	-	-	0	0	40,000
	-	533,000	-	533,000	-	-	-	-	533,000

	2023/24 Draft Budget		Budget Represented By:						
	Carry Forward/ Continuing	New Project	Renewal	Upgrade	New	Expansion	Grants	Contrib/ Reimb/ Sales	Council Cash
Recreational, Leisure & Community Facilities									
Pedrina Park - Soccer Drainage & Carpark Works	450,000	-	450,000	-	-	-	0	0	450,000
HILAC - Tile Replacement	-	50,000	50,000	-	-	-	0	0	50,000
Coleraine Pool - Filtration System & Circulation Pumps	165,000	-	165,000	-	-	-	0	0	165,000
Hamilton Outdoor - Painting & Expansion Joints	130,000	-	130,000	-	-	-	0	0	130,000
Indoor Pools - Hamilton	-	752,000	752,000	-	-	-	0	0	752,000
Outdoor Pools - Balmoral	-	600,000	600,000	-	-	-	0	0	600,000
Outdoor Pools - Coleraine	-	797,000	797,000	-	-	-	0	0	797,000
Outdoor Pools - Dunkeld	-	152,000	152,000	-	-	-	0	0	152,000
Outdoor Pools - Hamilton	-	1,900,000	1,900,000	-	-	-	0	0	1,900,000
Outdoor Pools - Penshurst	-	143,000	143,000	-	-	-	0	0	143,000
Outdoor Pools - Glenthompson	-	223,000	223,000	-	-	-	0	0	223,000
Coleraine - Silvester Oval - Power Upgrade and Sportsground Lighting	426,888	-	-	426,888	-	-	250,000	115,000	61,888
Lake Hamilton - Dam Wall Reinstatement	70,000	-	70,000	-	-	-	0	0	70,000
Playgrounds - General Renewal		20,000	-	20,000	-	-	0	0	20,000
	1,241,888	4,637,000	5,432,000	446,888	-	-	250,000	115,000	5,513,888
Waste Management									
Hamilton Landfill - Leachate Bores and Pumps	75,000	-	-	-	75,000	-	0	0	75,000
Coleraine Landfill Remediation	150,000	-	150,000	-	-	-	0	0	150,000
Hamilton Landfill Biofilter Upgrade	150,000	-	-	-	150,000	-	0	0	150,000
Waste Options Implementation	1,110,000	-	-	1,110,000	-	-	500,000	0	610,000
Transfer Stations - Future Years	-	-	-	-	-	-	0	0	0
Transfer Station - Artificial Intelligence Solution for Waste Management	-	40,000	-	-	40,000	-	0	0	40,000
	1,485,000	40,000	150,000	1,110,000	265,000	-	500,000	-	1,025,000
Parks, Open Space & Streetscapes									
Cox Street` Front Door` Precinct	3,000,000	-	3,000,000	-	-	-	502,650	0	2,497,350
Roadside Assets - CBD Streetscape Design	-	600,000	600,000	-	-	-	0	0	600,000
Hamilton Botanic Gardens - Intergenerational Garden	1,600,000	-	-	1,600,000	-	-	840,000	0	760,000
Hamilton Botanic Gardens - Skene Street Gates	20,000	-	20,000	-	-	-	0		20,000
Hewitt Park - Vegetation Offset site	18,000	-	-	-	18,000	-	0	0	18,000
	4,638,000	600,000	3,620,000	1,600,000	18,000	-	1,342,650	-	3,895,350
Aerodromes									
	-	-	-	-	-	-	0	0	0
	-	-	-	-	-	-	-	-	0
Off Street Carparks									
Pedrina Park - Carpark Upgrade	50,000	200,000	-	250,000	-	-	-	-	250,000
Coleraine - Silvester Oval - Carpark Drainage	-	200,000	200,000	-	-	-	0	0	200,000
Hamilton Showgrounds Carpark & Pedestrian Crossing	85,000	-	-	-	85,000	-	-	-	85,000
	135,000	400,000	200,000	250,000	85,000	-	-	-	535,000
Other Infrastructure									
Livestock Exchange - Cattle Yard Upgrades	-	35,000	-	35,000	-	-	-	-	35,000
Livestock Exchange - Walkway Modifications	100,000	-	-	100,000	-	-	-	-	100,000
Coleraine Flood Defence - Detailed Design	175,000	-	-	175,000	-	-	-	-	175,000
Dunkeld Flood Defence - Detailed Design	100,000	-	-	100,000	-	-	-	-	100,000
	375,000	35,000	-	410,000	-	-	-	-	410,000
Total Infrastructure	8,504,888	13,904,290	15,544,665	5,684,888	1,179,625	-	4,377,939	467,360	17,563,879
Total Capital Works	18,768,638	21,573,290	19,111,415	16,780,888	4,449,625	-	12,191,447	3,117,360	25,033,121
	40,341,928			40,341,928				40,341,928	

6. Financial performance indicators

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

Indicator	Measure	Notes	Forecast 2022/23	Budget 2023/24	Strategic Resource Plan Projections 2024/25	2025/26	2026/27	Trend +/o/-
Operating position								
Adjusted underlying result	*Adjusted underlying surplus (deficit) / Adjusted underlying revenue*	1	(29.4%)	(8.5%)	(8.8%)	(7.8%)	(7.0%)	o
Liquidity								
Working Capital	*Current assets / current liabilities*	2	265.5%	145.6%	138.4%	128.6%	76.1%	-
Unrestricted cash	*Unrestricted cash / current liabilities*		135.9%	37.7%	50.3%	57.8%	12.1%	-
Obligations								
Loans and borrowings	*Interest bearing loans and borrowings / rate revenue*	3	8.2%	39.8%	68.2%	92.3%	81.1%	-
Loans and borrowings	*Interest and principal repayments on interest bearing loans and borrowings / rate revenue*		2.8%	2.7%	5.3%	8.9%	12.2%	-
Indebtedness	*Non-current liabilities / own source revenue*		8.9%	33.6%	52.3%	68.1%	58.8%	-
Asset renewal	Asset renewal & upgrade expenses / Asset depreciation	4	122.4%	289.5%	135.3%	403.5%	344.3%	+
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	61.0%	54.6%	54.5%	54.4%	54.1%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.3%	0.3%	0.3%	0.3%	0.3%	o
Efficiency								
Expenditure level	Total expenses/ No. of property assessments		$4,234	$4,122	$4,264	$4,342	$4,423	+
Revenue level	Total rate revenue / No. of property assessments		$1,998	$2,074	$2,137	$2,190	$2,234	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		13%	13%	13%	12%	11%	-

Key to Forecast Trend:
+ Forecasts improvement in Council's financial performance/financial position indicator
o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators –

1. Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is required over the longer term as continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2. Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease in 2023/24 after a high levels in past years. This decrease is to fund the capital program. The trend in later years is declining to a lower than acceptable level. It should also be noted that Council holds land held for resale which is classified as a current asset, but make take a number of years to convert to cash.

3. Debt compared to rates - Trend indicates Council is balancing debt against its annual rate revenue as a planned lever to allow additional capital investment whilst maintaining a conservative percentage of borrowing. Currently, Council debt is only 8.2%, rising to 92.3% of rate revenue at the end of 2025/26 which is higher than the prudential level of 80%, but reduces to that level the following year.

4. Asset renewal - This percentage 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.

This indicator shows Council is investing above its requirement, as it proposes to replace several valuable but aged intergenerational assets.

Generally over the longer term, Council has been achieving around 80% of its renewal target, however, some of the renewal gap is absorbed into asset upgrade and expansion works. Council is also reviewing its asset portfolio to reveal any assets that are not required to be renewed which are inflating the required renewal target and incurring depreciation charges.

5. Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council is continuing to be reliant on rate revenue compared to all other revenue sources.