



WARRNAMBOOL
CITY COUNCIL

REVISED Budget 2024-2025

(Incorporating 2024-25 to 2027-28 financial years)



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Introduction by the Mayor and Chief Executive Officer

We're pleased to present to the Warrnambool community the Draft 2024-2025 Budget.

We believe it strikes a balance between meeting community aspirations in terms of providing projects and services our city needs – and the community's expectations that we deliver value for money and manage our resources wisely. Despite tightening budgets at all levels of government there is still plenty happening on the capital works front. Our proposed \$27.9 million program comprises **\$10.4 million** of existing and ongoing projects and **\$17.5 million** of new project allocations, including:

- \$9 million of new budget allocations to Council's asset renewal program, which sees ongoing renewal of Council's roads, bridges, footpaths, and buildings,
- A \$2.1 million upgrade of the Matron Swinton Childcare Centre, which will increase capacity for the provision of up to 33 additional childcare spaces, and a new community hub multipurpose room suitable for Maternal Child Health consultations,
- \$1.5 million towards the redevelopment of recreation facilities at Walter Oval,
- \$0.7 million to upgrade the flooring at the Val Bertrand Netball Stadium,
- \$0.6 million on Council's CBD Footpaths and Car Parks program,
- \$0.35 million on upgrading irrigation at Friendly Society's Park,
- A detailed business case for the future proposed aquatic facility redevelopment, and
- Year three of the joint "Coastal Connect" information technology shared services alliance, partnering with Corangamite and Moyne Shires.

We'll also continue to deliver important services. Council recently re-committed to providing home support services including aged and disability care and this is reflected in the draft budget.

This is a financially responsible budget. We plan to increase rates by an average of 2.75%, in line with the Victorian Government's rate cap, and 0.20% lower than the 2023-24 rise. This equates to an average of 88 cents per week increase for property owners with homes valued between \$500,000 and \$1 million. For residents with homes valued under \$500,000 the increase will be less than 50 cents a week.

The waste management charge that covers the four-bin kerbside collection service has been cut from \$427 to \$417.

No new borrowings are budgeted for the 2024-25 financial year. Council will hold a responsible loan portfolio of \$6.8m (down from \$8.5m in 2023-2024) and will continue to repay debt. This decrease in our borrowings give us capacity for the needs of our growing city which also services a much larger, regional population.

There are major projects on the horizon which are part of the plan to cater for our city's growing population. Our Aquatic Strategy describes how we can upgrade AquaZone in stages so that it can meet the needs of more people.

Many residents will be aware of the work under way at Brierly Reserve and we will soon be having conversations with north-east Warrnambool residents about a community hub at Brierly and how we could ensure that it provides the services and programs most needed by the community.

Council will need external funding to complete the Brierly Reserve and AquaZone redevelopments and Council will be advocating for funding from the Australian and Victorian governments to bring these projects to completion.

Council's budgeted operating result shows a surplus of \$8.3 million. In simple terms, the surplus is generated to fund capital works and meet council commitments such as loan repayments. In accordance with Australian Accounting Standards, the surplus includes one-off funding tied to the delivery of specific projects, and excludes capital expenditure. It also includes non-cash valuation movements related to community assets. The Income Statement surplus does not represent unallocated cash available to Council. The underlying budget has been created on a balanced cash basis, whereby the amount of cash received by Council is balanced to the amount spent.

The Budget is prepared based on the priorities outlined in the Council Plan 2021-2025 and to the objectives in the long-term community vision, Warrnambool 2040. We recommend that the Budget is read in conjunction with the Council Plan. The vision for the four-year life of the Council Plan is for Warrnambool to be a Thriving City in the Heart of Coast and Country



Cr Ben Blain
Mayor



Andrew Mason
Chief Executive Officer

Budget influences

Cost increases continue to impact Council budgets. These include rising construction and building costs that comprise a large part of Council's budget. The table below shows cost increases relevant to Council over the past financial year:

Increase	Index
13.3%	Electricity Index
7.2%	Non-Residential Building Construction
5.4%	Heavy and Civil Engineering Construction
4.9%	Road and Bridge Construction
Source – Australian Bureau of Statistics	

Council must also absorb significant increases in State Government charges including substantial increases in Workcover premiums, Victorian Electoral Commission costs, and compliance and regulation costs. At the same time we must contend with diminishing grant opportunities.

Council maintains assets worth more than \$800 million and is heavily focused on ensuring these are maintained and renewed. These assets include buildings, roads, recreation and drainage. The 2024-25 budget includes an allocation of \$9 million towards asset renewal.

Council's Waste Management Charge provides the four-bin kerbside collection which is levied on rates notices to property owners. Council is budgeting to reduce the Waste Management Charge in 2024-25 in response to Ministerial guidelines.

Expected Average Residential Rates	2023-24	Increase/ (Decrease)	2024-25	% Increase/ (Decrease)
Average Residential Rates	\$1,499.13	\$41.23	\$1,540.36	2.75%
Municipal Charge	\$294.65	\$8.10	\$302.75	2.75%
Waste Management Fee	\$427.00	(\$10.00)	\$417.00	(2.40%)
Average Residential Rates & Charges	\$2,220.78	\$39.33	\$2,260.11	1.77%

Waste Management Charge	2022-23	2023-24	2024-25
Garbage collection & disposal (including EPA Levies)	\$91.35	\$94.27	\$102.14
Recycling collection & processing	\$66.80	\$73.77	\$84.11
FOGO collection & processing	\$58.14	\$56.01	\$55.64
Glass collection & processing	\$25.39	\$28.26	\$29.29
Street cleaning	\$64.48	\$67.01	\$66.06
Drainage cleaning/rubbish removal/foreshore cleaning	\$51.03	\$54.23	\$53.80
Council overhead	\$55.40	\$53.44	\$25.97
Total	\$412.58	\$427.00	\$417.00

How we invest each \$100

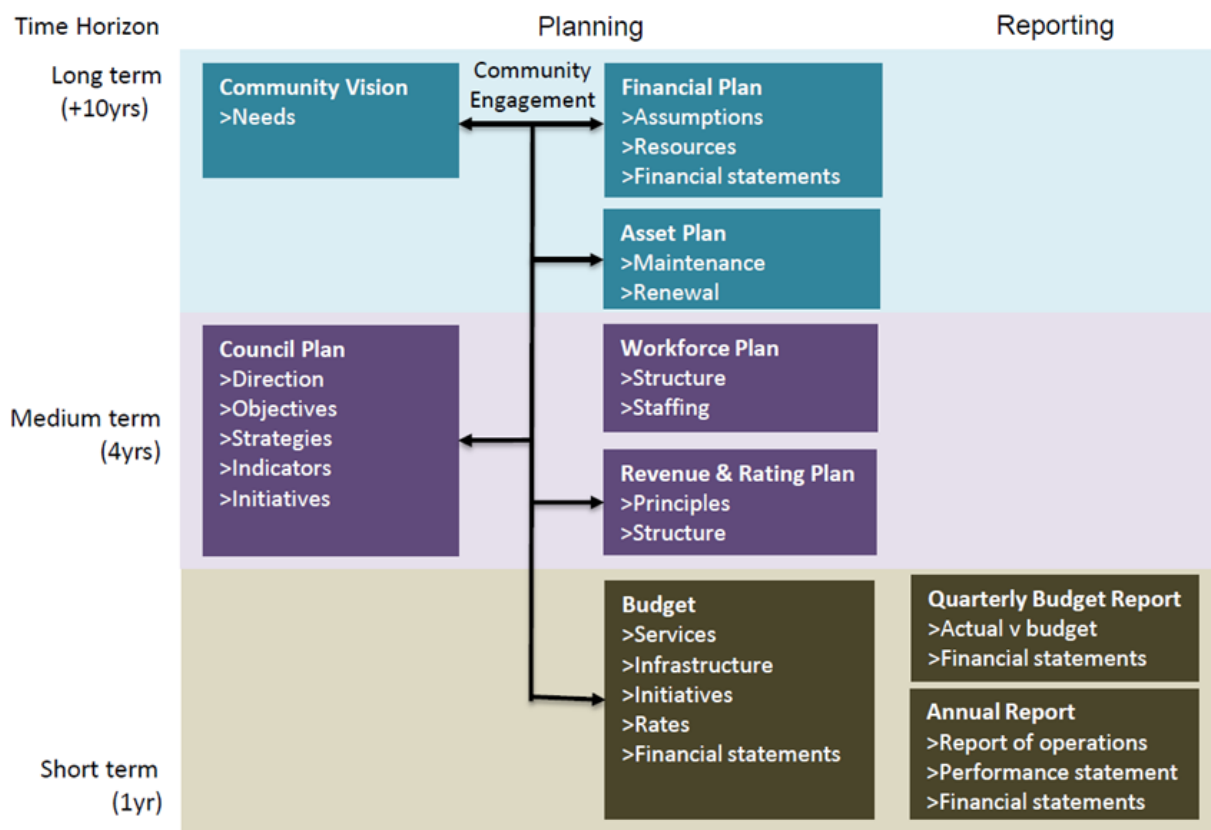
Construction, roads, paths and drains	22.27
Parks, recreation, libraries and culture	20.45
Aged and family services	19.94
Administration	14.13
Economic development and tourism	8.22
Environmental, waste management and street cleaning	5.82
Engineering and planning	4.38
Regulatory control, public health and safety	3.73
Elected Council and governance	1.07
Total	\$100.00

1. Link to the Integrated Strategic Planning and Reporting Framework

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

1.1 Legislative planning and accountability framework

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



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

1.1.2 Key planning considerations

Service level planning

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

Community consultation needs to be in line with Council's adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our vision

A thriving city at the heart of coast and country.

Our values

Accountability

We will be responsible and take ownership for our actions and decisions by being ethical, honest and transparent.

Collaboration

We will foster effective relationships through engagement, communication and cooperation; supporting decisions and outcomes for the benefit of all.

Respectfulness

We will treat everyone with dignity, fairness and empathy; providing them with the opportunity to share views and to be heard.

Progressiveness

We will evolve and grow by encouraging development, change and continuous improvement in everything that we do.

Wellbeing

We will commit to providing a safe and healthy workplace that promotes staff engagement, performance and achievement allowing all employees to flourish for the benefit of themselves and the organisation.

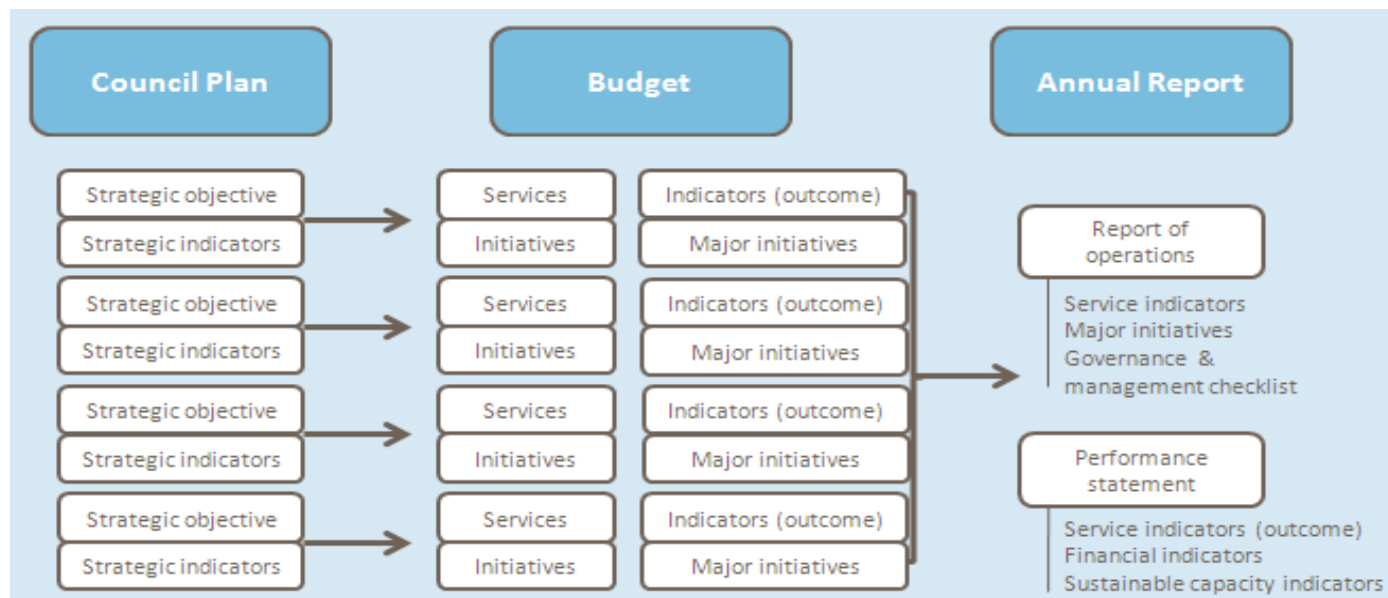
1.3 Strategic objectives

Council's strategic objectives were developed with the community in response to the vision and goals described in the long-term community plan, Warrnambool 2040.

Strategic Objective	Description
A healthy community	<i>To be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.</i>
A sustainable environment	<i>To protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.</i>
A strong economy	<i>Support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.</i>
A connected, inclusive place	<i>Provide quality places that all people value and want to live, work, play and learn in.</i>
An effective Council	<i>To be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's south west.</i>

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2024-25 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:



2.1 Strategic Objective 1: A Healthy Community

To be a healthy, inclusive, and thriving community with equitable access to services, cultural opportunities and recreational activities.

Strategies to achieve Strategic Objective 1 (A Healthy Community) are:

- 1.1 Welcoming and inclusive city
- 1.2 Aboriginal communities
- 1.3 Health and wellbeing
- 1.4 Accessible city
- 1.5 Recreation, arts, culture and heritage
- 1.6 Community learning pathways

The service categories to deliver these key strategic objectives are described below.

Service area	Description of services provided		2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
Aged Services	This area provides a range of services including meals on wheels, personal care, respite, home maintenance, home care, adult day care and senior citizens programs.	Inc	4,153	4,557	4,050
		Exp	4,351	5,234	4,561
		Surplus / (deficit)	(198)	(677)	(511)
Family Services	This service provides family orientated support services including pre-schools, maternal & child health, child care, counselling & support, youth services, immunisation, family day care.	Inc	8,920	10,119	10,378
		Exp	9,199	10,897	11,216
		Surplus / (deficit)	(279)	(778)	(838)

Service area	Description of services provided		2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
Art and Culture	Provision of high-quality venues where people can see, present and explore the arts, ideas and events provided at the Warrnambool Art Gallery and Light House Theatre.	Inc	2,887	2,535	2,391
		Exp	3,858	3,582	3,557
		Surplus / (deficit)	(971)	(1,047)	(1,166)
Library Services	Provision of quality library and information services to the community.	Inc	598	699	730
		Exp	1,419	1,824	1,905
		Surplus / (deficit)	(821)	(1,125)	(1,175)
Recreation	Provision of sport, recreation and cultural facilities, service and programs in response to identified community need and to provide information and advice to clubs and organisations involved in these areas.	Inc	192	235	222
		Exp	734	920	818
		Surplus / (deficit)	(542)	(685)	(596)
Leisure Centres	The Arc and Aquazone provide premier indoor community leisure facilities in South West Victoria, providing equitable and affordable access to a wide range of aquatic and fitness activities.	Inc	2,813	2,788	2,887
		Exp	3,657	3,910	4,081
		Surplus / (deficit)	(844)	(1,122)	(1,194)
Health Services	Administration of legislative requirements pertaining to public health, immunisation and food premises. Preparation of the Health & Wellbeing plan and the Reconciliation Action Plan.	Inc	265	258	303
		Exp	699	891	1,056
		Surplus / (deficit)	(434)	(633)	(753)

Major initiatives

- 1) Matron Swinton Children's Care Centre Upgrade
- 2) Val Bertrand Stadium Flooring Upgrade

Other initiatives

- 3) Aquazone Redevelopment Business Case
- 4) Municipal Health and Wellbeing Plan Action Plans

Service performance outcome indicators

Service	Indicator	2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
Aquatic Facilities				
Health inspections of aquatic facilities	[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0	3.5	4
Utilisation of Aquatic Facilities	(Number of visits to aquatic facilities / Municipal population]	5.63	5.91	6.03
Cost of Aquatic Facilities	[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	\$2.79	\$2.89	\$3.22
Food Safety				
Food safety Timeliness	Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	3.82	1.4	1.0
Food Safety - service standard	Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	28.23%	98%	100%
Food safety - service cost	Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$391.81	\$ 525.20	\$ 534.69

Food safety - Critical and major non- compliance	[Number of critical noncompliance outcome notifications and major noncompliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	50.00%	97.35%	100.00%
Library				
Library - utilisation	Physical library collection usage [Number of physical library collection item loans / Number of physical library collection items]	3.21	3.46	3.50
Library - resource standard	Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	67.53%	83.70%	81.68%
Library - participation	Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	17.10%	27.03%	37.92%
Library - service cost	Cost of library service per population [Direct cost of the library service / Population]	\$38.20	\$48.54	\$50.12
Maternal and child health				
Maternal and child health - service standard	Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	101.12%	100.00%	100.00%
Maternal and child health - service cost	Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$83.13	\$83.78	\$83.72

Maternal and child health - participation	Participation 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	79.42%	369.32%	413.70%
Maternal and child health - participation	Participation in the MCH service by Aboriginal children [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	80.75%	80.25%	86.42%
Maternal and child health - satisfaction	Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	98.04%	100.00%	100.00%
Recreational facilities	Satisfaction	67	69	71

2.2 Strategic Objective 2: A Sustainable Environment

To protect and strengthen local ecosystems, enhance biodiversity and enable sustainable communities.

Strategies to achieve Strategic Objective 2 (A Sustainable Environment) are:

- 2.1 Natural environment
- 2.2 Water and coastal management
- 2.3 Minimise environmental impact and a changing climate
- 2.4 Water resource management
- 2.5 Waste minimisation
- 2.6 Awareness and celebration

The service categories to deliver these key strategic objectives are described below.

Service area	Description of services provided		2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
Environmental Management and Sustainability	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	Inc	21	13	22
		Exp	655	809	819
		Surplus/ (deficit)	(634)	(796)	(797)
Waste Management & Street Cleaning	This service provides kerbside collections and processing of garbage, recycling and Food Organics Green Organics (FOGO) from all households and some commercial properties in Council. It also provides street cleaning, leaf collection and street litter bins throughout Council.	Inc	10	183	65
		Exp	5,005	5,439	5,666
		Surplus/ (deficit)	(4,995)	(5,256)	(5,601)
Parks and Gardens	This service covers a range of areas such as tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. Parks Management provides management and implementation of open space strategies and maintenance programs.	Inc	397	409	421
		Exp	4,786	5,085	5,051
		Surplus/ (deficit)	(4,389)	(4,676)	(4,630)

Major initiatives

- 1) Continued delivery of environment and sustainability capital program.
- 2) Footpath and bike path renewal.

Other initiatives

- 3) Beach Access Renewal and Risk Mitigation Program

Service Performance Outcome Indicators

Service	Indicator	2022-23 Actual	2023-24 Forecast	2024-25 Budget
Appearance of public areas	Satisfaction	73	73	73

Environmental sustainability	Performance	61	70	70
Waste collection	Satisfaction	70	70	70
Waste collection	Satisfaction - [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000	38.43	36.00	35.57
Waste collection	Service Standard - [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	0.67	0.55	0.47
Waste collection	Service cost - bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$82.28	\$90.57	\$91.53
Waste collection	Waste diversion - [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$46.48	\$40.47	\$36.65
Waste collection	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	67.24%	65.79%	66.69%

2.3 Strategic Objective 3: A Strong Economy

Support a resilient local and self-sustaining regional economy that encourages economic growth and provides increased employment opportunities attracting ongoing investment.

Strategies to achieve Strategic Objective 3 (A Strong Economy) are:

- 3.1 Build on competitive strengths
- 3.2 Emerging industries
- 3.3 Visitor growth
- 3.4 Workforce capability
- 3.5 Digital capability

The service categories to deliver these key strategic objectives are described below.

Service area	Description of services provided		2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
Statutory Building Services	This service provides statutory building services to the Council community including processing of building permits.	Inc	162	121	144
		Exp	250	304	326
		Surplus/ (deficit)	(88)	(183)	(182)
City Strategy & Development	This service prepares and processes amendments to the Council Planning Scheme. This service processes statutory planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme, prepares major policy documents and processes amendments to the Council Planning Scheme.	Inc	401	377	449
		Exp	1,457	1,757	1,864
		Surplus/ (deficit)	(1,056)	(1,380)	(1,415)
Livestock Exchange	The South West Victoria Livestock Exchange ceased operating during 2023-24. Ongoing costs relate to site maintenance only.	Inc	522	88	-
		Exp	1,021	185	30
		Surplus/ (deficit)	(499)	(97)	(30)
Holiday Parks	Provides affordable holiday accommodation that is modern, clean and well maintained in a family orientation atmosphere.	Inc	3,549	3,935	3,977
		Exp	2,178	2,199	2,276
		Surplus/ (deficit)	1,371	1,736	1,701
Flagstaff Hill Maritime Village and Visitor Information Centre	A City and Regional tourism hub open 364 days of the year that includes a Visitor Information Centre and Flagstaff Hill Maritime Village, which tells the maritime history of the region during the day and a 'Shipwrecked' Sound and Light Laser show in the evening.	Inc	1,493	1,236	1,382
		Exp	2,174	2,498	2,423
		Surplus/ (deficit)	(681)	(1,262)	(1,041)

Service area	Description of services provided		2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
Economic Development	Includes the industry and business -support, research and statistical analysis and project development which underpin economic development.	Inc	5	-	3
		Exp	741	843	867
		Surplus/ (deficit)	(736)	(843)	(864)
Warrnambool Airport	This service provides a regional Airport that meets the needs of users and operates as a viable commercial enterprise to the benefit of the region.	Inc	205	226	241
		Exp	285	413	364
		Surplus/ (deficit)	(80)	(187)	(123)
Port of Warrnambool	Council manages the City's port facility on behalf of the State Government.	Inc	102	103	103
		Exp	103	103	103
		Surplus/ (deficit)	(1)	0	0
Festivals and Events Group	Delivers a range of promotions, festivals and events along with attracting events to the city to deliver economic benefits.	Inc	2	14	4
		Exp	937	1,152	1,194
		Surplus / (deficit)	(935)	(1,138)	(1,190)

Major initiatives

1) CBD Footpath and Car parking upgrades

Other initiatives

2) Warrnambool Futures Blueprint

3) Warrnambool Events Strategy.

Service Performance Outcome Indicators

Service	Indicator	2022-23 Actual	2023-24 Forecast	2024-25 Budget
Tourism development	Satisfaction	70	70	70
Population growth	Satisfaction - measure of community perception	57	57	57
Statutory planning	Timeliness - Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	83	69	65
Statutory planning	Service standard - Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	66.97%	85%	85%
Statutory planning	Service cost - Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$3,130.56	\$3,514.50	\$3,549.65
Statutory planning	Decision making -Council planning decisions upheld at VCAT [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	80%	75%	75%

2.4 Strategic Objective 4: A Connected, Inclusive Place

Provide quality places that all people value and want to live, work, play and learn in.

Strategies to achieve Strategic Objective 4 (A Connected, Inclusive Place) are:

- 4.1 Effective planning
- 4.2 Connected community
- 4.3 Stronger neighbourhoods
- 4.4 Sustainable practices

The service categories to deliver these key strategic objectives are described below.

Service area	Description of services provided		2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
Asset Maintenance	This service prepares long term maintenance management programs for Council's property assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include buildings, pavilions, roads, footpaths and tracks and drainage.	Inc	613	631	667
		Exp	2,528	3,050	3,096
		Surplus/ (deficit)	(1,915)	(2,419)	(2,429)
Infrastructure Services	This service prepares and conducts capital works and maintenance planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges.	Inc	4,249	4,928	4,907
		Exp	7,534	8,845	9,349
		Surplus/ (deficit)	(3,285)	(3,917)	(4,442)
Regulatory Services	Local laws enforcement including parking fees and fines, public safety, animal management and traffic control.	Inc	3,432	3,580	3,539
		Exp	2,352	2,589	2,627
		Surplus/ (deficit)	1,080	991	912

Major initiatives

- 1) Asset Renewal Programs
- 2) Wollaston Road Duplication (Stage 1)

Other initiatives

- 3) West Warrnambool Neighbourhood House
- 4) Warrnambool Airport Upgrades

Service Performance Outcome Indicators

Service	Indicator	2022-23 Actual	2023-24 Forecast	2024-25 Budget
Roads	Satisfaction of use - Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	60	60	60
Roads	Condition - Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	93.56%	93.56%	93.56%
Roads	Service cost - Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$142.71	\$142.71	\$142.71
Roads	Service cost - Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$6.52	\$6.52	\$6.52
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]	50	50	50
Appearance of public areas	Performance	73	73	73
Animal management	Timeliness - Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1	1	1
Animal management	Service standard Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	19.18%	19.18%	19.18%
Animal management	Animals rehomed [Number of animals rehomed / Number of animals collected] x100	67.53%	67.53%	67.53%
Animal management	Cost of animal management service per population [Direct cost of the animal management service / Population]	\$17.59	\$20.45	\$19.04
Animal management	Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	0% (Nil)	0% (Nil)	0% (Nil)

2.5 Strategic Objective 5: An Effective Council

To be recognised as a collaborative Council and a high-performing organisation that enables positive outcomes for Warrnambool's community, environment and economy and Victoria's south west.

Strategies to achieve Strategic Objective 5 (An Effective Council) are:

- 5.1 Leadership and governance
- 5.2 Engaged and informed communities
- 5.3 Customer focused services
- 5.4 High performance culture
- 5.5 Organisational and financial sustainability
- 5.6 Risk mitigation
- 5.7 Effective advocacy
- 5.8 Regional role and relationships

The service categories to deliver these key strategic objectives are described below.

Service area	Description of services provided		2022-23 Actual \$'000	2023-24 Forecast \$'000	2024-25 Budget \$'000
Governance & Elected Council	Elected Council governs our City in partnership with and on behalf of our community, and encourages and facilitates participation of all people in civic life. Also includes contributions made to community groups and organisations.	Inc	3	-	-
		Exp	586	788	1,187
		Surplus/ (deficit)	(583)	(788)	(1,187)
Executive Services	Manages and facilitates the Council governance service, implementation of Council decisions and policies and compliance with the legislative requirements.	Inc	-	-	-
		Exp	572	564	538
		Surplus/ (deficit)	(572)	(564)	(538)
Communications & Customer Service	Provides a customer interface for various service units and a wide range of transactions. Includes media and marketing.	Inc	-	-	-
		Exp	1,149	1,219	1,199
		Surplus/ (deficit)	(1,149)	(1,219)	(1,199)
Volunteer Services	Volunteer Connect provides support and guidance to organisations and community groups that involve volunteers in their work, and provides a volunteer matching service to bring together volunteer roles, and volunteers to fill them.	Inc	-	-	-
		Exp	131	158	141
		Surplus/ (deficit)	(131)	(158)	(141)
Information Services	Enables Council staff to have access to the information they require to efficiently perform their functions. Includes software support, licensing and lease commitments.	Inc	1	-	-
		Exp	2,622	2,738	3,132
		Surplus/ (deficit)	(2,621)	(2,738)	(3,132)

Organisation Development & Risk Management	This service promotes and implements positive HR strategies to assist staff reach their full potential and, at the same time are highly productive in delivering Council's services to the community. Includes recruitment, staff inductions, training, implementation of the Corporate Risk Management Framework and managing Council's insurance portfolio.	Inc	14	8	-
		Exp	1,803	1,789	1,880
		Surplus/ (deficit)	(1,789)	(1,781)	(1,880)
Corporate & Financial Services	Provides corporate support to Council and all divisions/branches in meeting organisational goals and objectives and includes banking and treasury functions, loan interest, audit, grants commission, legal, procurement, overhead costs including utilities and unallocated grants commission funding.	Inc	8,256	7,163	7,825
		Exp	3,671	4,294	4,520
		Surplus/ (deficit)	4,585	2,869	3,305
Depreciation	Depreciation is the allocation of expenditure write down on all of Council's assets over there useful lives.	Inc	-	-	-
		Exp	13,375	13,097	13,425
		Surplus/ (deficit)	(13,375)	(13,097)	(13,425)

Major initiatives

- 1) Coastal Connect (Regional Council Transformation Program) with Moyne and Corangamite Shires
- 2) Introduce changes through the Gender Equality Action Plan.

Other initiatives

- 3) Advocacy by Council on issues outlined in the Advocacy Plan.
- 4) Cyber Security and digital connectivity programs

Service	Indicator	2022-23 Actual	2023-24 Forecast	2024-25 Budget
Governance	Transparency - Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	4.03%	4.03%	4.03%
Governance	Consultation and engagement - Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	46	50	50

Governance	Attendance - Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	95.92%	100.00%	100.00%
Governance	Service cost - Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$57,041.14	\$66,058.14	\$60,908.57
Governance	Satisfaction - Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	44	50	50
Financial performance	Revenue level - Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	\$2,036.72	\$2,110.15	\$2,176.59
Financial performance	Expenditure level - Expenses per property assessment [Total expenses / Number of property assessments]	\$4,724.40	\$5,010.18	\$4,799.00
Financial performance	Workforce turnover - Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	12.40%	12.40%	12.40%
Financial performance	Working capital - Current assets compared to current liabilities [Current assets / Current liabilities] x100	240.34%	287.21%	227.88%
Financial performance	Unrestricted cash - Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-38.81%	26.99%	17.35%
Financial performance	Asset renewal - Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	114.67%	139.83%	183.54%
Financial performance	Loans and borrowings - Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	22.93%	21.85%	16.77%
Financial performance	Loans and borrowings - repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.66%	4.66%	4.12%

Financial performance	Indebtedness - Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	14.73%	11.71%	7.03%
Financial performance	Adjusted underlying result - Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	4.05%	0.59%	4.60%
Financial performance	Rates concentration - Rates compared to adjusted underlying revenue	49.54%	50.79%	51.81%
Financial performance	Rates effort - Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.42%	0.41%	0.42%

2.3 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Income / Revenue
	\$'000	\$'000	\$'000
Strategic Objective 1 - A Healthy Community	(6,233)	27,194	20,961
Strategic Objective 2 - A Sustainable Environment	(11,028)	11,536	508
Strategic Objective 3 - A Strong Economy	(3,144)	9,447	6,303
Strategic Objective 4 - A Connected, Inclusive Place	(5,959)	15,072	9,113
Strategic Objective 5 - An Effective Council	(4,772)	12,597	7,825
Total	(31,136)	75,846	44,710

Expenses added in:

Depreciation	13,425
Operational project costs	1,898
Expensed capital	2,040
Net loss on disposal	463
Other	295

Surplus/(Deficit) before funding sources

(49,257)

Funding sources added in:

Rates and charges revenue	48,577
Operational project grants	344
Capital grants	3,250
Contributions - monetary	435
Contributions - non-monetary	5,000

Total funding sources

57,606

Operating surplus/(deficit) for the year

8,349

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2024-25 has been supplemented with projections to 2027-28.

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

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

Comprehensive Income Statement

For the four years ending June 30, 2028

		Forecast Actual 2023-24	Budget 2024-25	Projections		
		2023-24	2024-25	2025-26	2026-27	2027-28
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue						
Rates and charges	4.1.1	47,260	48,597	50,483	52,249	54,078
Statutory fees and fines	4.1.2	2,251	2,401	2,461	2,522	2,585
User fees	4.1.3	19,300	19,456	21,155	21,684	22,226
Grants - operating	4.1.4	17,242	16,179	15,371	15,755	16,149
Grants - capital	4.1.4	6,938	3,250	6,260	16,155	12,400
Contributions - monetary	4.1.5	5,980	1,165	1,194	1,224	1,255
Contributions - non-monetary	4.1.5	6,500	5,000	5,000	5,000	5,000
Interest	4.1.6	1,373	1,800	1,845	1,891	1,938
Other income	4.1.6	365	319	327	335	344
Total income / revenue		107,209	98,167	104,096	116,815	115,975
Expenses						
Employee costs	4.1.7	41,891	43,905	45,665	47,495	49,399
Materials and services	4.1.8	36,100	30,862	29,746	30,702	31,691
Bad and doubtful debts		147	150	154	158	162
Depreciation	4.1.9	13,097	13,425	13,761	14,105	14,457
Depreciation - right of use assets	4.1.10	250	265	265	265	265
Lease costs		45	46	47	48	49
Finance costs		224	179	141	111	83
Other expenses	4.1.11	483	523	536	549	563
Net loss on disposal of property, infrastructure, plant and equipment		(11)	463	418	305	206
Total expenses		92,226	89,818	90,733	93,737	96,876
Surplus/(deficit) for the year		14,983	8,349	13,363	23,078	19,099
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation gain /(loss)		12,469	12,316	16,369	13,070	14,784
Total other comprehensive income		12,469	12,316	16,369	13,070	14,784
Total comprehensive result		27,452	20,665	29,732	36,148	33,883

Balance Sheet

For the four years ending June 30, 2028

		Forecast Actual	Budget	Projections		
	NOTES	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Assets						
Current assets						
Cash and cash equivalents		7,339	5,492	5,844	4,420	4,861
Trade and other receivables		3,180	2,501	2,347	2,341	2,412
Other financial assets		42,457	32,457	30,457	28,457	26,457
Inventories		190	228	198	199	205
Prepayments		987	997	1,007	1,017	1,027
Other assets		2,172	2,011	1,802	1,840	1,886
Total current assets	4.2.1	56,325	43,686	41,654	38,275	36,848
Non-current assets						
Other financial assets		2	2	2	2	2
Property, infrastructure, plant & equipment		844,714	883,619	913,091	952,143	989,586
Right-of-use assets	4.2.4	727	430	165	1,763	1,146
Total non-current assets	4.2.1	845,443	884,051	913,258	953,908	990,734
Total assets		901,768	927,737	954,912	992,182	1,027,582
Liabilities						
Current liabilities						
Trade and other payables		4,571	4,617	4,663	4,710	4,757
Trust funds and deposits		2,046	2,066	2,026	2,038	2,051
Unearned Income/revenue		3,857	3,264	2,201	2,718	2,745
Provisions		7,084	7,295	7,474	7,657	7,848
Interest-bearing liabilities	4.2.3	1,771	1,679	1,492	1,125	1,160
Lease liabilities	4.2.4	282	202	209	185	191
Total current liabilities	4.2.2	19,611	19,123	18,065	18,433	18,752
Non-current liabilities						
Provisions		974	1,062	1,076	1,090	1,101
Interest-bearing liabilities	4.2.3	6,741	5,154	3,849	3,091	4,895
Lease liabilities	4.2.4	545	474	266	1,764	1,147
Total non-current liabilities	4.2.2	8,260	6,690	5,191	5,945	7,143
Total liabilities		27,871	25,813	23,256	24,378	25,894
Net assets		873,897	901,924	931,656	967,805	1,001,688
Equity						
Accumulated surplus		288,436	289,566	295,710	318,169	336,650
Reserves		567,963	580,279	596,648	609,718	624,502
Other reserves		24,860	32,079	39,298	39,917	40,536
Total equity		881,259	901,924	931,657	967,804	1,001,688

Statement of changes in equity

For the four years ending June 30, 2028

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2024 Forecast Actual					
Balance at beginning of the financial year		853,807	274,746	555,494	23,567
Surplus/(deficit) for the year		14,983	14,983	-	-
Net asset revaluation gain/(loss)		12,469	-	12,469	-
Transfers to other reserves		-	(17,757)	-	17,757
Transfers from other reserves		-	16,464	-	(16,464)
Balance at end of the financial year		881,259	288,436	567,963	24,860
2025 Budget					
Balance at beginning of the financial year		881,259	288,436	567,963	24,860
Surplus/(deficit) for the year		8,349	8,349	-	-
Net asset revaluation gain/(loss)		12,316	-	12,316	-
Transfers to other reserves	4.3.1	-	(17,385)	-	17,385
Transfers from other reserves	4.3.1	-	10,166	-	(10,166)
Balance at end of the financial year	4.3.2	901,924	289,566	580,279	32,079
2026					
Balance at beginning of the financial year		901,924	289,566	580,279	32,079
Surplus/(deficit) for the year		13,363	13,363	-	-
Net asset revaluation gain/(loss)		16,369	-	16,369	-
Transfers to other reserves		-	(17,385)	-	17,385
Transfers from other reserves		-	10,166	-	(10,166)
Balance at end of the financial year		931,657	295,710	596,648	39,298
2027					
Balance at beginning of the financial year		931,657	295,710	596,648	39,298
Surplus/(deficit) for the year		23,078	23,078	-	-
Net asset revaluation gain/(loss)		13,070	-	13,070	-
Transfers to other reserves		-	(17,385)	-	17,385
Transfers from other reserves		-	16,766	-	(16,766)
Balance at end of the financial year		967,804	318,169	609,718	39,917
2028					
Balance at beginning of the financial year		967,804	318,169	609,718	39,917
Surplus/(deficit) for the year		19,099	19,099	-	-
Net asset revaluation gain/(loss)		14,784	-	14,784	-
Transfers to other reserves		-	(17,385)	-	17,385
Transfers from other reserves		-	16,766	-	(16,766)
Balance at end of the financial year		1,001,688	336,650	624,502	40,536

Statement of cash flows

For the four years ending June 30, 2028

	Notes	Forecast	Budget	Projections		
		Actual				
		2023-24	2024-25	2025-26	2026-27	2027-28
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflow s (Outflow s)	Inflows (Outflows)	Inflow s (Outflow s)	Inflow s (Outflow s)	Inflow s (Outflow s)
Cash flows from operating activities						
Rates and charges		47,260	48,597	50,483	52,249	54,078
Statutory fees and fines		2,251	2,401	2,461	2,522	2,585
User fees		19,300	19,456	21,155	21,684	22,226
Grants - operating		17,242	16,179	15,371	15,755	16,149
Grants - capital		6,938	3,250	6,260	16,155	12,400
Contributions - monetary		5,980	1,165	1,194	1,224	1,255
Interest received		1,373	1,800	1,845	1,891	1,938
Trust funds and deposits taken		1,195	1,215	1,175	1,187	1,200
Other receipts		365	319	327	335	344
Employee costs		(41,891)	(43,905)	(45,665)	(47,495)	(49,399)
Materials and services		(36,100)	(30,862)	(29,746)	(30,702)	(31,691)
Trust funds and deposits repaid		(1,175)	(1,195)	(1,215)	(1,175)	(1,187)
Other payments		(483)	(523)	(536)	(549)	(563)
Net cash provided by/(used in) operating activities	4.4.1	22,255	17,897	23,109	33,081	29,335
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(18,782)	(27,900)	(23,450)	(35,603)	(32,993)
Proceeds from sale of property, infrastructure, plant and equipment		355	364	373	382	392
Payments for investments		(42,000)	(30,000)	(30,000)	(25,000)	(25,000)
Proceeds from sale of investments		39,500	40,000	32,000	27,000	27,000
Net cash provided by/ (used in) investing activities	4.4.2	(20,927)	(17,536)	(21,077)	(33,221)	(30,601)
Cash flows from financing activities						
Finance costs		(224)	(179)	(141)	(111)	(83)
Proceeds from borrow ings		-	-	-	-	3,000
Repayment of borrow ings		(1,819)	(1,679)	(1,492)	(1,125)	(1,161)
Interest paid - lease liability		(45)	(46)	(47)	(48)	(49)
Net cash provided by/(used in) financing activities	4.4.3	(2,088)	(1,904)	(1,680)	(1,284)	1,707
Net increase/(decrease) in cash & cash equivalents		(760)	(1,543)	352	(1,423)	441
Cash and cash equivalents at the beginning of the financial year		7,795	7,035	5,492	5,844	4,420
Cash and cash equivalents at the end of the financial year		7,035	5,492	5,844	4,420	4,861

Statement of capital works

For the four years ending June 30, 2028

	NOTES	Forecast Actual	Budget	Projections		
		2023-24	2024-25	2025-26	2026-27	2027-28
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		70	-	-	-	-
Total land		70	-	-	-	-
Buildings		1,630	8,681	3,717	9,606	6,323
Total buildings		1,630	8,681	3,717	9,606	6,323
Total property		1,700	8,681	3,717	9,606	6,323
Plant and equipment						
Plant, machinery and equipment		2,188	1,453	1,185	1,183	1,213
Computers and telecommunications		2,321	2,616	292	299	307
Cultural collections (Library books & Art)		100	677	325	302	309
Total plant and equipment		4,609	4,746	1,802	1,784	1,829
Infrastructure						
Roads		3,832	4,733	4,613	3,704	3,526
Bridges		424	481	4,088	295	303
Footpaths and cycleways		2,002	2,280	2,064	4,095	2,136
Drainage		1,408	627	630	633	136
Recreational, leisure and community facilities		3,457	3,713	4,880	16,482	15,159
Parks, open space and streetscapes		649	545	615	630	646
Aerodromes		43	195	296	297	298
Other infrastructure		658	1,900	745	1,077	2,637
Total infrastructure		12,473	14,473	17,931	27,213	24,841
Total capital works expenditure	4.5.1	18,782	27,900	23,450	38,603	32,993
Represented by:						
New asset expenditure		469	3,260	1,727	5,014	3,536
Asset renewal expenditure		8,751	9,869	9,189	9,230	8,675
Asset upgrade expenditure		9,562	14,772	12,534	24,359	20,782
Total capital works expenditure	4.5.1	18,782	27,900	23,450	38,603	32,993
Funding sources represented by:						
Grants		930	3,250	6,260	16,155	12,400
Contributions		197	100	742	819	672
Council cash		17,656	24,550	16,448	18,629	16,921
Borrowings		-	-	-	-	3,000
Total capital works expenditure	4.5.1	18,782	27,900	23,450	35,603	32,993

Statement of human resources

For the four years ending June 30, 2028

	Forecast	Budget	Projections		
	Actual				
	2023-24	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	41,891	43,905	45,665	47,495	49,399
Employee costs - capital	987	1,102	1,130	1,158	1,187
Total staff expenditure	42,878	45,007	46,795	48,653	50,586
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	438.9	432.9	432.9	432.9	432.9
Total staff numbers	438.9	432.9	432.9	432.9	432.9

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2024-25	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Strategies	7,462	5,323	2,067	72	-
City Infrastructure	11,877	10,457	1,231	189	-
Community Development	18,395	8,030	7,527	2,838	-
City Growth	6,171	3,990	1,308	873	-
Total permanent staff expenditure	39,933	27,800	12,133	3,972	-
Other employee related expenditure	3,972				
Capitalised labour costs	1,102				
Total expenditure	45,007				

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2024-25	Full Time	Part time		
Corporate Strategies	71.7	49.3	21.7	0.7	-
City Infrastructure	112.7	96.4	14.7	1.6	-
Community Development	192.5	78.0	85.0	29.5	-
City Growth	56.0	32.9	14.5	8.6	-
Total staff	432.9	256.6	135.9	40.4	-

Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2028

Human Resources expenditure by Directorate:

	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Corporate Strategies				
Permanent - Full time	5,323	6,146	6,300	6,458
Women	1,421	1,641	1,682	1,724
Men	3,902	4,505	4,618	4,733
Persons of self-described gender	0	0	0	0
Permanent - Part time	2,067	2,387	2,446	2,508
Women	1,902	2,196	2,251	2,307
Men	165	191	196	201
Persons of self-described gender	0	0	0	0
Total Corporate Strategies	7,390	8,533	8,746	8,965
City Infrastructure				
Permanent - Full time	10,457	10,718	10,986	11,261
Women	1,694	1,736	1,780	1,824
Men	8,763	8,982	9,207	9,437
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,231	1,262	1,293	1,326
Women	698	715	733	752
Men	533	546	560	574
Persons of self-described gender	0	0	0	0
Total City Infrastructure	11,688	11,980	12,280	12,587
Community Development				
Permanent - Full time	8,030	8,231	8,437	8,647
Women	6,279	6,436	6,597	6,762
Men	1,751	1,794	1,839	1,885
Persons of self-described gender	0	0	0	0
Permanent - Part time	7,527	7,715	7,908	8,106
Women	7,083	7,260	7,441	7,628
Men	444	455	467	478
Persons of self-described gender	0	0	0	0
Total Community Development	15,557	15,946	16,345	16,753
City Growth				
Permanent - Full time	3,990	4,090	4,192	4,297
Women	1,596	1,636	1,677	1,719
Men	2,394	2,454	2,515	2,578
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,308	1,341	1,374	1,409
Women	887	909	932	955
Men	421	432	442	454
Persons of self-described gender	0	0	0	0
Total City Growth	5,298	5,430	5,566	5,705
Casuals, temporary and other expenditure	3,972	3,775	4,558	5,389
Capitalised labour costs	1,102	1,130	1,158	1,187
Total staff expenditure	45,007	46,795	48,653	50,586

Human Resources allocated by Directorate:

	2024-25 FTE	2025-26 FTE	2026-27 FTE	2027-28 FTE
Corporate Strategies				
Permanent - Full time	47.9	48	48	48
Women	12.8	12.8	12.8	12.8
Men	35.1	35.1	35.1	35.1
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	21.7	21.7	21.7	21.7
Women	20.0	20.0	20.0	20.0
Men	1.7	1.7	1.7	1.7
Persons of self-described gender	0.5	0.5	0.5	0.5
Total Corporate Strategies	69.6	69.6	69.6	69.6
City Infrastructure				
Permanent - Full time	89.3	89.3	89.3	89.3
Women	14.5	14.5	14.5	14.5
Men	18.2	18.2	18.2	18.2
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	14.7	14.7	14.7	14.7
Women	8.3	8.3	8.3	8.3
Men	6.4	6.4	6.4	6.4
Persons of self-described gender	0.0	0.0	0.0	0.0
Total City Infrastructure	104.0	104.0	104.0	104.0
Community Development				
Permanent - Full time	78.0	78.0	78.0	78.0
Women	61.0	61.0	61.0	61.0
Men	17.0	17.0	17.0	17.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	85.0	85.0	85.0	85.0
Women	80.0	80.0	80.0	80.0
Men	5.0	5.0	5.0	5.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Community Development	163.0	163.0	163.0	163.0
City Growth				
Permanent - Full time	32.9	32.9	32.9	32.9
Women	13.2	13.2	13.2	13.2
Men	19.7	19.7	19.7	19.7
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	14.5	14.5	14.5	14.5
Women	9.8	9.8	9.8	9.8
Men	4.7	4.7	4.7	4.7
Persons of self-described gender	0.0	0.0	0.0	0.0
Total City Growth	47.4	47.4	47.4	47.4
Casuals and temporary staff	40.4	40.4	40.4	40.4
Capitalised labour	8.5	8.5	8.5	8.5
Total staff numbers	432.9	432.9	432.9	432.9

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

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

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2024-25 the FGRS cap has been set at **2.75%**. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges. Council's budget has been prepared in line with the rate cap.

A \$250 financial hardship rebate will also be available to ratepayers via an application process.

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.

This will raise total rates and charges for 2024-25 to **\$48.7** million.

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

	2023-24		2024-25	Change	
	Forecast	Actual	Budget	Change	%
	\$'000		\$'000	\$'000	
General rates*	33,532		35,113	1,581	4.71%
Municipal charge*	5,432		5,667	235	4.32%
Waste management charge	7,520		7,436	(84)	-1.12%
Supplementary rates and rate adjustments	499		288	(211)	-42.20%
Recreational land	77		74	(3)	-4.19%
Interest on rates and charges	100		100	0	0.00%
Total rates and charges	47,160		48,677	1,517	3.22%

*These items are subject to the rate cap established under the FGRS.

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

Type or class of land	2023-24 cents/\$CIV*	2024-25 cents/\$CIV*	Change
General rate for rateable general residential properties	0.25800	0.27357	6.03%
General rate for rateable farm land properties	0.15570	0.15423	-0.94%
General rate for rateable commercial properties	0.55520	0.56230	1.28%
General rate for rateable industrial properties	0.52150	0.50195	-3.75%
General rate for rateable vacant land properties	0.41460	0.42099	1.54%
Recreational land category 1 properties	23,293.00000	23,933.00000	2.75%
Recreational land category 2 properties	0.20740	0.21338	2.88%

Note:

Rate in the dollar figures have been updated in line with the Valuer-General Victoria's property valuations as at May 2024.

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	2023-24	2024-25	Change	
	\$'000	\$'000	\$'000	%
General Residential land	24,076	25,142	1,066	4.43%
Farm land	467	475	8	1.77%
Commercial land	5,531	5,841	309	5.59%
Industrial land	1,963	2,049	86	4.38%
Vacant land	1,494	1,605	111	7.42%
Recreational land category 1 properties	23	24	1	2.75%
Recreational land category 2 properties	53	49,839	- 4	-6.78%
Total amount to be raised by general rates	33,609	35,186	1,578	4.69%

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	2023-24	2024-25	Change	
	Number	Number	Number	%
General Residential land	16,060	16,274	214	1.33%
Farm land	161	161	0	0.00%
Commercial land	937	950	13	1.39%
Industrial land	453	466	13	2.87%
Vacant land	837	871	34	4.06%
Recreational land category 1 properties	1	1	0	0.00%
Recreational land category 2 properties	16	15	(1)	-6.25%
Total number of assessments	18,465	18,738	273	1.48%

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

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

Type or class of land	2023-24	2024-25	Change	
	\$'000	\$'000	\$'000	%
General Residential land	9,333,074	9,190,313	- 142,761	-1.53%
Farm land	300,035	308,230	8,195	2.73%
Commercial land	996,167	1,038,694	42,527	4.27%
Industrial land	376,515	408,302	31,787	8.44%
Vacant land	360,452	381,308	20,856	5.79%
Recreational land category 1 properties	2,970	2,970	-	0.00%
Recreational land category 2 properties	25,782	23,357	- 2,425	-9.41%
Total value of land	11,394,995	11,353,174	- 41,821	-0.37%

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2023-24	2024-25		
	\$	\$	\$	%
Municipal	\$ 294.65	\$ 302.75	8	2.75%

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

Type of Charge	2023-24	2024-25	Change	
	\$'000	\$'000	\$	%
Municipal	5,432	5,667	235	4.32%

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

Type of Charge	Per Rateable Property 2023-24 \$	Per Rateable Property 2024-25 \$	Change \$ %	
Waste Management charge	427.00	417.00	-	10 -2.34%

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	2023-24 \$'000	2024-25 \$'000	Change \$'000 %	
Waste Management charge	7,520	7,436	-	84 -1.12%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year (excluding Recreational and Cultural Land and interest).

	2023-24 \$'000	2024-25 \$'000	Change \$'000 %	
Rates and Charges	46,484	48,215	1,731	3.72%
Supplementary Rates	499	288	(211)	-42.20%
Total Rates and charges	46,983	48,504	1,521	3.24%

4.1.1(l) Fair Go Rates System Compliance

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

	2023-24	2024-25
Total Rates (budgeted)	\$ 37,923,101	\$ 39,760,002
Budgeted Number of rateable properties	18,465	18,738
Base Average Rate	\$ 2,054	\$ 2,122
Maximum Rate Increase (set by the State Government)	2.95%	2.75%
Capped Average Rate	\$ 2,114	\$ 2,180
Maximum General Rates and Municipal Charges Revenue	\$ 39,041,832	\$ 40,853,402.41
Budgeted General Rates and Municipal Charges Revenue	\$ 39,041,832	\$ 40,853,402
Budgeted Supplementary Rates	\$ 218,000	\$ 288,434
Budgeted Total Rates and Municipal Charges Revenue	\$ 39,259,832	\$ 41,141,836

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

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 (2024-25: estimated \$0.32m and 2023-24: \$0.50m)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

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

- A general rate of 0.2651% (0.2651 cents in the dollar of CIV) for all rateable other land properties;
- A general rate of 0.1600% (0.1600 cents in the dollar of CIV) for all rateable farm land properties;
- A general rate of 0.5705% (0.5705 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.5358% (0.5358 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.4260% (0.4260 cents in the dollar of CIV) for all rateable vacant land properties; and

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

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

Commercial land

Commercial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture/production of, or trade in, goods or services; or
- Unoccupied but zoned commercial under the Warrnambool City Planning Scheme.

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

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Economic development and planning services, having direct benefit to the use of Commercial Land; and
- Provision of general support services.

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

1. Rateable property used for income generation from business and administrative purposes, including, but not limited to, properties used for:

- The sale or hire of goods by retail or trade sales, e.g. shops, auction rooms, milk bars, newsagents;
- The manufacture of goods where the goods are sold on the property;
- The provision of entertainment, e.g. theatres, cinemas, amusement parlours;
- Media establishments, e.g. radio stations, newspaper offices, television stations;
- The provision of accommodation other than residential, e.g. motels, caravan parks, camping grounds, camps, accommodation houses, hostels, boarding houses;
- The provision of hospitality, e.g. hotels, bottle shops, restaurants, cafes, takeaway food establishments, tearooms;
- Tourist and leisure industry, e.g. flora and fauna parks, gymnasiums, boatsheds, indoor sports stadiums, gaming establishments;
- The provision of education, e.g. schools, museums, art galleries;
- Showrooms, e.g. display of goods;
- Religious purposes; and
- Public offices and halls.

2. Properties used for the provision of health services including, but not limited to, properties used for hospitals, nursing homes, rehabilitation, medical practices and dental practices.

3. Properties used as offices including, but not limited to, properties used for legal practices, real estate agents, veterinary surgeons, accounting firms and advertising agencies.

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

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme. The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2024-25 financial year.

Farm Land

Farm land is any land, which is:

- “farm land” as described in of Section 2 (1) of the Valuation of Land Act 1960.

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

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Encouragement of sustainable and productive use and management of Farm Land; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of “farm land” as described in of Section 2 (1) of the Valuation of Land Act 1960.

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

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

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme.

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2024-25 financial year.

Industrial land

Industrial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned Industrial under the Warrnambool City Planning Scheme.

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

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Economic development and planning services, having direct benefit to the use of Industrial Land; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described but not limited to those below.

Rateable properties which are used in the process of income generation, including, but not limited to the following:

- The manufacture of goods, food and beverage which are generally not sold or consumed on site (but does preclude some warehouse sales);
- The storage of goods;
- The provision of services for the repair of goods;
- The storage of plant and machinery;
- The production of raw materials in the extractive and timber industries; and
- The treatment and storage of industrial waste materials.

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

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

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant Planning Scheme. The characteristics of planning scheme zoning is the zoning applicable to each rateable land within this category as determined by consulting maps referred to in the relevant Planning Scheme.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2024-25 financial year.

Vacant land

"Vacant land is any land, which is:

- Vacant unoccupied land within the Warrnambool City Council; or
- Land on which no building designed or adapted for human occupation is erected

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

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Encouragement for orderly planning through development of serviced urban properties;
- Provision of municipal administrative services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics of vacant unoccupied land and on which no building designed or adapted for human occupation is erected within the Warrnambool City Council.

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

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

The use of the land within this differential rate is any use of land permitted under the relevant Planning Scheme.

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

The types of buildings on the land within this differential rate are no buildings are constructed.

Other land

"Other land is any land, which is:

- Occupied for the principal purpose of human habitation including dwellings, flats and units;
- "residential use land" as described in of Section 2 (1) of the Valuation of Land Act 1960; and
- "urban farm land" as described in of Section 2 (1) of the Valuation of Land Act 1960.

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

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

The types and classes of rateable land within this differential rate are those having the relevant characteristics of a property which is used for human habitation including dwellings, flats and units, or is residential use land or urban farm land as described in of Section 2 (1) of the Valuation of Land Act 1960.

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

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

The use of the land within this differential rate is any use of land permitted under the relevant Planning Scheme.

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

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2024-25 financial year.

Cultural and Recreational land

Ratepayer	Assessment Number	Property Address	Amount \$	Last Year
Showgrounds Reserve Committee Of Management	129359	331 Koroit St Warrnambool	10,527.31	10,245.56
Warrnambool Golf Club Inc.	131150	1-35 Younger St Warrnambool	3,452.28	3,463.58
Warrnambool Swimming Club	131388	10 Queens Rd Warrnambool	1,310.59	1,379.21
Christ Church Tennis Club	132180	66 Henna St Warrnambool	2,131.04	2,011.78
Warrnambool Croquet Club Inc.	134926	60-62 Cramer St Warrnambool	394.24	404.43
Warrnambool Yacht Club Inc.	138135	44 Viaduct Rd Warrnambool	639.31	310.99
Warrnambool Racing Club Inc.	135344	2-64 Grafton Rd Warrnambool	17,751.52	17,504.56
Warrnambool Ski Club Inc.	138747	26 Simpson St Warrnambool	831.10	839.97
Warrnambool Lawn Tennis Club	139872	33-45 Pertobe Rd Warrnambool	3,409.66	2,882.86
Warrnambool Bowls Club	140336	81-85 Timor St Warrnambool	3,985.04	3,795.42
Warrnambool Kart Club	140883	162 Buckleys Rd Allansford	543.41	518.50
Dennington Bowling Club Inc.	141525	36 Princes Hwy Dennington	1,843.35	1,773.27
St Joseph Primary School Supergrass Tennis	141935	40 Bromfield St Warrnambool	713.90	964.41
Warrnambool City Memorial Bowling Club	134927	50-56 Cramer St Warrnambool	23,933.00	23,293.00
Warrnambool Offshore Light Game Fishing Club	17654	48 Viaduct Rd Warrnambool	68.19	66.37
Warrnambool Bowls Club (Carpark)	140338	91 Timor Street Warrnambool	2,173.66	2,032.52

4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Animal Control	600	532	- 68	-11.33%
Health and Local Laws	162	195	33	20.37%
Parking Fines	661	758	97	14.67%
Permits and Certificates	330	331	1	0.30%
Town Planning and Building	498	585	87	17.47%
Total statutory fees and fines	2,251	2,401	150	6.66%

Statutory fees and fines are mainly levied in accordance with legislation and relate to income collected through parking fines, health registrations, animal registrations, planning permits and building permits.

Town planning and building fees continue to grow on high development volumes. Parking fines will increase in the 2024-25 financial year from \$80 to \$100 per infringement.

4.1.3 User fees

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Property Management	840	896	56	6.67%
Indoor Aquatic Centre	1,997	2,118	121	6.06%
Childrens Services	4,590	4,846	256	5.58%
Multi Purpose Sports Stadium	725	701	- 24	-3.31%
Cultural Centres	2,345	2,084	- 261	-11.13%
Regulatory Control	2,050	1,976	- 74	-3.61%
Tourism and Promotion	1,194	1,321	127	10.64%
Foreshore Holiday Parks	3,908	3,934	26	0.67%
Livestock Exchange	88	-	88	-100.00%
Aged Services Fees	927	984	57	6.15%
Other Fees and Charges	636	596	- 40	-6.29%
Total user fees	19,300	19,456	156	0.81%

User fees relate to the wide range of services Council provides across its extensive service delivery programs and includes holiday park fees, leisure centre and performing arts centre user charges, fees for the provision of child care, family day care and home help, entrance fees at flagstaff hill, car parking fees and livestock exchange selling fees. Council sets fees based on market conditions and the cost associated with running a service, while giving consideration to those who may be suffering financial hardship.

Children's Services user fees will increase year on year based on increased fees and higher enrolment numbers in the program. Cultural Centre user fees will decrease year on year due to the Council exiting gymnastics operations.

Indoor Aquatic Centre user fees are budgeted to increase in the 2024-25 year based on higher visitation to Aquazone.

4.1.4 Grants

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

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	10,883	8,331 -	2,552	-23%
State funded grants	13,297	11,098 -	2,199	-17%
Total grants received	24,180	19,429 -	4,751	-20%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission - Financial Assistance	4,603	4,750	147	3%
Victoria Grants Commission - Local Roads	815	840	25	3%
Aged Services	2,051	2,241	190	9%
Recurrent - State Government				
Port operations	98	98	-	0%
Family and children	5,304	5,315	11	0%
Aged services	603	634	31	5%
Cultural services	750	770	20	3%
Infrastructure Services	104	104	-	0%
Environmental initiatives	73	74	1	1%
School crossing supervision	264	271	7	3%
Pension rebate	750	800	50	7%
Other recurrent grants	109	-	109	-100%
Total recurrent grants	15,524	15,897	373	2%
Non-recurrent - Commonwealth Government				
Other recurrent grants	50	-	50	-100%
Non-recurrent - State Government				
Economic development	160	-	160	-100%
Family and children	864	282 -	582	-67%
Cultural centres	91	-	91	-100%
Infrastructure services	296	-	296	-100%
Environment initiatives	75	-	75	-100%
Other	183	-	183	-100%
Total non-recurrent grants	1,719	282 -	1,437	-84%
Total operating grants	17,243	16,179 -	1,064	-6%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	425	500	75	18%
Other	60	-	60	-100%
Total recurrent grants	485	500	15	3%
Non-recurrent - Commonwealth Government				
Infrastructure Services	2,878	-	2,878	-100%
Non-recurrent - State Government				
Port operations	1,750	-	1,750	-100%
Family and children	616	1,500	884	144%
Recreation	107	1,250	1,143	1068%
Cultural centres	75	-	75	-100%
Infrastructure services	1,011	-	1,011	-100%
Environment initiatives	15	-	15	-100%
Total non-recurrent grants	6,452	2,750 -	3,702	-57%
Total capital grants	6,937	3,250 -	3,687	-53%
Total Grants	24,180	19,429 -	4,751	-20%

Grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and funding the capital works program.

4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Monetary	5,980	1,165 -	4,815	-80.52%
Non-monetary	6,500	5,000 -	1,500	-23.08%
Total contributions	12,480	6,165 -	6,315	-50.60%

Monetary contributions include monies paid to Council for works, including roads and drainage, required to be completed by developers in accordance with planning permits issued for property development. Also included are philanthropic donations and contributions by other organisations to specific projects.

This income can vary considerably between years as it is largely dependent on development activity driven by the housing market and developers. The 2023-24 forecast included a number of once-off (non-recurring) developer contributions, as well as contributions from various groups to capital works.

Non-monetary contributions occur when upon completion of new developments by external parties the Council takes ownership of the assets and recognises the value of the assets as non-cash contributions in its income statement. Based on the current levels of development and future projects, Council is expecting a decrease in non-monetary contributions in 2024-25 due to the slowdown of development across the city.

4.1.6 Other Income

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Interest	1,373	1,800	427	31.10%
Infrastructure Services	68	77	9	13.24%
Reimbursements	233	173 -	60	-25.75%
Other Income	64	69	5	7.81%
Total other income	1,738	2,119	381	21.92%

Other revenue relates to a range of items such as investment interest, private works, cost recoups and other miscellaneous income items. Interest revenue will be further influenced in 2024-25 by interest rates and high levels of cash held for the delivery of major infrastructure projects.

4.1.7 Employee Costs

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Wages and salaries	36,537	38,220	1,683	4.61%
WorkCover	1,078	1,330	252	23.38%
Superannuation	3,990	4,000	10	0.25%
Fringe Benefit Tax	286	355	69	24.13%
Total employee costs	41,891	43,905	2,014	4.81%

Employee costs include all labour related expenditure such as wages, salaries and on-costs such as allowances, leave entitlements, and employer superannuation.

Wages and salaries are budgeted to increase by \$2.01m compared to the 2023-24 forecast. This is mainly due to:

- Council's Workcover premium is expected to increase by \$0.25m year on year. This is the second year of large premium increases, which is due to a state-wide funding shortfall for Workcover that will impact organisations through increased industry rates. The WorkCover budget also covers any shortfalls in the MAV Workcover scheme (expected to be \$0.15m in 2024-25).

- The balance of the increase is mainly due to the impact of pay increases and banding increments under the Warrnambool City Council Enterprise Agreement, and the impact of the Commonwealth Government's increase to the Superannuation Guarantee from 11.0% to 11.5%

4.1.8 Materials and Services

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Infrastructure Services	7,154	6,967	- 187	-2.61%
Waste Management	4,796	4,943	147	3.07%
Recreation and Cultural Services	5,664	4,228	- 1,436	-25.35%
Childrens Services	3,324	1,203	- 2,121	-63.81%
Corporate Services	5,803	7,850	2,047	35.27%
Tourism and Promotions	2,337	1,739	- 598	-25.59%
Aged Services	1,797	1,359	- 438	-24.37%
Foreshore Caravan Parks	747	781	34	4.55%
Saleyards	167	30	- 137	-82.04%
Planning and building services	1,586	382	- 1,204	-75.91%
Health and Local Law s	2,527	1,257	- 1,270	-50.26%
Other	198	123	- 75	-37.88%
Total materials and services	36,100	30,862	- 5,238	-14.51%

Materials and services include the purchases of consumables, payments to contractors for the provision of services and overhead costs including insurances and utilities.

Council's expenditure on materials and services is budgeted to decrease by \$5.2m in 2024-25. The main reason for this decrease is due to a number of non-recurrent operational projects that were budgeted for in the forecast year, or carried forward from a previous year, that are related to once-off funding allocations, and not recurrent in nature (particularly in the Recreation and Cultural Services, Children's Services, Planning and Building Services, and Health and Local Laws areas, which included a number of grant funded projects).

In 2024-25, Council is undertaking a particular project that would generally would be considered capital in nature, however, as it relates to non-Council assets it is considered an operating expense, which is the shared Coastal Connect ICT project \$2.0m.

4.1.9 Depreciation

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Property	2,194	2,249	55	2.51%
Plant & equipment	1,886	1,934	48	2.55%
Infrastructure	9,017	9,242	225	2.50%
Total depreciation	13,097	13,425	328	2.50%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.32 million for 2024-25 will be due to the capitalisation of new infrastructure completed in 2023-24.

4.1.10 Amortisation – Right of use assets

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Property	33	34	2	6.00%
Plant & equipment	218	231	13	6.00%
Total depreciation - right of use assets	250	265	15	6.00%

4.1.11 Other expenses

	Forecast Actual	Budget	Change	
	2023-24	2024-25		
	\$'000	\$'000	\$'000	%
Councillor Allow ances	309	324	15	4.85%
Auditors remuneration - internal	61	62	1	1.64%
Auditors remuneration - VAGO	75	75	-	0.00%
Other Expenses	38	62	24	63.16%
Total other expenses	483	523	40	8.28%

Other expenditure relates to a range of unclassified items including audit fees, Councillor allowances, lease costs and miscellaneous items. An increase is expected in 2024-25 for Councillor allowances following the new pay structures set out from the Victorian Independent Remuneration Tribunal.

4.2 Balance Sheet

4.2.1 Assets

Cash assets 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 less than 90 days. Investments exceeding 90 days are classified as financial assets. Council expects to have a balance of \$37.9 million in Cash and Investments at the end of the 2024-25 year, being held mainly to deliver future capital works and meet future cash commitments.

Trade and other receivables are monies owed to Council by ratepayers and others. It is expected that these will reduce as a number of grant programs come to an end.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, drainage, plant and equipment, which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets, gifted assets and the sale and revaluation of assets.

4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. No significant movement is expected in this category for 2024-25.

Provisions include accrued long service leave, annual leave owing to employees and rehabilitation costs for a cessed landfill site. These employee entitlements are only expected to increase marginally and are influenced by the outcome of the current Enterprise Agreement negotiation and active management of leave entitlements.

4.2.3 Borrowings

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

Council has indicatively planned \$3 million of borrowings in the 2027-28 financial year to help fund Council's contribution to an upgraded aquatic facility. This requirement may change in future years as Council reviews priority projects and strategic opportunities.

	Forecast Actual	Budget	Projections	Projections	Projections
	2023-24	2024-25	2025-26	2026-27	2027-28
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	10,329	8,512	6,833	5,341	4,216
Amount proposed to be borrowed	-	-	-	-	3,000
Amount projected to be repaid	(1,817)	(1,679)	(1,492)	(1,125)	(1,161)
Amount of borrowings as at 30 June	8,512	6,833	5,341	4,216	6,055

4.2.4 Leases by category

As a result of the introduction of *AASB 16 Leases*, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2023-24 \$'000	Budget 2024-25 \$'000
Right-of-use assets		
Land and buildings	61	36
Plant & Equipment	666	394
Total right-of-use assets	727	430
Lease liabilities		
Current lease Liabilities		
Land and buildings	24	17
Plant & Equipment	258	186
Total current lease liabilities	282	202
Non-current lease liabilities		
Land and buildings	45	40
Plant & Equipment	500	435
Total non-current lease liabilities	545	474
Total lease liabilities	827	677

4.3 Statement of changes in equity

4.3.1 Reserves

Reserves contain both specific cash backed reserves and asset revaluation amounts. Cash backed reserves include statutory reserves, Councils drainage and Carparking/CBD funds.

The asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. Assets valuations are required to be considered annually and formally revalued if there is a material change.

4.3.2 Equity

Accumulated surplus is the value of all net assets less specific reserve allocations and revaluations that have built up over financial years.

4.4 Statement of cash flows

Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

4.4.1 Net cash flows provided by/used in operating activities

Net operating cash flows are expected to remain relatively consistent year on year. The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council that are included in the operating result include non-cash items which have been excluded from the Cash Flow Statement per Australian Accounting Standards.

4.4.2 Net cash flows provided by/used in investing activities

Significant capital projects are expected to be completed in 2024-25, some of which are being carried forward from the 2023-24 budget. These payments for property, plant and equipment will result in Council drawing down some of its short term investments to fund this.

4.4.3 Net cash flows provided by/used in financing activities

No new borrowings have been budgeted in the 2024-25 financial year.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2024-25 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2023-24	Budget 2024-25	Change	%
Property	1,700,000	8,681,456	6,981,456	410.67%
Plant and equipment	4,609,000	4,745,877	136,877	2.97%
Infrastructure	12,473,000	14,472,667	1,999,667	16.03%
Total	18,782,000	27,900,000	9,118,000	48.55%

	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
Property	8,681,456	500,000	1,428,456	6,753,000	-	2,500,000	100,000	6,081,456	-
Plant and equipment	4,745,877	290,000	2,274,877	2,181,000	-	-	-	4,745,877	-
Infrastructure	14,472,667	2,470,000	6,165,167	5,837,500	-	750,000	-	13,722,667	-
Total	27,900,000	3,260,000	9,868,500	14,771,500	-	3,250,000	100,000	24,550,000	-

Council has more than 250 major buildings with a replacement cost of over \$140 million and includes buildings and improvements for community facilities, sports facilities and pavilions and municipal buildings. These assets require renewal investment in addition to the new scheduled building projects. In keeping with the principles of financial sustainability from the *Local Government Act 2020*, the majority of Councils building capital works program is focused on asset renewal rather than building new assets.

Plant and equipment includes plant, machinery and equipment, computers and telecommunications and art works. A Large component in the 2024-25 budget relates to the Coastal Connect project, whereby Council is involved in implementing a new enterprise software system across three regional councils with the backing of the state government's Rural Council Transformation Program. Under this \$4.5m project, Warrnambool, Moyne, and Corangamite councils will all transition to a common software platform, with \$2.0m remaining to be spent on the project from 2024-25 onwards. The remainder of the spend in this category for 2024-25 mainly relates to renewing Councils plant, machinery and equipment.

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

4.5.2 New Budget Capital Works Allocations

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
PROPERTY									
Buildings									
Matron Swinton Children's Centre Upgrade	2,100,000	-	-	2,100,000	-	1,500,000	-	600,000	-
Walter Oval Clubrooms Upgrade	1,500,000	-	-	1,500,000	-	1,000,000	100,000	400,000	-
Building Renewal Program	1,328,456	-	1,328,456	-	-	-	-	1,328,456	-
Archie Graham Building Renewal	200,000	-	100,000	100,000	-	-	-	200,000	-
Heritage Centre Design and Planning	100,000	-	-	100,000	-	-	-	100,000	-
Accessible Infrastructure Program	50,000	-	-	50,000	-	-	-	50,000	-
TOTAL PROPERTY	5,278,456	-	1,428,456	3,850,000	-	2,500,000	100,000	2,678,456	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant Replacement Program	1,453,000	-	1,453,000	-	-	-	-	1,453,000	-
Library Stock Renewal	287,228	-	287,228	-	-	-	-	287,228	-
Computers and Telecommunications									
IT Hardware	284,649	-	284,649	-	-	-	-	284,649	-
Lighthouse Theatre Radio Equipment	45,000	-	-	45,000	-	-	-	45,000	-
Aquazone CCTV Upgrade	36,000	-	-	36,000	-	-	-	36,000	-
Cultural									
Public Art Initiatives	20,000	20,000	-	-	-	-	-	20,000	-
TOTAL PLANT AND EQUIPMENT	2,125,877	20,000	2,024,877	81,000	-	-	-	2,125,877	-

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
INFRASTRUCTURE									
Roads									
Local Road Renewal Program	4,053,455	-	4,053,455	-	-	500,000	-	3,553,455	-
Wollaston Road Duplication (Stage 1)	500,000	-	-	500,000	-	-	-	500,000	-
Road Safety Strategy Implementation	120,000	-	-	120,000	-	-	-	120,000	-
Road Safety Audit Implementation	30,000	-	-	30,000	-	-	-	30,000	-
Street Light Upgrades	30,000	-	-	30,000	-	-	-	30,000	-
Bridges									
Bridges Renewal Program	281,057	-	281,057	-	-	-	-	281,057	-
Daltons Road Bridge Upgrade Planning and Design	200,000	-	-	200,000	-	-	-	200,000	-
Footpaths and Cycleways									
Footpath Renewal Program	879,515	-	879,515	-	-	-	-	879,515	-
CBD Footpath and Car Park Program	600,000	-	-	600,000	-	-	-	600,000	-
New Footpath Construction	320,000	320,000	-	-	-	-	-	320,000	-
Beach Access	180,000	-	180,000	-	-	-	-	180,000	-
Drainage									
Drainage Program	626,595	-	126,595	500,000	-	-	-	626,595	-
Recreational, Leisure & Community Facilities									
Val Bertrand Stadium Flooring Upgrade	665,000	-	-	665,000	-	-	-	665,000	-
Friendly Society's Park Irrigation Upgrade	350,000	-	-	350,000	-	250,000	-	100,000	-
Holiday Park Improvement Program	200,000	-	-	200,000	-	-	-	200,000	-
Aquazone Minor Works Program	92,500	-	-	92,500	-	-	-	92,500	-
Art Gallery Minor Capital	50,000	50,000	-	-	-	-	-	50,000	-
River Works Minor Capital	50,000	50,000	-	-	-	-	-	50,000	-
Childrens Services (allocation)	40,000	40,000	-	-	-	-	-	40,000	-
Stadium Minor Capital Program	30,000	30,000	-	-	-	-	-	30,000	-
Lighthouse Theatre (allocation)	30,000	30,000	-	-	-	-	-	30,000	-
Archie Graham Minor Capital	30,000	30,000	-	-	-	-	-	30,000	-
Library Minor Capital	20,000	20,000	-	-	-	-	-	20,000	-
Parks, Open Space and Streetscapes									
Playground and Open Space Renewal Program	344,545	-	344,545	-	-	-	-	344,545	-
Public Open Space Improvements Program	200,000	-	-	200,000	-	-	-	200,000	-
Airport									
Warrnambool Airport Upgrades	150,000	-	-	150,000	-	-	-	150,000	-
Airport Minor Works Program	45,000	-	-	45,000	-	-	-	45,000	-
TOTAL INFRASTRUCTURE	10,117,667	570,000	5,865,167	3,682,500	-	750,000	-	9,367,667	-
TOTAL NEW CAPITAL WORKS	17,522,000	590,000	9,318,500	7,613,500	-	3,250,000	100,000	14,172,000	-

4.5.3 Works carried forward from the 2023-2024 year

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
PROPERTY									
Buildings									
Energy Saving Program	1,825,000	-	-	1,825,000	-	-	-	1,825,000	-
Council Pound upgrade	700,000	-	-	700,000	-	-	-	700,000	-
West Warrnambool Neighbourhood House	500,000	500,000	-	-	-	-	-	500,000	-
Other Building Projects	378,000	-	-	378,000	-	-	-	378,000	-
Footpaths and Cycleways									
CBD Footpath and Car Park Program	300,000	300,000	-	-	-	-	-	300,000	-
Computers and Telecommunications									
Coastal Connect ICT Project	2,000,000	-	-	2,000,000	-	-	-	2,000,000	-
Recreational, Leisure & Community Facilities									
Brierly Reserve Masterplan Implementation	1,000,000	-	-	1,000,000	-	-	-	1,000,000	-
Lake Pertobe Upgrade Works	200,000	-	-	200,000	-	-	-	200,000	-
Flagstaff Hill Future Upgrades	200,000	-	-	200,000	-	-	-	200,000	-
Public Open Space Improvement Program	150,000	-	-	150,000	-	-	-	150,000	-
Brierly Cricket Nets	150,000	-	-	150,000	-	-	-	150,000	-
Other Carryforward Projects	455,000	-	-	455,000	-	-	-	455,000	-
Other Infrastructure									
Saleyards Future use	1,500,000	1,500,000	-	-	-	-	-	1,500,000	-
Beach Access Renewal and Risk Mitigation Program	300,000	-	300,000	-	-	-	-	300,000	-
Street Tree Program	100,000	100,000	-	-	-	-	-	100,000	-
Computers and Telecommunications									
ICT Strategy Implementation	150,000	150,000	-	-	-	-	-	150,000	-
Civic Centre Generator	100,000	-	-	100,000	-	-	-	100,000	-
Cultural									
Library Stock Renewal	250,000	-	250,000	-	-	-	-	250,000	-
Public Art Initiatives	120,000	120,000	-	-	-	-	-	120,000	-
TOTAL CARRIED FORWARD CAPITAL WORKS	10,378,000	2,670,000	550,000	7,158,000	-	-	-	10,378,000	-

Summary of Planned Capital Works Expenditure
For the years ending 30 June 2026, 2027 & 2028

2025-26	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Buildings	3,717	151	1,462	2,104	3,717	1,000	0	2,717	0
Total Property	3,717	151	1,462	2,104	3,717	1,000	0	2,717	0
Plant and Equipment									
Plant, machinery and equipment	1,185	31	1,155	0	1,185	0	375	810	0
Computers and telecommunications	292	0	292	0	292	0	0	292	0
Cultural collections (Library books & Art)	325	31	294	0	325	0	0	325	0
Total Plant and Equipment	1,802	62	1,741	0	1,802	0	375	1,427	0
Infrastructure									
Roads	4,613	0	3,460	1,154	4,613	500	170	3,943	0
Recreational, leisure and community facilities	3,785	900	0	2,885	3,785	755	80	2,950	0
Footpaths and cycleways	2,064	563	902	600	2,064	100	75	1,889	0
Aquatic Facilities	1,095	0	95	1,000	1,095	500	0	595	0
Drainage	630	0	630	0	630	0	0	630	0
Parks, open space and streetscapes	615	0	353	261	615	0	37	578	0
Bridges	4,088	0	288	3,800	4,088	3,200	0	888	0
Coastal Management	215	0	185	30	215	0	0	215	0
Holiday Parks	205	0	0	205	205	0	0	205	0
Aerodromes	296	0	0	296	296	0	0	296	0
Other infrastructure	326	51	75	200	326	205	5	116	0
Total Infrastructure	17,932	1,514	5,986	10,431	17,932	5,260	367	12,304	0
Total Capital Works Expenditure	23,450	1,727	9,189	12,535	23,450	6,260	742	16,448	0

2026-27	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Buildings	9,606	853	1,496	7,258	9,606	4,600	0	5,006	0
Total Property	9,606	853	1,496	7,258	9,606	4,600	0	5,006	0
Plant and Equipment									
Plant, machinery and equipment	1,183	0	1,183	0	1,183	0	380	803	0
Computers and telecommunications	299	0	299	0	299	0	0	299	0
Cultural collections (Library books & Art)	302	0	302	0	302	0	0	302	0
Total Plant and Equipment	1,784	0	1,784	0	1,784	0	380	1,404	0
Infrastructure									
Roads	3,704	0	3,546	158	3,704	500	175	3,029	0
Recreational, leisure and community facilities	6,385	1,400	0	4,985	6,385	2,755	112	3,518	0
Footpaths and cycleways	4,095	2,571	924	600	4,095	1,295	75	2,725	0
Aquatic Facilities	10,097	0	0	10,097	10,097	7,000	0	97	3,000
Drainage	633	0	633	0	633	0	0	633	0
Parks, open space and streetscapes	630	0	362	268	630	0	72	558	0
Bridges	295	0	295	0	295	0	0	295	0
Coastal Management	220	0	189	31	220	0	0	220	0
Holiday Parks	210	0	0	210	210	0	0	210	0
Aerodromes	297	0	0	297	297	0	0	297	0
Other infrastructure	647	191	0	456	647	5	5	637	0
Total Infrastructure	27,212	4,161	5,950	17,101	27,212	11,555	439	12,218	3,000
Total Capital Works Expenditure	38,602	5,014	9,230	24,359	38,602	16,155	819	18,628	3,000

2027-28	Asset Expenditure Types				Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Buildings	6,326	54	1,531	4,742	6,326	1,040	0	5,286	0
Total Property	6,326	54	1,531	4,742	6,326	1,040	0	5,286	0
Plant and Equipment									
Plant, machinery and equipment	1,213	0	1,213	0	1,213	0	385	828	0
Computers and telecommunications	307	0	307	0	307	0	0	307	0
Cultural collections (Library books & Art)	309	0	309	0	309	0	0	309	0
Total Plant and Equipment	1,829	0	1,829	0	1,829	0	385	1,444	0
Infrastructure									
Roads	3,526	0	3,365	162	3,526	500	180	2,846	0
Recreational, leisure and community facilities	5,059	2,700	0	2,359	5,059	1,755	27	3,277	0
Footpaths and cycleways	2,136	589	947	600	2,136	100	75	1,961	0
Aquatic Facilities	10,100	0	0	10,100	10,100	7,000	0	100	3,000
Drainage	136	0	136	0	136	0	0	136	0
Parks, open space and streetscapes	646	0	371	275	646	0	0	646	0
Bridges	303	0	303	0	303	0	0	303	0
Coastal Management	225	0	194	32	225	0	0	225	0
Holiday Parks	215	0	0	215	215	0	0	215	0
Aerodromes	298	0	0	298	298	0	0	298	0
Other infrastructure	2,193	193	0	2,000	2,193	2,005	5	183	0
Total Infrastructure	24,838	3,482	5,316	16,040	24,838	11,360	287	10,191	3,000
Total Capital Works Expenditure	32,993	3,536	8,675	20,782	32,993	12,400	672	16,921	3,000

5a. Financial Performance Indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives. The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators - Service

Indicator	Measure	Actual	Forecast Actual	Target	Target Projections			Trend
		2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	+/-o/-
Governance								
Consultation and engagement (Council decisions made and implemented with community input)	Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	46	50	50	50	50	50	o
Roads								
Condition (sealed local roads are maintained at the adopted condition standard)	Sealed local roads below the intervention level Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	93.56%	93.56%	93.56%	93.56%	93.56%	93.56%	o
Statutory planning								
Service standard (planning application processing and decisions are in accordance with legislative requirements)	Planning applications decided within the relevant required time Number of planning application decisions made within the relevant required time / Number of planning application decisions made	66.97%	66.97%	85.00%	85.00%	85.00%	85.00%	o
Waste management								
Waste diversion (amount of waste diverted from landfill is maximised)	Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	67.24%	65.79%	66.69%	66.69%	66.69%	66.69%	o

*Note: The introduction of the Victorian State Government's Container Deposit Scheme may impact future recycling collection volumes. The impact of the scheme on kerbside recycling volumes is yet to be ascertained.

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

Targeted performance indicators – Service

Indicator	Measure	Notes	Actual 2022-22	Forecast Actual 0	Target 0	Target Projections 000			Trend +o/-
Liquidity									
Working Capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	1	240%	287%	228%	230%	207%	196%	o
Obligations									
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	2	115%	140%	184%	158%	238%	204%	o
Stability									
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	3	49.54%	50.79%	51.81%	51.81%	51.81%	51.81%	o
Efficiency									
Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments		\$4,724.40	\$5,010.18	\$4,799.00	\$4,799.00	\$4,799.00	\$4,799.00	o

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. Working Capital

The proportion of current liabilities represented by current assets. Working capital is shown to remain relatively consistent over the 4 year budget and be in line with expectations.

2. Asset renewal

This percentage indicates the extent of Council's renewal and upgrade 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. Council continues to invest in asset renewal and where possible it leverages grant funding for significant renewal and upgrade projects. This ensures that Council continues to meet the current demand of its assets.

3. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Councils reliance on rate revenue is to remain stable over time.

5b. Financial Performance Indicators

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

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

Indicator	Measure	Notes	Actual 2022/23	Forecast 2023/24	Budget 2024/25	Projections			Trend
						2025/26	2026/27	2027/28	+/-
Operating position									
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	4.05%	0.59%	4.60%	5.82%	5.37%	4.95%	+
Liquidity									
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted cash compared to current liabilities Unrestricted cash / current liabilities	2	38.81%	26.99%	17.35%	20.53%	12.59%	14.41%	o
Obligations									
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings compared to rates Interest bearing loans and borrowings / rate revenue	3	22.93%	21.85%	16.77%	8.35%	5.84%	9.77%	o
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.66%	4.66%	4.12%	3.24%	2.37%	2.30%	o
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	Non-current liabilities compared to own-source revenue Non-current liabilities / own source revenue		14.73%	11.71%	7.03%	5.33%	6.08%	7.85%	o
Stability									
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property values Rate revenue / CIV of rateable properties in the municipal district		0.42%	0.41%	0.42%	0.43%	0.44%	0.44%	o
Efficiency									
Revenue level (resources are used efficiently in the delivery of services)	Average rate per property assessment General rates and municipal charges / no. of property assessments		\$2,037	\$2,110	\$2,177	\$2,252	\$2,308	\$2,365	o

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. The underlying result is expected to be around the breakeven to a small surplus for the budget projection period.

2. Unrestricted Cash

The cash not associated to a particular use within Council or a legislative requirement. Council maintains a consistent ratio over the 4 year budget.

3. Debt compared to rates

Council will continue to use debt as a funding strategy to enable generational capital projects such as the Reid Oval upgrade, Learning & Library Hub, Civic Centre upgrade and the Brierly Community Hub. Debt is also being used to fund income generating projects at the Livestock Exchange and cost saving projects through the Smart Buildings program. Council has a borrowing strategy that it adheres to when planning its long-term funding strategy.

6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2024-25.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation. The fees listed are a maximum and Council have the discretion to charge a lesser amount if appropriate.

Interest on Unpaid Monies other than rates and charges

In accordance with Section 227(a) of the Local Government Act 1989 Council sets the rate of interest to apply to unpaid monies, other than rates and charges, presently at 10.00% but subject to change when the rate is set by the State Government at 30th June 2024.