

BENALLA

RURAL CITY COUNCIL

BENALLA RURAL CITY COUNCIL

PROPOSED BUDGET

2023/2024

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Chief Executive Officer Introduction

“Having a strategic plan is what enables you to stay the course, even in times of change.” – unknown

Over the coming 12-24 months, we will focus our efforts on continuing to deliver our core services in line with our adopted *Budget* whilst also commencing the development of a *Plan* that sets out a clear vision for what our community aspires to become and how we do this. This single *Plan* should bring together the Community Plan, Council Plan and many of the local, regional, and state plans that impact our community.

We are a growing community, and what this *Plan* will deliver is a clear vision of what is currently on our minds, what we would like to hold onto and what a bigger and more vibrant Benalla Rural City will look like. We have our challenges - sustainability, the impacts of climate change, land use planning and growth but we also have great opportunity in renewable energy production, manufacturing, logistics, education, and the visitor economy.

This Plan should shape how the Council will respond and transform to meet the objectives of the Plan.

The north-east of Victoria and Benalla Rural City can become a healthy, sustainable, and thriving place for everyone. To achieve this requires a strategic plan that can stay the course in times of change.

Our forecast result for 2022/2023 is a surplus of \$3.775m with a budgeted forecast surplus in 2023/2024 of \$9.453m. Under the State Government's Fair Go Rates system, the average rate cap for 2023-2024 has been set at 3.50 per cent and we have complied with this requirement. Our cash position over the term of the *Budget* remains positive and positions us to invest in future years for continued growth and addressing legacy issues.

Some of the key initiatives in the 2023/24 *Budget* include:

- Progress the Benalla Indoor Recreation Centre Redevelopment Project.
- Deliver stage 1 of the Benalla Art Gallery redevelopment.
- Develop a new Environment and Climate Action Strategy.
- Develop the Benalla Rail Station Precinct and Benalla Central Business District Plans.
- Develop a Reconciliation Action Plan.
- Finalise Rural Township Plans.
- Finalise the Economic Diversification plan.

The following is an overview of the major capital projects that will be delivered over the term of the *Budget*:

- \$2.046m will be spent on the road network with a further \$7.026m over the following three years.
- Flood remediation work estimated at \$20m over the next two years.
- \$1.182m has been set aside for drainage works with a further \$1.877m in the following three years.
- Shared pathways and connectivity will have \$0.585m committed for the life of the *Budget*.

- Our rural bridge network will have \$1.220m allocated for upgrades and bridge renewals.
- Rehabilitation work at the landfill will have \$4.348m being committed that will address legacy issues.
- Upgrading our corporate software to a modern system \$0.835m.

I congratulate staff involved in the preparation of the *Budget*, the Elected Members for their positive mindset in the preparation of this document and the community input we received. I would also like to thank the Australian and Victorian Governments for their continued financial support.

I commend the *proposed 2023/2024 Budget* to the community.

Dom Testoni
Chief Executive Officer

Proposed

Economic Assumptions

Assumption	Notes	Actual	Forecast	Budget	Projections		
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rate Cap Increase	1	1.50%	1.75%	3.50%	3.00%	2.50%	2.50%
Population Growth	2	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Investment Interest Rate	3	0.19%	1.57%	1.25%	1.25%	1.25%	1.25%
Borrowing Interest Rate	4	2.44%	4.75%	4.75%	4.75%	4.75%	4.75%
CPI	5	6.13%	7.00%	5.00%	3.00%	2.50%	2.50%
User Fees	6	2.00%	1.75%	3.50%	3.00%	2.50%	2.50%
Grants - Recurrent	7	2.00%	1.75%	3.50%	3.00%	2.50%	2.50%
Grants - Non-Recurrent		2.00%	1.75%	3.50%	3.00%	2.50%	2.50%
Proceeds from Sale of Assets		\$0	25,000	\$25,000	\$25,000	\$25,000	\$25,000
Finance Costs		\$123,000	\$157,000	\$135,000	\$107,000	\$133,000	\$112,000
Employee Costs	8	2.00%	1.85%	2.00%	3.00%	3.00%	3.00%
Contactors, consultants and materials		1.50%	1.75%	3.50%	3.00%	2.50%	2.50%
Utilities		1.50%	1.75%	3.50%	3.00%	2.50%	2.50%
Depreciation (\$ million)		\$6.039m	\$8.410m	8.451m	\$8.588m	\$9.019m	9.589m

1. Rate Cap

Base rate revenue will increase by 3.50 per cent for the 2023/24, based on the state government cap, with estimated future annual increases between 2.50 per cent and 3 per cent in line with CPI. Waste charges are proposed to increase by 5 per cent in 2023/24 to defray the total costs of waste management incurred. From 2025 proposed rises decrease to 3 per cent then 2.50 per cent in 2026 in line with forecast Rates and Charges increases.

2. Population Growth

Growth for 2023/24 is expected to increase to 1 per cent and this rate is assumed for future years.

3. Investment Interest Rate

The investment rate for 2023/24 is expected to increase to 1.25 per cent and this rate is assumed for future years.

4. Borrowing Interest Rate

There will be no new borrowings for 2023/24.

5. CPI

The latest budget update from Department Treasury and Finance expects the 2023/24 year to forecast 5 per cent increase, decreasing to 3 per cent in 2024/25 then 2.50 per cent for future years then 2.50 per cent for future years.

6. User Fees

Details of user fees for the 2024/25 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget. Revenue increases for the ensuing years are based in line with the State Government rate cap.

7. Grants – Recurrent

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Operating grants are expected to increase on an annual basis by between 2.50 per cent and 3.50 per cent.

8. Employee Costs

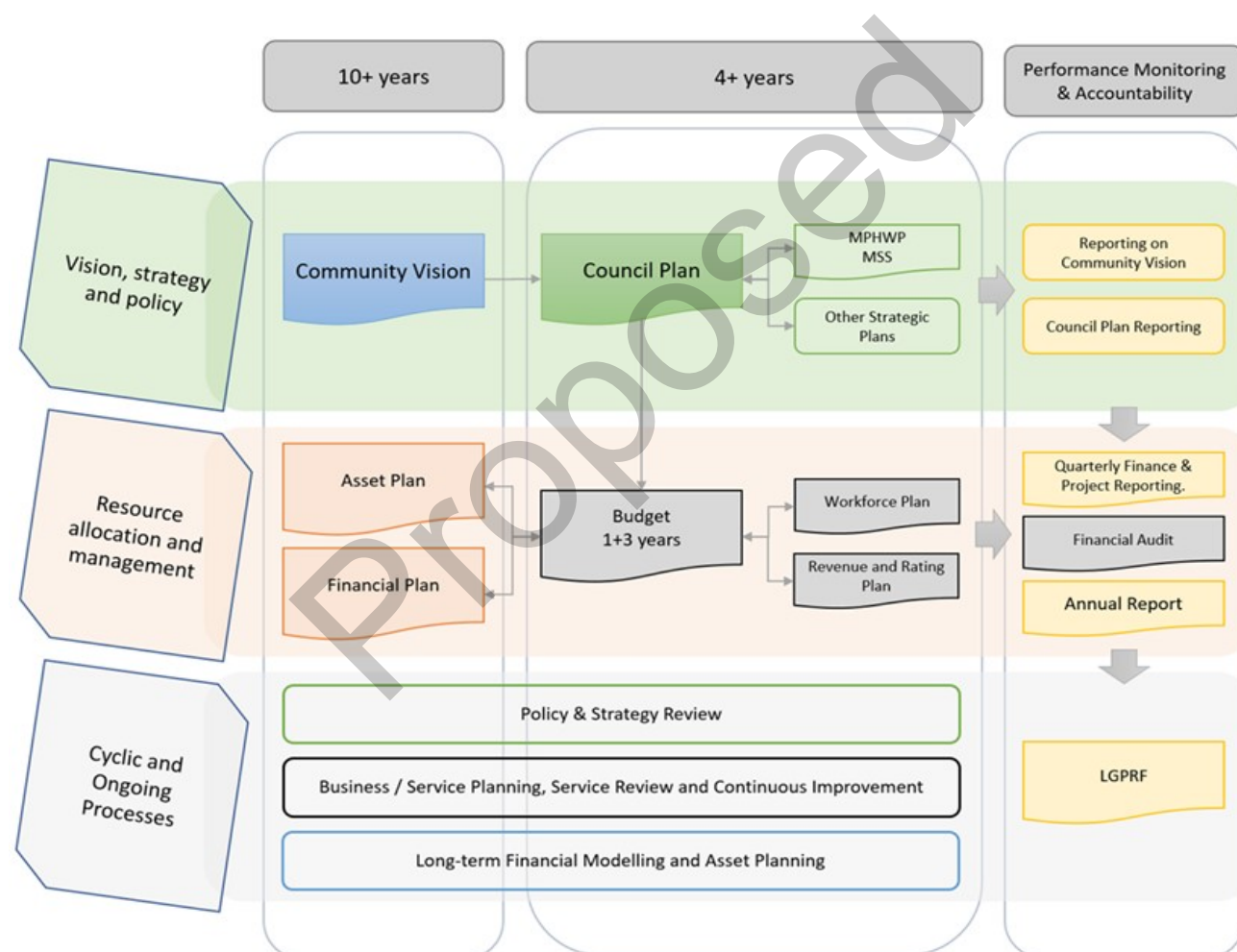
The 2023/24 year includes a 2.50 per cent increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Agreement and other costs such as end of band payments. The ensuing years reflect annual increases of 3 per cent which provides for annual EBA increases and other costs.

1. Link to the Integrated Planning and Reporting Framework

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

1.1 Legislative planning and accountability framework

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



Source: Department of Jobs, Precincts and Regions

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

1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services - such as animal management, local roads, food safety and statutory planning - most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities.

Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

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

1.2 Our purpose

Our Vision

To provide a sustainable, thriving and cohesive community where lifestyle, culture, health and wellbeing are supported by strong leadership and community partnership.

Our Mission

Through leadership and quality service we will meet our community's needs and aspirations with a focus on thoughtfully planned growth to maintain and enhance the high productivity of our collective community.

Our Values

We will:

- Construct plans and govern the community of Benalla Rural City with unwavering **ACCOUNTABILITY**.
- Strive for **CONTINUOUS IMPROVEMENT**.
- Make judgments based on sound research and participate in decision making that meets the needs of the whole community in solid **EQUITY**.
- Act with transparency, truthfulness and **INTEGRITY**.
- Provide clear, innovative and strong **LEADERSHIP**.
- Serve our community, environment and council with **RESPECT**.

1.3 Strategic objectives

Council delivers various initiatives and service categories. Each contributes to the achievement of one of the five Strategic Objectives as set out in the *Council Plan 2021-2025*.

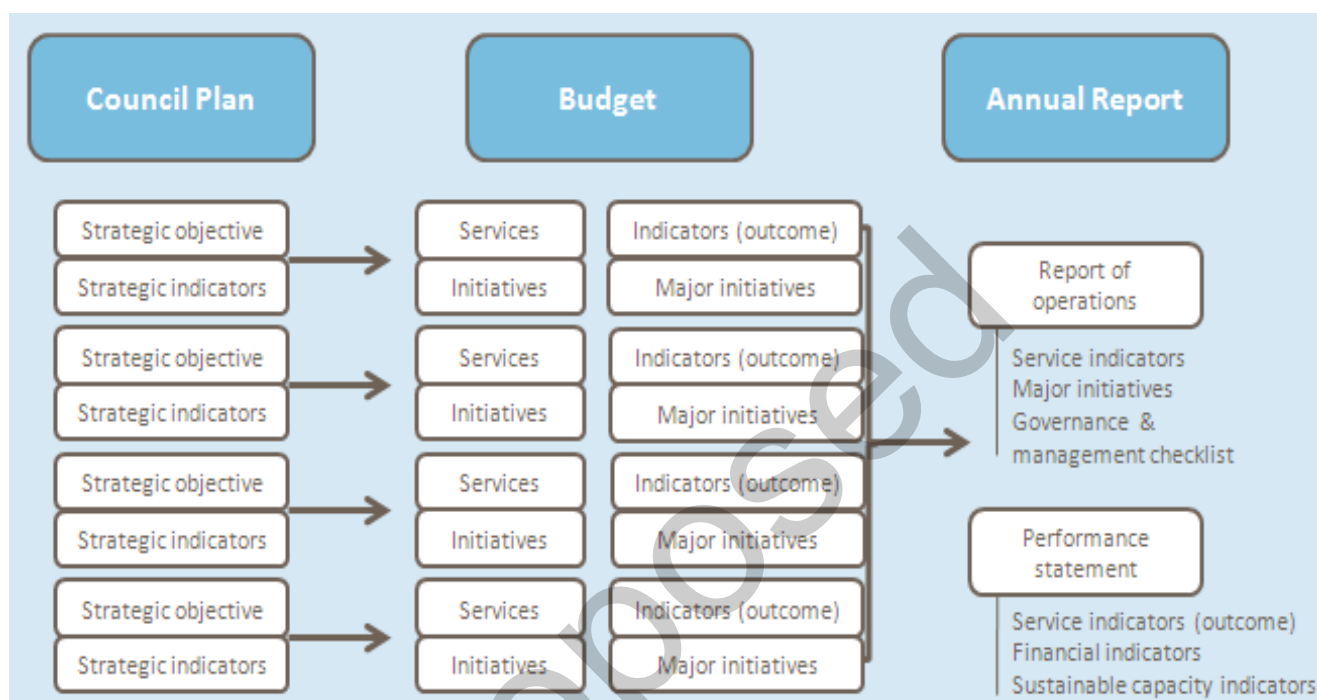
The following table lists the five Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Community	A healthy, safe and resilient community. A connected, involved and inclusive community.
2. Liveability	Vibrant public spaces and places. Connected and accessible roads, footpaths, transport and parking.
3. Economy	Thriving business and industry. Flourishing tourism. Diverse education and employment. Population growth.
4. Environment	Healthy and protected natural environment. High quality, efficient and sustainable waste management. Sustainable practices.
5. Leadership	Good governance. High performance culture. Engaged and informed community. Effective and responsive advocacy.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2023/24 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations.

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



Source: Department of Jobs, Precincts and Regions

2.1 Community

A healthy, safe and resilient community

- Work closely with community and key stakeholders to plan for emergencies and build community resilience.
- Work with our community and key stakeholders to address some of the priorities of the *Victorian Public Health and Wellbeing Plan 2019-2023*: healthy eating and active living; mental wellbeing, preventing violence and injury, and climate change and its impact on health.
- Offer programs, services, activities and events that support, develop and connect community members of all abilities and lead the community in being age friendly and child and COVID safe.

A connected, involved and inclusive community

- Support and promote opportunities for the community to participate in a range of social, recreational, and arts and cultural programs, activities and events.
- Encourage, support, value and celebrate volunteering in the community.
- Continue to respectfully engage, include, celebrate and promote Aboriginal and Torres Strait Islander culture and people.
- Promote, support and actively engage with smaller rural communities.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Corporate Division	Coordinates a range of services for the community, including community engagement in accordance with the <i>Community Engagement Policy</i> . Supporting the youth of the community with planning and development of activities to engage young people and to network with service partners. Delivering a range of services to residents of all ages, cultures and socio-economic backgrounds to enhance their independence, dignity, connectedness, health and wellbeing. Coordinating and supporting the operation of the Aquatic Centre Facility for the community. Coordinating the planning and response to emergency events. Delivering immunisation programs. Coordinating school crossing supervisors. Providing environmental health education programs. Coordinating, supporting and growing our volunteer base.	Inc	3,132	3,257	1,779
		Exp	7,331	5,781	5,411
		Surplus/ (deficit)	(4,199)	(2,524)	(3,632)

Major Initiatives

1. Implement and monitor the *Benalla Rural City Municipal Health and Wellbeing Action Plan*.
2. Construct an Off-Leash Dog Park.

Other Initiatives

3. Update *Benalla Rural City Council Community Access and Inclusion Plan*.
4. Implement Volunteer strategy.
5. Develop a *Benalla Rural City Council Aboriginal Reconciliation Plan*.
6. Continue to develop Rural Township plans.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Community Development – community development	Allocation	53	60	60
Aquatic Facilities	Utilisation	2	2	3
Libraries	Participation	13%	11%	12%
Maternal Child Health	Participation	88%	80%	85%

Calculation of Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Community Development – community development	Allocation	Community groups receiving funding from Community Support Program	Number of community groups receiving a grant from the Community Support Program
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities/Municipal population
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members/municipal population] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100

2.2 Liveability

Vibrant public spaces and places

- Maintain and develop sport and recreation facilities and reserves, parks, gardens, playgrounds, and walking and cycling paths to increase passive and active community participation and social connection.
- Ensure open spaces and public places in existing and developing communities are thoughtfully planned, connected up, green, sustainable, accessible, engaging and inclusive and consider the needs of an ageing community.

Connected and accessible roads, footpaths, transport and parking

- Deliver and maintain accessible and safe footpaths and cycle paths in existing and new neighbourhoods.
- Maintain and improve drainage, bridges, parking and road networks to meet the needs of the current and future population.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Corporate Division	Oversees activities in relation to maintain and enhance amenity.	<i>Inc</i>	7,766	12,425	16,907
		<i>Exp</i>	6,315	7,840	9,323
	Coordinates the accessibility, maintenance and planning of engaging spaces and places for the community by, Overseeing the operations of the Benalla Library and library services for all residents.	Surplus/ (deficit)	1,451	4,585	7,584
	Operating the Benalla Art Gallery that provides cultural and tourism benefits to our city. Provides Geographic Information System mapping which provide computer based mapping and aerial photographs. Overseeing Land Use Planning Services in accordance with the <i>Benalla Planning Scheme and the Planning and Environment Act</i> . Providing Building Surveyor Services to meet statutory obligations in accordance with the <i>Local Government Act and Building Regulations</i> . Coordinates Council's statutory obligations in relation to the <i>Domestic and Feral and Nuisance Animal Act, Road Regulations, Environment Protection Act and Country Fire Authority Act</i> . Provides professional Environmental Health services to meet statutory obligations outlines in the <i>Health Act and Environmental Protection Act</i> . Overseeing the management of Council's Assets including but not limited to the road management plan encompassing urban				

roads, drains and footpaths and rural roads, drains and footpaths.
Implementation of major and minor works project management, street sweeping, minor construction works and asset inspection programs.

Major Initiatives

1. Progress the Benalla Indoor Recreation Centre Redevelopment Project.
2. Progress the Benalla Art Gallery Redevelopment project.
3. Open the Visitor Information Centre, including café and cinema.

Other Initiatives

4. Develop a concept plan for the Benalla Station Precinct and Benalla Central Business District Linkage upgrade.
5. Develop *Benalla Rural City Heritage* study.
6. Implement *Benalla Rural City Council Drainage* strategy.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Animal Management	Service Standard	51%	59%	60%
Food Safety	Service Standard	50%	80%	90%
Roads	Satisfaction	45%	50%	55%
Statutory Planning	Timeliness	35 days	36 days	33 days
Statutory Planning	Service Standard	88%	85%	85%

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Animal Management	Service standard	Percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> reclaimed	Number of animals reclaimed / Number of animals collected
Food Safety	Service standard	Percentage of required food safety assessments undertaken	Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads
Statutory Planning	Timeliness	Median number of days taken between receipt of a planning application and a decision on the application	Median number of days between receipt of a planning application and a decision on the application
Statutory Planning	Service standard	Percentage of regular and VicSmart planning application decisions made within legislated time frames	Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made

2.3 Economy

Thriving business and industry

- Work together with key stakeholders to engage, support, strengthen, enhance and diversify local business.
- Attract new investment, business and industry to the Benalla Rural City to facilitate business growth and job creation.

Flourishing tourism

- Strengthen the visitor economy through growth of events and promotion of unique assets and experiences and visitor attractions.
- Grow, enhance and promote sports, arts and culture tourism opportunities.

Diverse education and employment

- Work with key stakeholders to improve local learning and employment pathway opportunities that address skills gaps, align with future needs and support lifelong learning.

Population growth

- Proactively plan for new residential development to support increased population and growth.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Corporate Division	Oversees the destination promotion and visitor servicing for our Rural City. The facilitation of Council's civic and community events and the provision of support to other events to ensure compliance, while promoting community involvement and the lifestyle the Rural City offers. Managing the operation of the BPACC facility which engages a diverse range of Benalla residents coming from a wide range of socio-economic backgrounds and visitors to our area. Overseeing the long-term maintenance management program for Council's facility with the provision of repairs, maintenance and servicing of facilities that are utilised by a broad range of stakeholders including the general public and Council staff. Optimising the strategic value of and service potential of Council assets including but not limited to municipal buildings, aerodrome and pavilions.	Inc	5,917	1,951	4,145
		Exp	6,581	6,677	6,845
		Surplus/ (deficit)	(664)	(4,726)	(2,700)

Major Initiatives

1. Develop an *Economic Diversification* plan.

Other Initiatives

2. Review and update the *Events and Tourism* strategy.
3. Work with key stakeholders to deliver Wall to Wall Festival.

Service Performance Outcome Indicators

Service	Indicator	2021/22	2022/23	2023/24
		Actual	Forecast	Budget
Tourism Development	Satisfaction	56	58	60
Business Development	Satisfaction	NA	60	NA

Calculation of Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Tourism development	Satisfaction	Community satisfaction with tourism development	Community satisfaction rating out of 100
Business development*	Satisfaction	Community satisfaction with economic or business development	Community satisfaction rating out of 100
* Surveyed every second year.			

2.4 Environment

Healthy and protected natural environment

- Partner with agencies and the community to manage and enhance our natural environmental assets, water quality and river health across Benalla Rural City and support the Goulburn Broken Catchment Management Authority Regional Catchment Strategy and other regional environmental strategies.
- Enable a safe and thriving natural environment.

High quality, efficient and sustainable waste management

- Provide efficient and sustainable waste management services.

Sustainable practices

- Advocate, promote, support and encourage the use of renewable and clean energy and technology.
- Improve Council's sustainability performance through greater use of renewable energy and demonstrating sustainability leadership to the community.

Services

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Corporate Division	Coordinates a proactive and strategic approach to protect our natural environment and safeguard its ability to support our community into the future by: Overseeing the management and provision of environmental projects. Ensuring that waste collection, recycling programs, EPA licenced landfill operation and waste minimisation programs are run in accordance with state and regional plans and policies. Coordinating the management and provision of advice on external domestic waste water programs in consultation with relevant stakeholders.	<i>Inc</i>	2,383	2,974	3,036
		<i>Exp</i>	5,061	5,711	5,694
		Surplus/ (deficit)	(2,678)	(2,738)	(2,658)

Major Initiatives

1. Review and update the Environment Strategy and *Climate Change Adaptation Plan 2013-2025*.
2. Operate Benalla Landfill and Resource Recovery Centre Transfer Station.

Other Initiatives

3. Undertake rehabilitation works of closed cells at the Benalla Landfill and Resource Recovery Centre.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Environment	Satisfaction	55	58	60
Slashing and Weed Control	Satisfaction	51	50	55
Waste Management	Satisfaction	64	65	70
Waste Management	Waste Diversion	65%	60%	65%

Calculation of Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Environment	Satisfaction	Community satisfaction rating for our performance in environmental sustainability	Community satisfaction rating out of 100
Slashing and Weed Control	Satisfaction	Community satisfaction rating for our performance in slashing and weed control	Community satisfaction rating out of 100
Waste Management	Satisfaction	Community satisfaction rating for our performance in waste management	Community satisfaction rating out of 100
Waste Management	Waste diversion	Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill	Weight of recyclables and green organics collected from kerbside bins /weight of garbage, recyclables and green organics collected from kerbside bins

2.5 Leadership

Good governance

- Ensure compliance with the Local Government Act 2020 and other relevant legislation and regulations.
- Deliver responsible budget outcomes linked to strategy that maintain financial sustainability and deliver value for money and rating fairness.

High performance culture

- Improve customer experience through responsive, timely, efficient, well planned, and accessible services.
- Develop a skilled, efficient and high performing customer focussed workforce.

Engaged and informed community

- Work in partnership with community members, groups and organisations to achieve the aspirations captured within the Benalla Rural City long-term Community Vision.
- Create opportunities for deliberative engagement prior to decision making and actively improve and enhance Council's community engagement practices.
- Provide timely and effective communications in plain language to the community about Council services, activities and decision making.

Effective and responsive advocacy

- Work in partnership with community, groups, local agencies, and all levels of government to advocate for improved services, infrastructure and social outcomes for the community and report on advocacy outcomes.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
CEO Division	Overseas the office of the Chief Executive Officer (CEO), the Mayor and Councillor support as well as the internal audit program.	<i>Inc</i>	18	10	11
		<i>Exp</i>	479	533	539
		<i>Surplus/ (deficit)</i>	(461)	(523)	(528)
Corporate Division	Oversees the governance of Council to ensure accountability, enhancement and prosperity and viability. Ensures all day to day operational council buildings are maintained to an operational standard. Provides the financial based services to both internal and external customers including the management of Council's finances, procurement and contracting services, raising and collection of rates and charges and valuation of properties throughout the municipality. Ensures that the relevant human resources are managed and supported including training and development for staff. Provides information technology services to Council staff over various locations. This service is also responsible for the achievement of corporate objectives in regard to Risk Management, Insurance and Occupational Health and Safety. Coordinates Council's statutory obligations in relation to the <i>Domestic and Feral and Nuisance Animal Act</i> , <i>Road Regulations</i> , <i>Environment Protection Act</i> and <i>Country Fire Authority Act</i> . Provides professional Environmental Health services to meet statutory obligations outlines in the <i>Health Act</i> and <i>Environmental Protection Act</i> .	<i>Inc</i>	105	97	59
		<i>Exp</i>	1,740	1,809	2,009
		<i>Surplus/ (deficit)</i>	(1,635)	(1,712)	(1,950)

Major Initiatives

1. Participate in Rural Councils Transformation Program.
2. Review and update Risk Management framework.

Other Initiatives

3. Review and update the *Customer Relations Strategy*.
4. Report on outcomes from Gender Equality Action Plan 2021-2025 Plan.
5. Have at least one staff member undertake the Fairley Leadership Program.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Council	Satisfaction	61	65	65
Council	Satisfaction	57	60	60
Customer Service	Satisfaction	70	70	70
Corporate and Community	Satisfaction	52	55	60
Governance	Satisfaction	54	55	60
Lobbying	Satisfaction	53	55	60

Calculation of Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Council	Satisfaction	Community satisfaction with council's overall performance	Community satisfaction rating out of 100
Council	Satisfaction	Community satisfaction with how council has performed in making decisions in the interest of the community	Community satisfaction rating out of 100
Customer Service	Satisfaction	Community satisfaction with how council has performed in customer service	Community satisfaction rating out of 100
Corporate and Community	Satisfaction	Community satisfaction with the consultation and engagement efforts of the council	Community satisfaction rating out of 100
Governance	Satisfaction	Community satisfaction with the overall direction of council	Community satisfaction rating out of 100
Lobbying	Satisfaction	Community with council's advocacy	Community satisfaction rating out of 100

2.6 Reconciliation with budgeted operating result

	Surplus/ (Deficit) \$'000	Expenditure \$'000	Revenue \$'000
2.1 Community	(3,632)	5,411	1,779
2.2 Liveability	7,584	9,323	16,907
2.3 Economy	(2,700)	6,845	4,145
2.4 Environment	(2,658)	5,694	3,036
2.5 Leadership	(2,478)	2,548	70
Total	(3,884)	29,820	25,936

Expenses added in:

Depreciation	7,891
Finance costs	116
Others	555

Surplus/(Deficit) before funding sources **(12,446)**

Funding sources added in:

Rates and charges revenue	17,652
Waste charge revenue	4,247

Total funding sources **21,899**

Operating surplus/ (deficit) for the year **9,453**

3. Financial Statements

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

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

Proposed

Comprehensive Income Statement

For the four years ending 30 June 2027

	Notes	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
Income / Revenue						
Rates and charges	4.1.1	20,974	21,899	22,554	23,117	23,693
Statutory fees and fines	4.1.2	586	606	624	640	656
User fees	4.1.3	3,500	3,622	3,731	3,824	3,920
Grants - Operating	4.1.4	4,877	6,839	7,013	7,189	7,368
Grants - Capital	4.1.4	11,126	14,356	10,975	975	975
Contributions - monetary	4.1.5	152	257	257	257	257
Contributions - non-monetary	4.1.5	96	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		25	25	25	25	25
Other income	4.1.6	353	231	288	266	203
Total income		41,688	47,836	45,468	36,293	37,097
Expenses						
Employee costs	4.1.7	12,243	13,450	13,717	13,985	14,136
Materials and services	4.1.8	15,253	15,743	14,179	14,586	14,823
Depreciation	4.1.9	8,411	7,891	8,589	9,023	9,598
Amortisation - intangible assets	4.1.10	477	254	253	253	253
Amortisation - right of use assets	4.1.11	337	341	270	206	142
Bad and doubtful debts		14	14	14	14	14
Borrowing costs		131	116	88	114	94
Finance costs - leases		27	19	17	15	13
Other expenses	4.1.12	1,020	555	555	555	555
Total expenses		37,913	38,382	37,682	38,752	39,627
Surplus/(deficit) for the year		3,775	9,453	7,786	(2,459)	(2,530)
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)		-	-	-	-	-
Total other comprehensive income		-	-	-	-	-
Total comprehensive result		3,775	9,453	7,786	(2,459)	(2,530)

Balance Sheet

For the four years ending 30 June 2027

	Notes	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Projections		
				2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Assets						
Current assets						
Cash and cash equivalents		19,490	17,345	19,039	16,720	12,839
Trade and other receivables		3,891	3,950	3,993	4,029	4,067
Other financial assets		-	-	-	-	-
Inventories		27	27	27	27	27
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		181	181	181	181	181
Total current assets	4.2.1	23,589	21,503	23,240	20,957	17,113
Non-current assets						
Trade and other receivables		-	-	-	-	-
Other financial assets		-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries		-	-	-	-	-
Property, infrastructure, plant and equipment		300,745	314,059	321,155	318,278	317,169
Right-of-use assets	4.2.4	529	487	462	639	749
Investment property		-	-	-	-	-
Intangible asset		3,459	3,205	2,952	2,698	3,542
Total non-current assets	4.2.1	304,732	317,752	324,570	321,615	321,460
Total assets		328,320	339,254	347,809	342,572	338,573
Liabilities						
Current liabilities						
Trade and other payables		4,480	4,828	4,246	3,496	3,708
Trust funds and deposits		1,053	1,053	1,053	1,053	1,053
Unearned income/revenue		1,338	2,358	1,857	363	368
Provisions		4,612	4,003	4,071	5,164	4,236
Interest-bearing liabilities	4.2.3	639	477	496	445	387
Lease liabilities	4.2.4	277	290	190	135	104
Total current liabilities	4.2.2	12,400	13,010	11,913	10,655	9,856
Non-current liabilities						
Provisions		10,728	12,124	13,479	12,318	12,085
Interest-bearing liabilities	4.2.3	2,173	1,696	2,199	1,755	1,368
Lease liabilities	4.2.4	276	228	235	321	272
Total non-current liabilities	4.2.2	13,177	14,047	15,913	14,393	13,725
Total liabilities		25,577	27,057	27,827	25,049	23,580
Net assets		302,744	312,197	319,982	317,523	314,993
Equity						
Accumulated surplus		151,611	161,065	168,850	166,391	163,861
Reserves		151,132	151,132	151,132	151,132	151,132
Total equity		302,744	312,197	319,982	317,523	314,993

Statement of Changes in Equity

For the four years ending 30 June 2027

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023 Forecast Actual					
Balance at beginning of the financial year		298,969	147,907	150,101	961
Surplus/(deficit) for the year		3,775	3,775	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	(70)	-	70
Balance at end of the financial year		302,744	151,611	150,101	1,031
2024 Budget					
Balance at beginning of the financial year		302,744	151,611	150,101	1,031
Surplus/(deficit) for the year	9,453	9,453	9,453	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	312,197	161,065	150,101	1,031
2025					
Balance at beginning of the financial year		312,197	161,065	150,101	1,031
Surplus/(deficit) for the year		7,786	7,786	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	-	-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		319,982	168,850	150,101	1,031
2026					
Balance at beginning of the financial year		319,982	168,850	150,101	1,031
Surplus/(deficit) for the year		(2,459)	(2,459)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	-	-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		317,523	166,391	150,101	1,031
2027					
Balance at beginning of the financial year		317,523	166,391	150,101	1,031
Surplus/(deficit) for the year		(2,530)	(2,530)	-	-
Transfers to other reserves	-	-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		314,993	163,861	150,101	1,031

Statement of Cash Flows

For the four years ending 30 June 2027

Notes	Forecast	Budget	Projections		
	Actual				
	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	20,736	21,839	22,512	23,080	23,656
Statutory fees and fines	586	606	624	640	656
User fees	3,500	3,622	3,731	3,824	3,920
Grants - operating	4,877	6,880	7,019	7,195	7,373
Grants - capital	7,434	15,335	10,468	(525)	975
Contributions - monetary	248	257	257	257	257
Interest received	300	186	244	222	158
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	53	44	44	44	44
Net GST refund / payment	-	-	-	-	-
Employee costs	(12,243)	(13,450)	(13,717)	(13,985)	(14,136)
Materials and services	(16,535)	(14,608)	(13,338)	(15,405)	(16,869)
Short-term, low value and variable lease payments	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(1,034)	(569)	(569)	(569)	(569)
Net cash provided by/(used in) operating activities	4.4.1	7,921	20,144	17,275	4,778
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(16,988)	(21,206)	(15,685)	(6,146)	(8,489)
Proceeds from sale of property, infrastructure, plant and equipment	-	-	-	-	-
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	25	25	25	25	25
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/ (used in) investing activities		(16,963)	(21,181)	(15,660)	(6,121)
Cash flows from financing activities					
Finance costs	(131)	(116)	(88)	(114)	(94)
Proceeds from borrowings	-	-	1,000	-	-
Repayment of borrowings	(974)	(639)	(477)	(496)	(445)
Interest paid - lease liability	(27)	(19)	(17)	(15)	(13)
Repayment of lease liabilities	(328)	(335)	(338)	(351)	(332)
Net cash provided by/(used in) financing activities	4.4.3	(1,459)	(1,108)	80	(977)
Net increase/(decrease) in cash and cash equivalents		(10,502)	(2,146)	1,694	(2,319)
Cash and cash equivalents at the beginning of the financial year		29,992	19,490	17,345	19,039
Cash and cash equivalents at the end of the financial year		19,490	17,345	19,039	16,720
			12,839		

Statement of Capital Works

For the four years ending 30 June 2027

	Notes	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
Property						
Buildings		3,050	2,900	-	-	-
Building improvements		-	31	-	75	101
Total buildings		3,050	2,931	-	75	101
Total property		3,050	2,931	-	75	101
Plant and equipment						
Plant, machinery and equipment		615	650	551	655	605
Fixtures, fittings and furniture		520	30	30	188	304
Computers and telecommunications		91	452	414	300	300
Library books		90	96	96	96	96
Total plant and equipment		1,316	1,228	1,091	1,239	1,305
Infrastructure						
Roads		9,191	12,046	12,136	2,587	2,304
Bridges		150	500	350	120	250
Footpaths and cycleways		749	185	100	150	150
Drainage		426	1,182	888	630	359
Recreational, leisure and community facilities		100	-	-	50	50
Waste management		247	2,633	1,120	905	3,470
Parks, open space and streetscapes		1,125	-	-	100	-
Aerodromes		65	25	-	290	500
Off street car parks		66	-	-	-	-
Other infrastructure		503	476	-	-	-
Total infrastructure		12,622	17,047	14,594	4,832	7,083
Total capital works expenditure	4.5.1	16,988	21,206	15,685	6,146	8,489
Represented by:						
New asset expenditure		-	3,364	-	862	2,309
Asset renewal expenditure		-	16,505	14,957	4,599	5,780
Asset expansion expenditure		-	1,337	-	-	-
Asset upgrade expenditure		-	-	728	685	400
Total capital works expenditure	4.5.1	-	21,206	15,685	6,146	8,489
Funding sources represented by:						
Grants		11,126	14,007	10,975	5,171	975
Contributions		-	5	-	-	-
Council cash		5,863	7,194	3,710	975	7,514
Borrowings		-	-	1,000	-	-
Total capital works expenditure	4.5.1	16,988	21,206	15,685	6,146	8,489

Statement of Human Resources

For the four years ending 30 June 2027

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Projections 2023/22 \$'000	2024/25 \$'000	2025/26 \$'000
Staff expenditure					
Employee costs - operating	12,195	13,450	13,717	13,985	14,136
Employee costs - capital	-	-	-	-	-
Total staff expenditure	12,195	13,450	13,717	13,985	14,136
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	115.7	121.5	119.5	121.5	121.5
Total staff numbers	115.7	121.5	119.5	119.5	118.5

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

Department	Budget 2023/24 \$'000	Comprises			
		Permanent Full Time \$'000	Part time \$'000	Casual \$'000	Temporary \$'000
CEO Division	381	381	-	-	-
Corporate Division	13,069	9,931	2,627	372	139
Total permanent staff expenditure	13,450	10,312	2,627	372	139
Other employee related expenditure	-				
Capitalised labour costs	-				
Total expenditure	13,450				

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

Department	Budget 2023/24	Comprises			
		Permanent Full Time	Part Time	Casual	Temporary
CEO Division	2	2	-	-	-
Corporate Division	119.5	88	26.7	1.2	3.6
Total staff	121.5	90.0	26.7	1.2	3.6

3. Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2027

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
CEO Division				
Permanent - Full time				
Women	115	118	121	124
Men	266	274	279	288
Persons of self-described gender	0	0	0	0
Total CEO Division	381	392	400	412
Corporate Division				
Permanent – Full time	9,931	10,229	10,435	10,747
Women	3,261	3,359	3,426	3,529
Men	5,952	6,131	6,255	6,441
Persons of self-described gender	0	0	0	0
Vacant	718	740	754	777
Permanent - Part time	2,627	2,706	2,760	2,601
Women	2,219	2,286	2,331	2,401
Men	185	191	194	200
Persons of self-described gender	0	0	0	0
Vacant	223	230	234	0
Total Corporate Division	12,558	12,935	13,195	13,760
Casuals, temporary and other expenditure	511	390	390	376
Capitalised labour costs	0.0	0.0	0.0	0.0
Total staff expenditure	13,450	13,717	13,985	14,136

	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE
CEO Division				
Permanent - Full time	2.0	2.0	2.0	2.0
Women	1.0	1.0	1.0	1.0
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant	0.0	0.0	0.0	0.0
Total CEO Division	2.0	2.0	2.0	2.0
Corporate Division				
Permanent - Full time	88.0	90.0	90.0	89.0
Women	28.0	28.0	28.0	28.0
Men	53.0	55.0	55.0	55.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant	7.0	7.0	7.0	6.0
Permanent - Part time	26.74	26.7	26.7	26.7
Women	22.14	22.1	22.1	22.1
Men	2.25	2.3	2.3	2.3
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant	2.35	2.4	2.4	2.4
Total Corporate Division	114.7	116.7	116.7	115.7
Casuals and temporary staff	4.80	2.8	2.8	2.8
Capitalised labour	0.0	0.0	0.0	0.0
Total staff numbers	121.5	119.5	119.5	118.5

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 2023/24 the FGRS cap has been set at 3.5 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

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

This will raise total rates and charges for 2023/24 to \$21.878 million.

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

	2022/23 Forecast Actual \$'000	2023/24 Budget \$'000	Change \$'000	%
General rates*	14,176	15,018	842	5.94%
Municipal charge*	2,054	2,152	98	4.75%
Waste Management charge	3,996	4,247	251	6.27%
# Cultural and Recreational properties	20	21	-295	0.00%
Supplementary rates and rate adjustments	295	-	-	-100.00%
Interest on rates and charges	52	60	8	15.38%
Revenue in lieu of rates	379	401	22	5.80%
Total rates and charges	20,974	21,899	924	4.41%

*These items are subject to the rate cap established under the FGRS. # Cultural and Recreational properties are excluded from rates cap.

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

Type or class of land	2022/23 cents/\$CIV	2023/24 cents/\$CIV	Change
Residential (Benalla) properties	0.003479	0.003601	3.50%
Residential (Rural Township) properties	0.002847	0.002947	3.50%
Business properties	0.006110	0.006324	3.50%
Vacant Land (Benalla) properties	0.006094	0.006307	3.50%
Vacant Land (Rural Township) properties	0.002890	0.002991	3.50%
Rural (Non Farming) properties	0.002747	0.002843	3.50%
Rural (Farmland) properties	0.002246	0.002325	3.50%

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

Type or class of land	2022/23 \$	2023/24 \$	Change \$ %	
Residential (Benalla) properties	6,487	6,842	354	5.46%
Residential (Rural Township) properties	187	198	11	5.69%
Business properties	1,926	2,159	233	12.08%
Vacant Land (Benalla) properties	327	361	34	10.55%
Vacant Land (Rural Township) properties	11	11	-1	-6.17%
Rural (Non Farming) properties	1,845	1,943	98	5.31%
Rural (Farmland) properties	3,391	3,504	113	3.32%
Total amount to be raised by general rates	14,176	15,018	842	5.94%

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

Type or class of land	2022/23 Number	2023/24 Number	Change Number	%
Residential (Benalla)	4,835	4,908	73	1.51%
Residential (Rural Township)	223	227	4	1.79%
Business	468	470	2	0.43%
Vacant Land (Benalla)	195	203	8	4.10%
Vacant Land (Rural Township)	33	30	-3	-9.09%
Rural - Non Farming	1,265	1,281	16	1.26%
Rural - Farmland	1,267	1,247	-20	-1.58%
Total number of assessments	8,286	8,366	80	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	2022/23 \$'000	2023/24 \$'000	Change \$'000	%
Residential (Benalla)	1,864,690	1,882,188	17,498	0.94%
Residential (Rural Township)	65,820	66,552	732	1.11%
Business	315,252	341,977	26,725	8.48%
Vacant Land (Benalla)	53,596	60,148	6,552	12.22%
Vacant Land (Rural Township)	3,976	3,792	-184	-4.63%
Rural - Non Farming	671,824	679,947	8,123	1.21%
Rural - Farmland	1,509,977	1,509,932	-45	0.00%
Total value of land	4,485,135	4,544,536	59,401	1.32%

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

Type of Charge	Per Rateable Property 2022/23 \$	Per Rateable Property 2023/24 \$	Change \$	%
Municipal	260.85	269.95	9.10	3.49%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year. Allows for Single Farm Enterprise exemptions where multiple rate notices issue.

Type of Charge	2022/23 \$	2023/24 \$	Change \$	%
Municipal	2,054,455	2,151,771	97,316	4.74%

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2022/23 \$	2023/24 \$	\$	%
Urban Collection Properties				
80 lt Organic - 80 lt Waste with Recycle	374.50	393.00	18.50	4.94%
120 lt Organic - 80 lt Waste with Recycle	414.00	434.50	20.50	4.95%
240 lt Organic - 80 lt Waste with Recycle	498.50	523.00	24.50	4.91%
80 lt Organic - 120 lt Waste with Recycle	457.00	479.50	22.50	4.92%
120 lt Organic - 120 lt Waste with Recycle	540.00	567.00	27.00	5.00%
240 lt Organic - 120 lt Waste with Recycle	622.00	653.00	31.00	4.98%
80 lt Organic - 240 lt Waste with Recycle	705.50	740.50	35.00	4.96%
120 lt Organic - 240 lt Waste with Recycle	787.50	826.50	39.00	4.95%
240 lt Organic - 240 lt Waste with Recycle	870.50	914.00	43.50	5.00%
Rural Collection Properties				
80 lt Waste with Recycle	374.50	393.00	18.50	4.94%
120 lt Waste with Recycle	540.00	567.00	27.00	5.00%
240 Waste with Recycle	870.50	914.00	43.50	5.00%
Additional Collection Options				
Additional Bin - Organic	247.50	259.50	12.00	4.85%
Additional Bin - Waste	198.00	207.50	9.50	4.80%
Additional Bin - Recycle	211.00	221.50	10.50	4.98%
Weekly Collection - Waste	217.50	228.00	10.50	4.83%
Weekly Collection - Recycle	179.50	188.00	8.50	4.74%

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.

Type of Charge	2022/23 \$	2023/24 \$	Change \$	%
Urban Collection Properties				
80 lt Organic - 80 lt Waste with Recycle	401,839	422,082	20,244	5.04%
120 lt Organic - 80 lt Waste with Recycle	120,474	127,743	7,269	6.03%
240 lt Organic - 80 lt Waste with Recycle	123,130	131,796	8,667	7.04%
80 lt Organic - 120 lt Waste with Recycle	186,913	198,034	11,121	5.95%
120 lt Organic - 120 lt Waste with Recycle	1,052,460	1,089,207	36,747	3.49%
240 lt Organic - 120 lt Waste with Recycle	219,566	244,875	25,309	11.53%
80 lt Organic - 240 lt Waste with Recycle	161,560	179,942	18,382	11.38%
120 lt Organic - 240 lt Waste with Recycle	297,675	319,029	21,354	7.17%
240 lt Organic - 240 lt Waste with Recycle	266,373	297,050	30,677	11.52%
Supplementary Charges	11,326	11,326	-	0.00%
Rural Collection Properties				
80 lt Waste with Recycle	191,744	202,788	11,044	5.76%
120 lt Waste with Recycle	680,400	707,049	26,649	3.92%
240 Waste with Recycle	194,992	221,188	26,196	13.43%
Supplementary Charges	6,674	6,674	-	0.00%
Additional Collection Options				
Additional Bin - Organic	4,703	4,412	-291	-6.19%
Additional Bin - Waste	26,532	28,013	1,481	5.58%
Additional Bin - Recycle	25,320	26,580	1,260	4.98%
Weekly Collection - Waste	18,488	19,380	893	4.83%
Weekly Collection - Recycle	5,924	6,956	1,033	17.43%
Total	3,996,090	4,244,122	248,032	6.21%

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

	2022/23 \$'000	2023/24 \$'000	Change \$'000	%
General Rate	14,176	15,018	842	5.94%
Municipal Charge	2,054	2,152	98	4.76%
Waste Service Charge	3,996	4,244	248	6.21%
Total Rates and charges	20,226	21,414	1,188	5.87%

4.1.1(l) Fair Go Rates System Compliance

Benalla Rural 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.

	2022/23	2023/24
Total Rates	\$15,951,580	\$16,589,372
Number of rateable properties	8,286	8,366
Base Average Rate	\$1,925.12	\$1,982.95
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$1,958.81	\$2,052.33
Maximum General Rates and Municipal Charges Revenue	\$16,230,733	\$17,169,763
Budgeted General Rates and Municipal Charges Revenue	\$16,230,602	\$17,169,763
Budgeted Supplementary Rates	-	-
Budgeted Total Rates and Municipal Charges Revenue	\$16,230,602	\$17,169,763

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

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

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

4.1.1(n) Differential rates

Refer to better practice guide for details on disclosing differential rates.

RESIDENTIAL (BENALLA)

Objective

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

- construction and maintenance of infrastructure assets
- development and provision of health and community services
- provision of general administration and support services.

Types and Classes

Any land used primarily for residential purposes.

Use and Level of Differential Rate

The money raised by the differential rate will be applied to the items of expenditure described in the level of the Differential rate is the rate that the Council considers is necessary to achieve the objectives specified above, in conjunction with all the other categories of property - current Revenue Share is 45.56 per cent.

Rate in Dollar	Amount of Rates Raised	Proportion of Total Rates
0.003601	\$6,842,000	45.56%

Geographic Location

Situated in the Benalla Urban area.

Use of Land

Any residential use permitted under the *Benalla Planning Scheme*.

Planning Scheme Zoning

The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable this category. The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Benalla Planning Scheme, will be LDRZ – Low Density Residential Zone, GRZ – General Residential Zone, UFZ – Urban Floodway Zone or MUZ – Mixed Use Zone. Residences established in other zones with existing non- conforming rights or planning approval are also eligible for inclusion in this category.

Types of Buildings

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 2023/24 financial year.

RESIDENTIAL (RURAL TOWNSHIP)

Objective

The objective of the Residential (Rural Township) differential rate is that the reduced benefits received by the lower density properties.

Types and Classes

Any land used primarily for residential purposes.

Use and Level of Differential Rate

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 level of the Differential rate is the rate that the Council considers is necessary to achieve the objectives specified above, in conjunction with all the other categories of property - current Revenue Share is 1.32 per cent.

Rate in Dollar	Amount of Rates Raised	Proportion of Total Rates
0.002947	\$198,000	1.32%

Geographic Location

Situated in a Rural Township location.

Use of Land

Any residential use permitted under the *Benalla Planning Scheme*.

Planning Scheme Zoning

The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to this category. The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Benalla Planning Scheme, will be TZ – Township Zone or LDRZ – Low Density Residential Zone. Residences established in other zones with existing non-conforming rights or planning approval are also eligible for inclusion in this category.

Types of Buildings

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 2023/24 financial year.

BUSINESS

Objective

The objective of the Business differential rate is to recognise the benefits derived by this class of property, including higher infrastructure investment and general support services.

Types and Classes

Any land used primarily for a commercial or industrial business purpose.

Use and Level of Differential Rate

The money raised by the differential rate will be applied to the items of expenditure described in the level of the Differential rate is the rate that the Council considers is necessary to achieve the objectives specified above, in conjunction with all the other categories of property - current Revenue Share is 14.38 per cent.

Rate in Dollar	Amount of Rates Raised	Proportion of Total Rates
0.006324	\$2,159,000	14.38%

Geographic Location

Wherever located in the municipal district.

Use of Land

Any business use permitted under the *Benalla Planning Scheme*.

Planning Scheme Zoning

The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to this category. The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Benalla Planning Scheme will be, C1Z – Commercial 1 Zone, C2Z – Commercial 2 Zone, IN1Z – Industrial 1 Zone, IN2Z – Industrial 2 Zone, TZ – Township Zone, IN3Z – Industrial 3 Zone or MUZ – Mixed Use Zone. Businesses established in other zones (i.e. GRZ – General Residential Zone) with existing non-conforming rights or planning approval are also eligible for inclusion in this category.

Types of Buildings

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 2023/24 financial year.

VACANT LAND (BENALLA)

Objective

The objective of the Vacant Land (Benalla) is to encourage development of this class of land.

Types and Classes

Any land on which no dwelling improvements (excluding sheds or other minor constructions) have been constructed and is land where a permit to build a dwelling is reasonably expected to be approved.

Use and Level of Differential Rate

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 level of the Differential rate is the rate that Council considers is necessary to achieve the objectives specified above, in conjunction with all the other categories of property - current Revenue Share is 2.40 per cent.

Rate in Dollar	Amount of Rates Raised	Proportion of Total Rates
00.006307	\$361,000	2.40%

Geographic Location

Situated in the Benalla Urban area.

Use of Land

Any use permitted under the *Benalla Planning Scheme*.

Planning Scheme Zoning

The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to this category. The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Benalla Planning Scheme, will be LDRZ – Low Density Residential Zone (situated adjacent to the Benalla urban area), GRZ – General Residential Zone, UFZ - Urban Flood Zone or MUZ – Mixed Use Zone.

Types of Buildings

The types of buildings on the land within this differential rate are all buildings which are constructed on the land or which are constructed prior to the expiry of the 2023/24 financial year.

VACANT LAND (RURAL TOWNSHIP)

Objective

The objective of the Vacant Land (Rural Township) differential rate is to encourage development of this class of property while taking into account the reduced benefits received by lower density properties.

Types and Classes

Any land on which no dwelling improvements (excluding sheds or other minor constructions) have been constructed and is land where a permit to build a dwelling is reasonably expected to be approved.

Use and Level of Differential Rate

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 level of the Differential rate is the rate that the Council considers is necessary to achieve the objectives specified above, in conjunction with all the other categories of property - current Revenue Share is 0.07 per cent.

Rate in Dollar	Amount of Rates Raised	Proportion of Total Rates
0.002991	\$11,000	0.07

Geographic Location

Situated in a Rural Township location.

Use of Land

Any use permitted under the *Benalla Planning Scheme*.

Planning Scheme Zoning

The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to this category. The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Benalla Planning Scheme, will be TZ – Township Zone or LDRZ – Low Density Residential Zone (situated in a Rural Township.)

Properties located adjacent to established Township precincts, with a land area of generally less than 5ha and located in the Farm Zone – FZ, will be included in this category.

Types of Buildings

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 2023/24 financial year.

RURAL (NON-FARMING)

Objective

The objective of the Rural - Non Farming differential rate is to recognise the reduced infrastructure investment and provision of services to this class of property.

Types and Classes

Any land used primarily for rural living and/or non-farming purposes.

Use and Level of Differential Rate

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 level of the Differential rate is the rate that the Council considers is necessary to achieve the objectives specified above, in conjunction with all the other categories of property - current Revenue Share is 12.94 per cent.

Rate in Dollar	Amount of Rates Raised	Proportion of Total Rates
0.002843	\$1,943,000	12.94%

Geographic Location

Situated in a rural location (excluding areas immediately adjacent to rural township precincts).

Use of Land

Any use permitted under the *Benalla Planning Scheme*.

Planning Scheme Zoning

The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to this category. The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Benalla Planning Scheme, will be RLZ – Rural Living Zone or FZ – Farming Zone or RCZ – Rural Conservation Zone or UFZ – Urban Floodway Zone.

Types of Buildings

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 2023/24 financial year.

RURAL (FARMLAND)

Objective

The objective of the Rural – Farmland differential rate is to recognise the reduced infrastructure investment and provision of services to this class of property. The differential rate also recognises the land stewardship and amenity that large rural holdings provide to the rural landscape.

Types and Classes

Any land which is “farmland” within the meaning of section 2(1) of the *Valuation of Land Act 1960*.

Use and Level of Differential Rate

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 level of the Differential rate is the rate that Council considers is necessary to achieve the objectives specified above, in conjunction with all the other categories of property - current Revenue Share is 23.33 per cent.

Rate in Dollar	Amount of Rates Raised	Proportion of Total Rates
0.002325	\$3,504,000	23.33%

Geographic Location

Wherever located in the municipal district.

Use of Land

Any use permitted under the *Benalla Planning Scheme*.

Planning Scheme Zoning

The characteristics of planning scheme zoning are applicable to the determination of land which will be subject to the rate applicable to this category. The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Benalla Planning Scheme will be FZ – Farming Zone, RCZ – Rural Conservation Zone or subject to an approved land use activity, RLZ – Rural Living Zone or LDRZ – Low Density Residential Zone or IN1Z – Industrial One Zone.

Types of Buildings

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 2023/24 financial year.

4.1.2 Statutory fees and fines

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000 %	
Land Information Certificates	16	16	-	0.00%
Town planning fees	277	286	9	3.25%
Permits	252	262	10	3.97%
Infringements and costs	26	27	1	3.85%
Court recoveries	15	15	-	0.00%
Total statutory fees and fines	586	606	20	3.41%

4.1.3 User fees

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000 %	
Aged and Health Services	11	11	0	3.50%
Leisure Centre and Recreation	303	313	11	3.50%
Registration and Other Permits	254	263	9	3.50%
Waste Management Services	2,900	3,001	101	3.50%
Operations	22	23	1	3.50%
Other	10	11	0	3.50%
Total user fees	3,500	3,622	112	3.19%

4.1.4 Grants

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

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000 %	
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	5,057	5,812	756	15%
State funded grants	10,946	15,383	4,437	41%
Total grants received	16,003	21,195	5,192	32%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	1,177	4,770	3,593	305%
Recurrent - State Government				
Art Gallery	107	105	-2	-2%
Aged Care	400	403	3	1%
School Crossing Supervisors	80	80	-	0%
Libraries	161	161	-	0%
Maternal and Child Health	316	316	-	0%
Youth Services	765	768	3	0%
Emergency Management	60	60	-	0%
Rate Collection Management	47	48	1	2%
Total recurrent grants	3,113	6,711	3,598	116%
Non-recurrent - Commonwealth Government				
Local Roads and Community Infrastructure Fund	482	-	-482	-100%
Non-recurrent - State Government				
Business Economic Development	100	30	-70	-70%
Youth Services	7	-	-7	-100%
Dept of Jobs Precincts and Regions - Flood Support Fund	1,000	-	-1,000	-100%
Premiers Reading Challenge	6	-	-6	-100%
Living Heritage Grants	98	98	-	0%
Dept of Jobs Precincts and Regions - Living Local	30	-	-30	-100%
Environmental Sustainability and Planning	41	-	-41	-100%
Total non-recurrent grants	1,764	128	-1,636	-93%
Total operating grants	4,877	6,839	1,962	40%

Grants cont.

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000 %	
(b) Capital Grants				
<i>Recurrent - Commonwealth Government</i>				
Roads to recovery	975	975	-	0%
<i>Recurrent - State Government</i>				
-	-	-	-	-
Total recurrent grants	975	975	-	0%
<i>Non-recurrent - Commonwealth Government</i>				
Drought Communities Funding	110	-	-110	-100%
Local Roads and Community Infrastructure Fund	2,313	68	-2,245	-97%
<i>Non-recurrent - State Government</i>				
Outdoor Eating and Entertainment	90	-	-90	-100%
Department of Jobs Precincts and Regions - Visitor Information Centre	425	-	-425	-100%
Department of Jobs Precincts and Regions - Art Gallery Redevelopment	200	2,800	2,600	1300%
Outdoor Activation	213	-	-213	-100%
Benalla Foreshore - Building Works Package	136	389	253	186%
Emergency Water Supply Improvement - Caseys Weir	42	-	-42	-100%
Department of Transport and Planning - L2P Program	20	-	-20	-100%
Department of Justice and Community Safety - Lighting the Lake Funding	162	125	-37	-23%
Department of Treasury and Finance - Natural Disaster Fund	6,440	10,000	3,560	55%
Total non-recurrent grants	10,151	13,381	3,231	32%
Total capital grants	11,126	14,356	3,231	29%
Total Grants	16,002	21,195	5,194	0%

4.1.5 Contributions

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Monetary	152	158	6	3.95%
Non-monetary	96	99	3	3.13%
Total contributions	248	257	9	3.63%

4.1.6 Other income

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Interest	300	186	-114	-38.00%
Workcover/Employee Reimbursements	53	45	-8	-15.09%
Total other income	353	231	-122	-34.56%

4.1.7 Employee costs

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Wages and Salaries	10,789	11,813	1,024	9.49%
WorkCover	235	242	8	3.20%
Superannuation	1,172	1,355	184	15.66%
Fringe Benefits Tax	48	40	-8	-16.67%
Total employee costs	12,243	13,450	1,207	9.85%

The 2023/24 year includes a 2.50 per cent increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Agreement and other costs such as end of band payments.

4.1.8 Materials and services

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Contract Payments	5,620	5,496	-124	-2.2%
Materials and Services	2,934	2,098	-837	-28.5%
Environmental Protection Authority Levy	1,076	1,127	50	4.7%
Services Non-Contract	1,304	2,450	1,146	87.8%
Vehicle Expenses	573	606	33	5.8%
Insurance	645	641	-4	-0.7%
Electricity and Utilities	625	634	9	1.5%
Repairs and Maintenance	418	440	22	5.2%
Contract Staff	109	103	-6	-5.2%
Consultants General	384	512	128	33.2%
Cleaning Expenses	212	223	11	5.0%
Membership and Subscriptions	173	179	6	3.5%
Management Committees	138	145	7	5.0%
Advertising and Promotion	67	72	4	6.7%
Exhibitions/Performance Costs	148	161	13	8.6%
Legal Expenses	159	167	8	5.0%
Telephone	142	149	7	5.0%
Training and Development	144	152	7	5.0%
Printing Stationery and Postage	107	104	-3	-2.8%
Volunteers Services	96	101	5	5.0%
Machine Hire	10	11	1	5.0%
Other	167	174	7	4.3%
Total materials and services	15,253	15,743	490	3.2%

Increases in services non-contract and consultants are attributed to deliver several projects in 2023/24.

4.1.9 Depreciation

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Property	1,373	1,414	41	2.99%
Plant and equipment	784	784	-	0.00%
Infrastructure	6,254	5,693	-561	-8.97%
Total depreciation	8,411	7,891	-520	-6.18%

Revaluation of infrastructure assets impacts on depreciation forecast.

4.1.10 Amortisation - Intangible assets

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Intangible assets	477	254	-223	-46.75%
Total amortisation - intangible assets	477	254	-223	-46.75%

Waste - Airspace Cell 3a finalised in 2022/23 and is estimated to have a longer life than previously estimated.

4.1.11 Amortisation - Right of use assets

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Right of use assets	337	341	4	1.19%
Total amortisation - right of use assets	337	341	4	1.19%

4.1.12 Other expenses

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000 %	
Auditors' remuneration - VAGO - audit	75	79	4	5.33%
Auditors' remuneration - Internal	35	37	2	5.71%
Councillors' Allowances	240	251	11	4.58%
Contributions - Community Support and Events	670	188	-482	-71.94%
Total other expenses	1,020	555	-465	-45.59%

The Victorian Independent Remuneration Tribunal determines the payment of mayoral, deputy mayoral and councillor allowances, accordingly the rates for 2023/24 is an increased amount from 2022/23. Higher contributions in 2022/23 were associated with the Local Roads and Community Infrastructure Program Phase 2 (LRCIP) funding \$482,000.

4.2 Balance Sheet

4.2.1 Assets

The \$21.2 Million Capital Works Program sees a large increase in property, infrastructure, plant and equipment and a resultant reduction in cash assets held.

4.2.2 Liabilities

Reduction seen in provisions into 2024/25 as a result of rehabilitation capital works undertaken in 2023/24.

4.2.3 Borrowings

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

	Forecast Actual 2022/23 \$	Budget 2023/24 \$	Projections 2024/25 2025/26 2026/27 \$ \$ \$		
Amount borrowed as at 30 June of the prior year	3,786	2,812	2,173	1,696	2,282
Amount proposed to be borrowed	-	-	-	1,000	-
Amount projected to be redeemed	-974	-639	-477	-414	-358
Amount of borrowings as at 30 June	2,812	2,173	1,696	2,282	1,924

4.2.4 Leases by category

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

	Forecast Actual 2022/23 \$	Budget 2023/24 \$
Right-of-use assets		
Property	-	-
Vehicles	529	487
Total right-of-use assets	529	487
Lease liabilities		
Current lease Liabilities		
Land and buildings	-	-
Plant and equipment	277	290
Total current lease liabilities	277	290
Non-current lease liabilities		
Land and buildings	-	-
Plant and equipment	276	288
Total non-current lease liabilities	276	288
Total lease liabilities	553	578

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

4.3 Statement of changes in Equity

4.3.1 Reserves

Other reserves remain unchanged after the Lake Mokoan Reserve ceased to increase after 2022/23.

4.3.2 Equity

Total equity increases in 2023/24 and 2024/25 as a result of the budgeted surplus. As a result of deficits in future years, equity is reduced.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Operating activities improves significantly resulting from an increase in capital and operating grants combined with reduced materials.

4.4.2 Net cash flows provided by/used in investing activities

Large increase in capital expenditure to \$21.206 million will significantly increase cash outflows.

4.4.3 Net cash flows provided by/used in financing activities

No loan will be taken up during 2023/24.

4.5 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2023/24 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Property	3,050	2,931	-119	-3.90%
Plant and equipment	1,316	1,228	-88	-6.69%
Infrastructure	12,622	17,047	4,425	35.06%
Total	16,988	21,206	4,218	24.83%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	2,931	2,300	31	600	-	2,800	-	131	-
Plant and equipment	1,228	582	646	-	-	-	-	1,228	-
Infrastructure	17,047	482	15,828	737	-	11,207	5	5,835	-
Total	21,206	3,364	16,505	1,337	-	14,007	5	7,194	-

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property									
Buildings									
<i>Art Gallery and Storage Redevelopment</i>	2,800	2,200	-	600	-	2,800	-	-	-
<i>Emulsion Tank</i>	100	100	-	-	-	-	-	100	-
Building Improvements									
<i>Benalla Art Gallery: Internal Fitout and Deck Renewal</i>	18	-	18	-	-	-	-	18	-
<i>Bowya Community Centre: Floor Coverings, Paint Internal/External</i>	8	-	8	-	-	-	-	8	-
<i>Civic Centre: Floor Coverings, Paint External</i>	5	-	5	-	-	-	-	5	-
Total Property	2,931	2,300	31	600	-	2,800	-	131	-
Plant and Equipment									
Plant, Machinery and Equipment									
<i>Major Plant Replacement Program</i>	420	170	250	-	-	-	-	420	-
<i>Minor Plant Replacement</i>	30	-	30	-	-	-	-	30	-
<i>Vehicle Replacement Strategy</i>	200	-	200	-	-	-	-	200	-
Fixtures, Fittings and Furniture									
<i>Air Conditioner Renewal Program</i>	20	-	20	-	-	-	-	20	-
<i>Furniture Renewal Program</i>	10	-	10	-	-	-	-	10	-
Computers and Telecommunications									
<i>IT Projects</i>	40	-	40	-	-	-	-	40	-
<i>RCTP Program</i>	362	362	-	-	-	-	-	362	-
<i>Video Conference Solution - Community Services</i>	50	50	-	-	-	-	-	50	-
Library books									
<i>Book stock</i>	96	-	96	-	-	-	-	96	-
Total Plant and Equipment	1,228	582	646	-	-	-	-	1,228	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Infrastructure									
Roads									
Crack Sealing	26	-	26	-	-	-	-	26	-
Gravel Resheet Program	450	-	450	-	-	-	-	450	-
Kerb and Channel Renewal Program	101	-	101	-	-	-	-	101	-
Reseal Program	895	-	895	-	-	895	-	-	-
Road Reconstruction	150	-	150	-	-	-	-	150	-
RTR Regulation Program	80	-	80	-	-	80	-	-	-
Sealing of Gravel Roads Program	50	-	-	50	-	-	-	50	-
Shoulder Resheet program	294	-	294	-	-	-	-	294	-
Flood Remediation	10,000	-	10,000	-	-	10,000	-	-	-
Bridges									
Stock Lane Baddaginnie	150	-	150	-	-	-	-	150	-
Culvert Price Road	60	-	60	-	-	-	-	60	-
Footpaths and Cycleways									
Footpath Renewal Strategy	100	-	100	-	-	-	-	100	-
Midland Highway Equestrian Precinct	85	85	-	-	-	-	5	80	-
Footpath Renewal Strategy									
Drainage									
Drainage Strategy 23/24	660	-	330	330	-	-	-	660	-
Waste Management									
Gas Extraction: Stage 2A	609	-	609	-	-	-	-	609	-
Total Infrastructure	13,710	85	13,245	380	-	10,975	5	2,730	-
Total New Capital Works	17,869	2,967	13,922	980	-	13,775	5	4,089	-

4.5.3 Works carried forward from the 2022/23 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Infrastructure									
Bridges									
Warrenbayne West Road 700 C:384	142	-	142	-	-	-	-	142	-
Tatong-Moorngag Road 1470 C:447	52	-	52	-	-	-	-	52	-
Evans Road CH450	96	-	-	96	-	-	-	96	-
Drainage									
Drainage Strategy FY2023 c/f	522	-	261	261	-	-	-	522	-
Waste Management									
Rehabilitate Stage 1: Design and Construct (Cell 1)	1,130	-	1,130	-	-	-	-	1,130	-
Rehabilitate Stage 2A: Design and Construct	894	-	894	-	-	-	-	894	-
Aerodromes									
Aircraft Tiedown	25	25	-	-	-	-	-	25	-
Other Infrastructure									
2022/23 Streetscape upgrade Bridge Street	244	244	-	-	-	-	-	244	-
Interpretive Trail/Sculpture	108	108	-	-	-	108	-	-	-
Public Art	20	20	-	-	-	20	-	-	-
Skate Park Upgrade	104	-	104	-	-	104	-	-	-
Total Infrastructure	3,337	397	2,583	357	-	232	-	3,105	-
Total Carried Forward Capital Works 2022/23	3,337	397	2,583	357	-	232	-	3,105	-

4.6 Summary of Planned Capital Works Expenditure

For the four years ended 30 June 2027

2024/25					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings	0	0	0	0	0	0	0	0	0
Heritage Buildings	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total Buildings	0	0	0	0	0	0	0	0	0
Total Property	0	0	0	0	0	0	0	0	0
Plant and Equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	551	0	551	0	551	0	0	51	500
Fixtures, fittings and furniture	30	0	30	0	30	0	0	30	0
Computers and telecommunications	414	0	180	234	414	0	0	414	0
Library books	96	0	96	0	96	0	0	96	0
Total Plant and Equipment	1,091	0	857	234	1,091	0	0	591	500
Infrastructure									
Roads	12,136	0	12,086	50	12,136	10,975	0	1,161	0
Bridges	350	0	350	0	350	0	0	350	0
Footpaths and cycleways	100	0	100	0	100	0	0	100	0
Drainage	888	0	444	444	888	0	0	388	500
Recreational, leisure and community facilities	0	0	0	0	0	0	0	0	0
Waste management	1,120	0	1,120	0	1,120	0	0	1,120	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	0	0	0	0	0	0	0	0	0
Total Infrastructure	14,594	0	14,100	494	14,594	10,975	0	3,119	500
Total Capital Works Expenditure	15,685	0	14,957	728	15,685	10,975	0	3,710	1,000

2025/26					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings	0	0	0	0	0	0	0	0	0
Heritage Buildings	0	0	0	0	0	0	0	0	0
Building improvements	75	0	75	0	75	0	0	75	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total Buildings	75	0	75	0	0	0	0	75	0
Total Property	75	0	75	0	75	0	0	75	0
Plant and Equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	655	0	655	0	655	0	0	655	0
Fixtures, fittings and furniture	188	0	188	0	188	0	0	188	0
Computers and telecommunications	300	0	180	120	300	0	0	300	0
Library books	96	0	96	0	96	0	0	96	0
Total Plant and Equipment	1,239	0	1,119	120	1,239	0	0	1,239	0
Infrastructure									
Roads	2,587	0	2,537	50	2,587	975	0	1,612	0
Bridges	120	0	120	0	120	0	0	120	0
Footpaths and cycleways	150	0	100	50	150	0	0	150	0
Drainage	630	0	315	315	630	0	0	630	0
Recreational, leisure and community facilities	50	0	0	50	50	0	0	50	0
Waste management	905	862	43	0	905	0	0	905	0
Parks, open space and streetscapes	100	0	0	100	100	0	0	100	0
Aerodromes	290	0	290	0	290	0	0	290	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	0	0	0	0	0	0	0	0	0
Total Infrastructure	4,832	862	3,405	565	4,832	975	0	3,857	0
Total Capital Works Expenditure	6,146	862	4,599	685	6,146	975	0	5,171	0

2026/27					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property									
Land	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0
Buildings	0	0	0	0	0	0	0	0	0
Heritage Buildings	0	0	0	0	0	0	0	0	0
Building improvements	101	0	101	0	101	0	0	101	0
Leasehold improvements	0	0	0	0	0	0	0	0	0
Total Buildings	101	0	101	0	101	0	0	101	0
Total Property	101	0	101	0	101	0	0	101	0
Plant and Equipment									
Heritage plant and equipment	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	605	0	605	0	605	0	0	605	0
Fixtures, fittings and furniture	304	0	304	0	304	0	0	304	0
Computers and telecommunications	300	0	180	120	300	0	0	300	0
Library books	96	0	96	0	96	0	0	96	0
Total Plant and Equipment	1,305	0	1,185	120	1,305	0	0	1,305	0
Infrastructure									
Roads	2,304	0	2,254	50	2,304	975	0	1,329	0
Bridges	250	0	250	0	250	0	0	250	0
Footpaths and cycleways	150	0	100	50	150	0	0	150	0
Drainage	359	0	179	180	359	0	0	359	0
Recreational, leisure and community facilities	50	0	50	0	50	0	0	50	0
Waste management	3,470	2,309	1,161	0	3,470	0	0	3,470	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0
Aerodromes	500	0	500	0	500	0	0	500	0
Off street car parks	0	0	0	0	0	0	0	0	0
Other infrastructure	0	0	0	0	0	0	0	0	0
Total Infrastructure	7,083	2,309	4,494	280	7,083	975	0	6,108	0
Total Capital Works Expenditure	8,489	2,309	5,780	400	8,489	975	0	7,514	0

5. Financial Performance Indicators

5a. Targeted performance indicators

The following table highlights 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 financial 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	Notes	Actual 2021/22	Forecast Actual 2022/23	Target 2023/24	Target Projections			Trend
						2024/25	2025/26	2026/27	+/-
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	52	55	60	60	60	60	o
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	93.88%	95.00%	95.00%	96.00%	97.00%	98.00%	+
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	87.60%	85.00%	85.00%	85.00%	85.00%	85.00%	o
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	60.20%	60.00%	60.00%	60.00%	65.00%	65.00%	+

Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual 2021/22	Forecast Actual 2022/23	Target 2023/24	Target Projections			Trend
						2024/25	2025/26	2026/27	+/-
Liquidity									
Working Capital	Current assets / current liabilities	5	198%	190%	165%	195%	197%	174%	-
Obligations									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	47%	171.4%	230.7%	182.6%	58%	63.9%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	7	54.86%	65.6%	64.0%	64.1%	64.1%	64.3%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments	8	\$4,219.11	\$4,532	\$4,542	\$4,415	\$4,496	\$4,552	+

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 2021/22	Forecast 2022/23	Budget 2023/24	Projections 2024/25	2025/26	2026/27	Trend +/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	5.4%	-18.6%	-12.2%	-7.0%	-7.5%	-7.6%	-
Liquidity									
Unrestricted cash	Unrestricted cash / current liabilities	10	52.22%	130%	99%	127%	134%	105%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	18.95%	13.4%	9.9%	12.0%	9.5%	7.4%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		6.05%	5.3%	3.4%	2.5%	2.6%	2.3%	-
Indebtedness	Non-current liabilities / own source revenue		58.57%	51.8%	53.2%	58.5%	51.6%	48.2%	-
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.59%	0.46%	0.44%	0.41%	0.38%	0.35%	o
Efficiency									
Revenue level	Total rate revenue / no. of property assessments	13	\$1,951	\$1,959	\$2,052.35	\$2,075	\$2,106	\$2,137	+

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:

5a

1. Satisfaction with community consultation and engagement

2. Sealed local roads below the intervention level

3. Planning applications decided within the relevant required time

4. Kerbside collection waste diverted from landfill

5. Working Capital

Current liability reductions in landfill provisions causing fluctuation in ratio.

6. Asset renewal

Large renewal 23/24 and 24/25 due to reconstruction of roads following 2022 flood decreases in 25/26.

7. Rates concentration

Under 1.0 per cent change following 2023/24 budget figures.

8. Expenditure level

23/24 and 24/25 grant funds agreements in operations, future years no confirmed grant agreements forecast.

5b

9. Adjusted underlying result

The adjusted underlying result is a deficit though will remain consistent across future years.

10. Unrestricted Cash

The Unrestricted Cash percentage will decrease significantly from 130% to 99% as more Capital Projects are expected to be finalised in 23/24.

11. Debt compared to rates

There is a reduction in Debt to Rates based off a reducing Loan Portfolio and increasing Rates base.

12. Rates effort

Rate revenue increases are in line with rate capping % increases.

Proposed

6. Schedule of Fees and Charges

This **appendix** presents the fees and charges which will be charged in respect to various goods and services during the financial year 2023/24.

Note that this schedule only includes fees set by Council. There are other fees that are set by statute and charged by Council in addition to this listing. These are statutory fees and are made in accordance with legislative requirements. These fees are updated as of 1 July 2023 and will be available for inspection on Council's website.

Proposed

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Proposed



BENALLA

RURAL CITY COUNCIL

Proposed

Benalla Rural City Council
Budget 2023/24

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