



WODONGA COUNCIL

Draft Operating
Budget by
Business Unit
2023-2024



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Chief Executive Officer

Executive Services

MISSION

To provide a high level of administrative assistance to the councillors, CEO and directors of council through the provision of personal assistance and the production of high quality documentation.

To oversee the organisation's operational functions.

VALUES

Trust, Respect, Integrity, Learning

SERVICES

| SERVICE | DESCRIPTION |
|------------------------|--|
| 002 Executive Services | To provide a high level of administrative assistance to the councillors, CEO and directors of council through the provision of personal assistance and the production of high quality documentation. |
| 001 Managers Overhead | Management services to support the delivery of Council services and the Council Plan |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|-------------------------|-------------------|--|
| 002 Executive Services | 400 – Consultancy | General Provision |
| | 554 – Memberships | Includes: <ul style="list-style-type: none"> • LGPro membership \$2,600, • AICD \$680, • Executive Assistant Network \$220. |
| 001 Managers' Overheads | All accounts | Summary for all the various managers throughout Council. Includes additional manager position. |
| | 554 - Memberships | Includes : <ul style="list-style-type: none"> • Planning Institute of Australia \$700 • CPA Australia \$750 • FinPro (Local Government Finance Professionals) \$250 |

002 - Executive Services

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 188 - Civic Services
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 072 - Fees Registrations | 491,000 | 491,000 | 343,630 |
| 076 - Fees General | 6,500 | 6,500 | 6,600 |
| 081 - Fees Permits | 18,300 | 18,300 | 18,100 |
| 096 - Costs Recovered | 93,000 | 93,000 | 91,000 |
| 098 - Sale Of Goods | 5,000 | 5,000 | 0 |
| 100 - Infringements | 92,500 | 92,500 | 90,000 |
| 132 - Grant Recurrent | 142,000 | 161,564 | 175,000 |
| Total Income | 848,300 | 867,864 | 724,330 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 973,833 | 973,833 | 981,910 |
| 210 - Oncost | 154,569 | 154,569 | 153,113 |
| 245 - Staff Allowances | 30,000 | 30,000 | 30,000 |
| 250 - Uniforms | 6,650 | 6,650 | 6,650 |
| 255 - Vehicle Expense | 60,920 | 60,920 | 60,380 |
| 260 - Travel & Accommodation | 3,500 | 3,500 | 2,000 |
| 305 - Information Technology | 39,700 | 39,700 | 47,500 |
| 310 - Payroll / Personnel | 20,900 | 20,900 | 20,900 |
| 315 - Internal Rent | 7,560 | 7,560 | 12,600 |
| 320 - Photocopying - Internal | 5,000 | 5,000 | 1,500 |
| 330 - Financial Services | 24,710 | 24,710 | 24,710 |
| 352 - Telephone - External | 4,600 | 4,600 | 4,600 |
| 360 - Printing & Stationery | 10,300 | 10,300 | 10,300 |
| 372 - Postage External | 700 | 700 | 700 |
| 375 - Materials | 8,000 | 8,000 | 8,000 |
| 376 - Contractors | 18,500 | 26,586 | 18,500 |
| 390 - Insurance | 13,190 | 8,946 | 11,430 |
| 395 - Miscellaneous Expenses | 5,250 | 5,250 | 3,700 |
| 405 - Bank / Govt Fees | 43,000 | 43,000 | 43,000 |
| 425 - Legal | 86,200 | 86,200 | 89,200 |
| 440 - Food & Drink | 3,800 | 3,800 | 3,800 |
| 461 - Contract Payments External | 166,000 | 174,500 | 169,000 |
| 464 - Equipment | 6,000 | 6,000 | 6,000 |
| 466 - Maintenance | 4,500 | 4,500 | 4,500 |
| 554 - Memberships | 3,500 | 3,500 | 3,500 |
| Total Expenses | 1,700,882 | 1,713,224 | 1,717,493 |
| Net Surplus / (Loss) | (852,582) | (845,360) | (993,163) |

001 – Managers' Overhead

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 001 - Managers' Overhead
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| <i>Total Income</i> | 0 | 0 | 0 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 1,700,802 | 1,700,802 | 1,920,415 |
| 210 - Oncost | 298,425 | 298,425 | 329,860 |
| 250 - Uniforms | 150 | 150 | 0 |
| 255 - Vehicle Expense | 138,963 | 138,963 | 143,712 |
| 260 - Travel & Accommodation | 2,020 | 2,020 | 0 |
| 270 - Fringe Benefits Tax | 86,175 | 86,175 | 93,500 |
| 305 - Information Technology | 76,300 | 76,300 | 78,650 |
| 310 - Payroll / Personnel | 11,830 | 11,830 | 11,830 |
| 315 - Internal Rent | 32,400 | 32,400 | 32,400 |
| 320 - Photocopying - Internal | 5,050 | 5,050 | 3,000 |
| 330 - Financial Services | 34,130 | 34,130 | 34,130 |
| 352 - Telephone - External | 1,100 | 1,100 | 5,500 |
| 360 - Printing & Stationery | 300 | 300 | 300 |
| 390 - Insurance | 20,220 | 13,602 | 17,440 |
| 400 - Consultancy | 0 | 200,000 | 0 |
| 420 - Strategy, Plans and Programs | 1,000 | 1,000 | 1,000 |
| 440 - Food & Drink | 900 | 900 | 500 |
| 554 - Memberships | 1,670 | 1,670 | 1,700 |
| <i>Total Expenses</i> | 2,411,436 | 2,604,818 | 2,673,937 |
| Net Surplus / (Loss) | (2,411,436) | (2,604,818) | (2,673,937) |

Community Development

Directorate – Deputy CEO

MISSION

The directorate has strong community focus where people are placed at the centre of policy, service design and delivery. It strives to be a high performing directorate, with a sharing culture of integrity, skills, knowledge and experience. It works across the organisation and in the community in support of the community's vision and values.

VALUES

Trust, Respect, Integrity, Learning

RECENT ACHIEVEMENTS

- Development of Organisational External Grants Framework
- Integrated Planning Group implemented
- TCOC MOU signed and Strategic Plan adopted.
- Logic Hub strategy finalised.
- Albury Wodonga City deal business cases completed.

BUSINESS PLANNING CONTEXT

Leadership

- Supporting the Chief Executive Officer and Council in providing strong community leadership and advocacy.
- Contributing to major decision making processes of the organisation through involvement in executive, external committees, working parties and strategic planning projects.
- Leadership and oversight of continuous improvement of best practice governance approaches through accountable and transparent practices and appropriate risk management.

Governance

- Strategic focus on the governance, policy and legislative compliance framework across the organisation.
- Having a continuous mindset to governance and integrity processes
- Increase awareness and knowledge of effective decision making that is consistent with good governance and contributes to a culture of accountability and ethical partnering.

Strategic partnerships

- Working with AlburyCity in the management and reporting of the 2C1C partnership under MOU, strategic plan and action plan
- Fostering working relationships with appropriate Government and other industry and business organisations, collaborating towards positive outcomes in an post covid environment.
- Implementation of revised Logic strategic direction approach
- To operate strategically in relation to the identification and planning of projects and grant funding to ensure transformational opportunities are advanced with an integrated systems based approach.

SERVICES

| SERVICE | DESCRIPTION |
|------------------------------|---|
| 019 Directorate – Deputy CEO | Working closely with the Chief Executive Officer, the Deputy CEO provides strong leadership and a high-level strategic focus across the city growth, engagement and people directorate and as a member of executive in working towards delivering on the council plan, budget and other related plans and strategies. |
| 015 Governance | The setting and implementation of a good contemporary governance framework to ensure that the council is open, accountable and transparent in its interactions with its community, businesses, other tiers of government and staff. To drive a culture of excellence and probity in all aspects of council's corporate governance responsibilities. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|------------------------------|-------------------------|--|
| 019 Directorate – Deputy CEO | 400 - Consultancy | General consultancy provision and specialist advice for strategies and plans \$20k. |
| 015 Governance | 400 - Consultancy | Independent HR advice for CEO annual review as required by LG Act. \$10k |
| | 430 - Allowances | Increases set by the State and includes provision made for Deputy Mayor in 2023-2024. |
| | 453 – Election Expenses | Provision for electoral structure review. |
| | 552 – Contributions | Sitting fees for Place Name Advisory Committee |
| | 554 – Memberships | Includes:- <ul style="list-style-type: none"> MAV \$40k Regional Cities \$32k Hume Region LGN \$1k Goulburn Murray Climate Alliance \$19k. |

019 – Directorate – Deputy CEO

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 019 - Directorate - Deputy CEO
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 308,491 | 308,491 | 322,999 |
| 210 - Oncost | 53,133 | 53,133 | 53,744 |
| 255 - Vehicle Expense | 17,509 | 17,509 | 17,521 |
| 260 - Travel & Accommodation | 5,000 | 5,000 | 5,000 |
| 270 - Fringe Benefits Tax | 9,100 | 9,100 | 9,000 |
| 305 - Information Technology | 16,800 | 16,800 | 6,050 |
| 310 - Payroll / Personnel | 1,760 | 1,760 | 1,760 |
| 315 - Internal Rent | 6,396 | 6,396 | 6,396 |
| 320 - Photocopying - Internal | 1,500 | 1,500 | 4,000 |
| 330 - Financial Services | 9,020 | 9,020 | 9,020 |
| 352 - Telephone - External | 600 | 600 | 600 |
| 365 - Journals & Manuals | 1,000 | 1,000 | 500 |
| 390 - Insurance | 4,700 | 2,969 | 3,800 |
| 395 - Miscellaneous Expenses | 1,200 | 1,200 | 1,200 |
| 400 - Consultancy | 50,000 | 127,600 | 20,000 |
| 425 - Legal | 5,000 | 5,000 | 10,000 |
| 440 - Food & Drink | 600 | 600 | 500 |
| 554 - Memberships | 600 | 600 | 600 |
| Total Expenses | 492,409 | 568,278 | 472,690 |
| Net Surplus / (Loss) | (492,409) | (568,278) | (472,690) |

015 – Governance

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 015 - Governance
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 240 - Staff Development | 31,000 | 31,000 | 31,000 |
| 255 - Vehicle Expense | 26,070 | 26,070 | 13,590 |
| 260 - Travel & Accommodation | 15,000 | 15,000 | 15,000 |
| 305 - Information Technology | 10,200 | 10,200 | 12,100 |
| 315 - Internal Rent | 17,556 | 17,556 | 17,556 |
| 320 - Photocopying - Internal | 1,500 | 1,500 | 0 |
| 330 - Financial Services | 9,020 | 9,020 | 9,020 |
| 352 - Telephone - External | 5,000 | 5,000 | 6,000 |
| 360 - Printing & Stationery | 1,500 | 1,500 | 1,500 |
| 370 - Presentations & Gifts | 1,000 | 1,000 | 1,000 |
| 390 - Insurance | 6,560 | 2,939 | 3,760 |
| 395 - Miscellaneous Expenses | 500 | 500 | 500 |
| 400 - Consultancy | 0 | 0 | 10,000 |
| 425 - Legal | 5,000 | 5,000 | 5,000 |
| 430 - Allowances | 306,694 | 306,694 | 319,656 |
| 440 - Food & Drink | 8,000 | 8,000 | 7,000 |
| 452 - Civic Expense | 8,000 | 8,000 | 8,000 |
| 453 - Election Expense | 0 | 0 | 80,000 |
| 461 - Contract Payments External | 10,000 | 10,000 | 10,000 |
| 552 - Contributions | 0 | 0 | 3,000 |
| 554 - Memberships | 101,700 | 101,700 | 92,780 |
| Total Expenses | 564,300 | 560,679 | 646,462 |
| Net Surplus / (Loss) | (564,300) | (560,679) | (646,462) |

Communications, Marketing and Customer Focus

MISSION

To provide innovative and effective communications and marketing expertise, strategy and support to councillors and all council business units to enhance the profile of Wodonga, to inform and engage the community, and increase audiences across diverse programs and services.

To deliver easy, positive and responsive customer experiences for our community.

VALUES

Trust, Respect, Integrity, Learning, Fun, Innovative, Proactive, Responsive.

RECENT ACHIEVEMENTS

Communications and Marketing

- Continued to reach and inform our community through the increased use of digital mediums with a focus on video content to engage audiences
- Community updates of capital projects city including Baranduda Fields, hockey pavilion and playgrounds
- Communications and marketing support for events including 16 Days of Activism, Australia Day, Clean Up Australia Day, CoCreate and new event Fridays in the Square
- Communications and consultation for various projects
- Continued roll-out of city signage to align with corporate style guide
- Support of council meetings, civic ceremonies and cultural/community development initiatives through livestream formats
- Implementation of new intranet and new staff communications

Customer Focus

- Implementation of call recording for training and quality control purposes
- Improvements to online payment options and services
- Continual improvement to customer service internal training program
- Secondment of staff to support internal departments
- Implementation of new feedback tools
- Support of onboarding of new flexi staff
- Supporting community through increased demand for service areas including immunisation, early years, waste management, events and following extreme weather events
- Attendance at community engagement activities

BUSINESS PLANNING CONTEXT

Communications, Marketing and Customer Focus provides a key service in our community's experience with council services.

It keeps the community and visitors informed about what's happening in the city, events, services and decisions that affect them.

This is achieved through a social media presence across a range of business units that includes more than a dozen Facebook pages, several Twitter and Instagram accounts, a YouTube channel and more.

It is responsible for the operations of the customer service centre at the council's Hovell St offices as well as the call centre, handling a range of payments, customer requests and feedback.

The past year has seen an increase in demands in customer focus with service changes across the organisation including with immunisation and the introduction of the Japanese encephalitis vaccine, changes in waste and early years.

Opportunities have been identified for more outreach of customer service through attendance at engagement activities allowing the community to do business with us in different settings and locations.

A suite of websites provide a place for ready information and interaction with online services and options.

Information is published regularly via the council's news platform, collateral, advertising, email newsletters and through customer service inquiries either by phone or in person.

The team is also responsible for co-ordinating the council's engagement and consultation opportunities with the community.

Community satisfaction survey results 2022

- Overall score of 68 compared to 59 statewide and among regional centres
- Score of 77 satisfied with customer service
- Score of 59 satisfied with informing the community
- Score of 56 satisfied with consultation and engagement

The survey found residents prefer to receive council news and information about upcoming events through newsletters sent via email (34%, up 13 percentage points from 2021) or mail (24%). Another one in five residents (18%) prefer social media updates (down eight percentage points).

The popularity of social media updates has declined significantly in the past year among residents under 50 years of age from 39 per cent in 2021 to 25 per cent currently. In its place, demand for newsletters sent via email (34%, up 15 percentage points) or mail (19%, up eight percentage points) has increased among this cohort group.

Residents 50 years of age and older prefer to receive information in the form of a newsletter sent via email (33%, up 10 percentage points) or mail (30%, down seven percentage points) in relatively equal numbers.

Three-quarters of residents who had contact with the Council (75%) provide a positive customer service rating of "very good" or "good".

- Residents were most likely to communicate with the council by telephone (29%, down seven percentage points), followed by email (20%) and in-person (19%, down 11 percentage points).

SERVICES

| SERVICE | DESCRIPTION |
|-------------------------------------|---|
| 026 Marketing 031 Communications | <ul style="list-style-type: none"> To be proactive and innovative in engaging our community to share in the excitement and vibrancy of our growing city. Provide considered and innovative expertise, strategy and support to councillors and all council business units. Enhance the profile of Wodonga as an aspirational destination to live, work, visit and invest. To actively inform and engage the community by raising awareness of the council's diverse programs, events and services. Use tools that provide avenues for involvement that are inclusive, productive and cost-effective. Ensure we communicate and inform the community in a timely and responsible manner. Use media opportunities to promote Wodonga on a local, regional, state and national level. Be an approachable, responsive and co-operative organisation when dealing with the media. |
| 024 Customer focus | <ul style="list-style-type: none"> Delivering easy, positive and responsive customer experiences for our community. Provides easy and convenient tools for customers and the community to interact with Wodonga Council. Equips Wodonga Council staff to deliver exceptional levels of customer service. Adopts appropriate frameworks to support customer focus activities. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|--------------------|--------------------------------|---|
| 026 Marketing | 203 - Salaries 210 - Oncost | Increase due to EBA and banding increments. |
| | 434 - Marketing | Decrease due better reflect actual costs for IAW |
| 031 Communications | 203 - Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| 024 Customer focus | 079 – Fees Certificates | Costs for building file retrieval moved to cost centre to better reflect service |
| | 203 - Salaries 210 – Oncost | Increase due to EBA and banding increments and correction from previous year due to change in hours and trainee position. |
| | 372 – Postage | Increase in Australia Post charges |
| | 376 – Contractors | No trainee position and position moved into salaries. |

026 – Marketing

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 026 - Marketing
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 096 - Costs Recovered | 0 | 0 | 1,000 |
| Total Income | 0 | 0 | 1,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 318,167 | 318,167 | 332,760 |
| 210 - Oncost | 50,953 | 50,953 | 52,494 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 1,500 |
| 305 - Information Technology | 22,800 | 22,800 | 27,250 |
| 310 - Payroll / Personnel | 3,040 | 3,040 | 3,040 |
| 315 - Internal Rent | 5,040 | 5,040 | 7,560 |
| 320 - Photocopying - Internal | 3,000 | 3,000 | 500 |
| 330 - Financial Services | 10,560 | 10,560 | 10,560 |
| 352 - Telephone - External | 1,500 | 1,500 | 1,500 |
| 355 - Advertising | 141,350 | 141,350 | 141,350 |
| 360 - Printing & Stationery | 20,000 | 20,000 | 20,000 |
| 390 - Insurance | 6,560 | 4,462 | 5,700 |
| 434 - Marketing / Promotion | 259,700 | 249,700 | 236,700 |
| 440 - Food & Drink | 500 | 500 | 200 |
| 464 - Equipment | 2,000 | 2,000 | 2,000 |
| 466 - Maintenance | 10,000 | 10,000 | 10,000 |
| Total Expenses | 856,670 | 844,572 | 853,114 |
| Net Surplus / (Loss) | (856,670) | (844,572) | (852,114) |

031 – Communications

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 031 - Communications
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 356,227 | 356,227 | 370,597 |
| 210 - Oncost | 57,002 | 57,002 | 58,463 |
| 260 - Travel & Accommodation | 2,000 | 2,000 | 1,500 |
| 305 - Information Technology | 17,100 | 17,100 | 28,550 |
| 310 - Payroll / Personnel | 3,610 | 3,610 | 3,610 |
| 315 - Internal Rent | 7,925 | 7,925 | 7,925 |
| 320 - Photocopying - Internal | 5,000 | 5,000 | 500 |
| 330 - Financial Services | 4,720 | 4,720 | 4,720 |
| 352 - Telephone - External | 3,000 | 3,000 | 3,000 |
| 365 - Journals & Manuals | 5,000 | 5,000 | 5,500 |
| 390 - Insurance | 3,470 | 2,795 | 3,570 |
| 434 - Marketing / Promotion | 50,000 | 50,000 | 50,000 |
| 440 - Food & Drink | 500 | 500 | 500 |
| 461 - Contract Payments External | 20,000 | 30,000 | 20,000 |
| 464 - Equipment | 1,000 | 1,000 | 1,000 |
| Total Expenses | 536,554 | 545,879 | 559,435 |
| Net Surplus / (Loss) | (536,554) | (545,879) | (559,435) |

024 - Customer Focus

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 024 - Customer Focus
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 079 - Fees Certificates | 0 | 0 | 16,000 |
| Total Income | 0 | 0 | 16,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 631,034 | 676,034 | 712,399 |
| 210 - Oncost | 101,368 | 101,368 | 112,381 |
| 245 - Staff Allowances | 350 | 350 | 350 |
| 250 - Uniforms | 2,000 | 2,000 | 2,000 |
| 260 - Travel & Accommodation | 500 | 500 | 500 |
| 305 - Information Technology | 52,500 | 52,500 | 58,550 |
| 310 - Payroll / Personnel | 6,900 | 6,900 | 6,900 |
| 315 - Internal Rent | 65,268 | 65,268 | 65,268 |
| 320 - Photocopying - Internal | 3,000 | 3,000 | 1,000 |
| 330 - Financial Services | 10,460 | 10,460 | 10,460 |
| 352 - Telephone - External | 9,000 | 9,000 | 9,000 |
| 372 - Postage External | 86,500 | 86,500 | 89,500 |
| 376 - Contractors | 45,000 | 0 | 0 |
| 390 - Insurance | 8,120 | 5,480 | 7,000 |
| 395 - Miscellaneous Expenses | 300 | 300 | 300 |
| 440 - Food & Drink | 200 | 200 | 200 |
| 461 - Contract Payments External | 29,000 | 29,000 | 29,000 |
| 554 - Memberships | 550 | 550 | 550 |
| Total Expenses | 1,052,051 | 1,049,411 | 1,105,358 |
| Net Surplus / (Loss) | (1,052,051) | (1,049,411) | (1,089,358) |

Community Development & Wellbeing

MISSION

To contribute to the optimal health and wellbeing of our community by facilitating access, equity, connection, participation and knowledge exchange through health and wellbeing policy and strategy development, community partnerships and delivery of services.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

Hyphen

- Hyphen Wodonga Library Gallery celebrated its first anniversary in August 2022, and continues to see growth in visitation since operating 7 days a week. March 2023 marked the anniversary of no service disruptions for 12 months.
- Hyphen saw over 83,000 people through the doors in 21-22, and it expects to exceed 110,00 visitors in 22-23.
- Over 2,400 new members joined the library in 21-22 and this is projected again for 22-23.
- Over 360 programs were delivered since June 2022, including Storytimes, STEAM programs, seniors digital literacy programs and The Big Summer Read.
- The Exhibition program continues to be a drawcard for both community members and visitors to Wodonga.
- Since opening, it is estimated Hyphen generated \$43.2M for the local economy.
- Online resource usage continues to increase E-Loan usage is estimated to peak around 30-35% in the coming years.
- The exhibition program has featured 80% local artists, and the venue continues to partnership with a range of organisations and funding bodies to deliver diverse programs and services to the community.

Population Health and Community Wellbeing

- A review Wodonga's strategic and policy position on liquor and electronic gaming has commenced and an Alcohol Prevention Grant was received from VicHealth to facilitate the development and implementation of a community action plan to reduce Alcohol harm in Wodonga.
- Advocacy efforts have continued with Homes Victoria's 'Big Housing Build' on the \$30 million minimum guaranteed spend on social and affordable housing in Wodonga.
- The Disability Action Plan 2022 – 2025 was endorsed to drive a across-council approach to improve access to council services, programs, communications and infrastructure.
- In partnership with Albury City, a celebratory event for International Day of People with Disability was held.
- In partnership Albury Wodonga Ethnic Communities Council, A Harmony Day event was held in March 2022 to celebrate cultural diversity.
- The Wodonga Access Advisory Group has continued to meet and be a consultative platform for people living with disability. The group advises council on access issues within the Wodonga.
- The Wodonga Access Advisory Group worked in collaboration with Dyson to develop a bus training resource video in October 2022 and promoted a council developed social media video to urge residents to not obstruct pathways with cars and overgrown trees and shrubs.

- A Changing Places grant was received from the State Government (October 2022) to build a facility in Wodonga.
- The Being Connected in Wodonga, an age friendly guide, was developed and distributed across Wodonga with the aim of increasing pathways for community connection for older people living in Wodonga.
- Gender equity principles continue to be embedded into council's policy and decision making through the provision of Gender Impact Assessments.
- In Partnership with Uniting and Aligned Leisure, The Dry Access Shower Pilot Program continues to be rolled out, to provide Wodonga residents experiencing homelessness access to shower facilities at Wodonga Leisure Centre, during dedicated time slots.

Volunteers

- Volunteers assisted in the operation of 10 council business units, providing a total of 1554.4 hrs of volunteer hours.
- Council continues its corporate volunteering program, which included preparing cooked meals for FoodShare with Birralee Neighbourhood House and delivering meals through Westmont Aged Care 'Meals on wheels' program.
- The Wodonga Volunteer Awards were held to celebrate the volunteers' contribution.

Community Impact Grants

- A range of funding opportunities were provided to community clubs, groups and organisations, to harness new ideas that benefit the community and enable a collaborative response to local needs.
- The internal grants panel assessed 39 applications and awarded 21 projects through two grant rounds.
- The Grants Programs were promoted to a broad range of community including cultural groups, sports clubs and community organisations.

Community Development and Youth Services

- Work continued on the execution of the Wodonga Youth Strategy which has a strategic objective on the health and wellbeing of young people, with focus areas including – being heard and considered, connected and included, healthy and well, and prepared. Council successfully supported programs and events that aligned with the objectives in the strategy, working with over 400 young people from diverse backgrounds.
- A Social Connects Program was successfully implemented to help young people engage socially with their peers to return to help young people return to normal life after COVID-19 lockdowns. This was a collaboration between FReeZA youth committee and the Hyphen Youth Collective (a group of 12-15 young people from across Wodonga).
- Council worked in partnership with the North East Pride Collective (NEPC) Network to advocate for young LGBTIQ+ people, and their friends.
- Lobbying and advocacy efforts to facilitate key stakeholders and attract funding for an Education First Youth Foyer being led by Wodonga TAFE to address housing and education for vulnerable young people.
- Seed funding, program support and advocacy and lobbying for the Wodonga Project being led by Junction Support Services– a Community of Schools and Services (COSS) model working towards addressing social and educational disadvantage in schools by providing a coordinated response for young people identified to be at risk of homelessness or disengagement from education.
- A wide range of partnerships were formed to deliver diverse programs, events and services to young people across Wodonga; focusing on social connection, mental health, food security, life skills and employment.

Baranduda and Feltrimber Community Centres

- After adapting programming and services in the COVID-19 pandemic environment, the community centres have recommenced programming and are seeing visitor numbers increase.
- The centres continued to play a key role in linking the community to a safe space for social connection, learning, place based programming, and promotion/linking to internal and external local services.

- The Baranduda and Felltimber Community Centres combined delivered over 50 types of program to the community in 2022.
- The centres have continued to work in partnership with diverse organisations to provide information, support, education, referral and social opportunities that foster health and wellbeing; including the food-share program in partnership with Foodshare Albury Wodonga, library outreach, food swap and life long learning opportunities with the support of volunteers.

BUSINESS PLANNING CONTEXT

Wodonga is one of the fastest growing regional cities in Victoria. Council has the significant challenge of matching services, facilities and infrastructure with growth and ensuring that all people regardless of age, ability, gender or backgrounds reap the benefits of our cities great transformation.

Council recognises that not everyone's circumstances are equal and for some this can affect their health and wellbeing outcomes. It is therefore imperative that we address the drivers of disadvantage for all ages, abilities, genders and backgrounds to access the opportunities they need to thrive, so everyone has a fair opportunity to reach their potential.

Local Government is well placed to work toward better outcomes and influence these social and health issues as the city grows. This can be achieved by working with stakeholders across the community and influencing planning, policy and legislation.

All local governments in Victoria are legislated to implement a Municipal Public Health and Wellbeing Plan (MPHWP) that aims to improve outcomes for residents and is closely aligned to the State Public Health and Wellbeing Priorities. Wodonga Council is currently developing the MPHWP that will be integrated into the Council Plan 2021-2025.

SERVICES

| SERVICE | DESCRIPTION |
|-------------------------------------|---|
| 350 Funded Community Projects | Delivery of grant funded initiatives aligned with Municipal Public Health and Wellbeing strategic objectives |
| 361 Community Development | To strengthen the community; strengthen our relationship with local Aboriginal people; and partner with community in a collective approach to optimising social, cultural and economic outcomes. |
| 376 Inclusive and Safer communities | To ensure Wodonga is an accessible and inclusive community where people feel safe, included and connected. |
| 393 Community Impact Grants | To provide opportunity for people in Wodonga to access funding to implement initiatives and projects that will have positive impact in the community. |
| 360 Youth Services | To plan and cater for the needs of young people in Wodonga now and into the future. |
| 035 Hyphen Gallery | Deliver a diverse range of professional arts and cultural programs and facilitate community creativity and expression through education and engagement with the arts, whilst contributing to a community hub in the CBA. |
| 014 Hyphen Library | To link the people of Wodonga to information, knowledge and one another by meeting their educational, social, cultural and informational needs in diverse opportunities and mediums. |
| 381 Baranduda community centre | To be a welcoming centre working in partnership to provide information, support, education, referral and social opportunities that foster health and wellbeing. To be a central and vital point in linking the community. |

| | |
|---------------------------------|---|
| 382 Feltrimber community centre | To be a welcoming centre working in partnership to provide information, support, education, referral and social opportunities that foster health and wellbeing. To be a central and vital point in linking the community. |
| 385 Volunteer Coordination | Encourage, support and recognise volunteers in the community. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|-------------------------------------|--|--|
| 350 Funded Community Projects | All expense accounts | Project funding has concluded. There are no anticipated community projects in 2023-2024. |
| 393 Community Impact Grants | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 552 - Contributions | In line with prior year expenditure. Includes: <ul style="list-style-type: none"> • MOUs \$87k – Hothouse, Murray Arts. • Sponsorships \$15k |
| 376 Inclusive and safer communities | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 420 - Strategy Plans and Programs | Increase to cover 16 Days of Activism, International Day of People with Disability, LDAT/Liquor accord. |
| 360 Youth Services | 132 - Grant Recurrent | Freeza grants received for youth events - \$35k and Portsea Camp - \$4k. Offset below. |
| | 420 - Strategy, Plans and Programs | Includes : <ul style="list-style-type: none"> • \$35k Freeza • \$10k Young Achievers • \$2k Youth week • \$1k planning. |
| | 438 – Events and Festivals | New event Portsea Camp |
| 014 Hyphen Library | 032 - Grant Recurrent | State funding received, CPI increase still to be confirmed. |
| | 076 – Fees General | Reduction due to decline in printing / copying. |
| | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 385 - Cleaning | Increase based on usage of new Library Gallery venue and larger footprint. |
| | 461 – Contract Payments | Increase due to new interlibrary delivery system |
| | 480 - Stock | Books, ebooks, newspapers, Magazines, Storytime Anytime. Increase – Premiers Reading Challenge, offset by funding. |
| 035 Hyphen Gallery | 076 – Venue Hire | Increased to match fees and charges |
| | 098 – Sale of Goods | Reduced forecast of retail, reduced stock purchase to offset |
| | 203 – Salaries 210 – Oncost 250 - Uniforms | Increase due to EBA and banding increment; Casual increase 4.5hrs per fortnight due to increase demands of the new venue |

| Business Unit | Account | Commentary |
|---------------------------------|----------------------------------|---|
| | 360 – Printing and Stationery | Increased to support costs of exhibition requirements |
| | 375 – Materials | Increased to support rise in material costs |
| | 376 – Contractors | Increased to support gallery maintenance, reduction in library maintenance |
| | 385 – Cleaning | Increase based on usage of new Library Gallery venue and larger footprint. |
| | 438 – Events and Festivals | Increase in forecasted exhibition costs – industry aligned, Federal changes to arts sector award. |
| | 480 - Stock | Reduction in stock expenditure to match reduction in income |
| 361 – Community Development | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increment. |
| | 420 – Strategy, Plans & Programs | Reconciliation Action Plan (RAP) Program execution – National Reconciliation Week, RAP Programs |
| 381 Baranduda community centre | 132 – Grant recurrent | DFFH Neighbourhood House funding. |
| | 203 – Salaries 210 – Oncost | Increase EBA and banding increments, casual to cover leave. Coordinator role sits with Felltimber community centre. |
| | 385 - Cleaning | Reduced cleaning costs, post Covid. |
| | 464 – Equipment | Program equipment, increased market costs. |
| 382 Felltimber community centre | 062 – External Funding | Grant no longer guaranteed |
| | 132 – Grant recurrent | DFFH Neighbourhood House participation funding. |
| | 203 – Salaries 210 – Oncost | Increase EBA and banding increments, casual to cover leave. Coordinator role sits with Felltimber community centre. |
| | 385 - Cleaning | Reduced cleaning costs, post Covid. |
| | 464 – Equipment | Program equipment, increased market costs. |
| | 554 – Memberships | Increase Neighbourhood House and Foodshare partnerships |
| 385 Volunteer Coordination | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |

350 – Funded Community Projects

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 350 - Funded Community Projects
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 132 - Grant Recurrent | 0 | 101,500 | 0 |
| Total Income | 0 | 101,500 | 0 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 0 | 104,616 | 0 |
| 210 - Oncost | 0 | 15,391 | 0 |
| 390 - Insurance | 0 | 1,001 | 0 |
| 420 - Strategy, Plans and Programs | 0 | 68,264 | 0 |
| 552 - Contributions | 0 | 105,400 | 0 |
| Total Expenses | 0 | 294,672 | 0 |
| Net Surplus / (Loss) | 0 | (193,172) | 0 |

393 – Community Impact Grants

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 393 - Community Impact Grants
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| Total Income | 0 | 0 | 0 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 19,363 | 19,363 | 21,781 |
| 210 - Oncost | 3,099 | 3,099 | 3,436 |
| 260 - Travel & Accommodation | 300 | 300 | 400 |
| 360 - Printing & Stationery | 150 | 150 | 250 |
| 390 - Insurance | 1,790 | 1,338 | 1,710 |
| 434 - Marketing / Promotion | 500 | 500 | 0 |
| 440 - Food & Drink | 2,000 | 2,000 | 2,050 |
| 552 - Contributions | 216,505 | 229,742 | 101,505 |
| Total Expenses | 243,706 | 256,491 | 131,132 |
| Net Surplus / (Loss) | (243,706) | (256,491) | (131,132) |

376 - Inclusive and Safer Communities

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 376 - Inclusive and Safer Communities
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 174,017 | 174,017 | 200,196 |
| 210 - Oncost | 27,851 | 27,851 | 31,587 |
| 260 - Travel & Accommodation | 600 | 600 | 600 |
| 305 - Information Technology | 15,600 | 15,600 | 18,150 |
| 310 - Payroll / Personnel | 2,640 | 2,640 | 2,640 |
| 315 - Internal Rent | 1,260 | 1,260 | 1,260 |
| 320 - Photocopying - Internal | 2,000 | 2,000 | 1,060 |
| 330 - Financial Services | 3,080 | 3,080 | 3,080 |
| 352 - Telephone - External | 1,500 | 1,500 | 1,550 |
| 360 - Printing & Stationery | 100 | 100 | 200 |
| 390 - Insurance | 1,900 | 1,778 | 2,280 |
| 400 - Consultancy | 110,000 | 110,000 | 0 |
| 420 - Strategy, Plans and Programs | 0 | 0 | 20,000 |
| 440 - Food & Drink | 800 | 800 | 600 |
| Total Expenses | 341,348 | 341,226 | 283,203 |
| Net Surplus / (Loss) | (341,348) | (341,226) | (283,203) |

360 - Youth Services

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 360 - Youth Services
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 500 | 500 | 500 |
| 132 - Grant Recurrent | 37,500 | 37,500 | 41,250 |
| 172 - Contributions | 0 | 2,577 | 0 |
| Total Income | 38,000 | 40,577 | 41,750 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 76,722 | 76,722 | 76,261 |
| 210 - Oncost | 12,279 | 12,279 | 12,031 |
| 255 - Vehicle Expense | 10,740 | 10,740 | 10,320 |
| 260 - Travel & Accommodation | 300 | 300 | 400 |
| 305 - Information Technology | 5,200 | 5,200 | 6,050 |
| 310 - Payroll / Personnel | 2,640 | 2,640 | 2,640 |
| 315 - Internal Rent | 2,925 | 2,925 | 1,665 |
| 320 - Photocopying - Internal | 1,000 | 1,000 | 500 |
| 330 - Financial Services | 7,380 | 7,380 | 7,380 |
| 352 - Telephone - External | 1,200 | 1,200 | 1,200 |
| 360 - Printing & Stationery | 300 | 300 | 300 |
| 390 - Insurance | 3,620 | 995 | 1,280 |
| 420 - Strategy, Plans and Programs | 48,500 | 65,565 | 48,500 |
| 438 - Events & Festivals | 0 | 0 | 11,700 |
| 440 - Food & Drink | 500 | 500 | 500 |
| 461 - Contract Payments External | 0 | 2,577 | 0 |
| 554 - Memberships | 575 | 575 | 575 |
| Total Expenses | 173,881 | 190,898 | 181,302 |
| Net Surplus / (Loss) | (135,881) | (150,321) | (139,552) |

014 – Hyphen Library

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 014 - Hyphen - Library
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 21,500 | 20,272 | 18,500 |
| 096 - Costs Recovered | 500 | 500 | 500 |
| 132 - Grant Recurrent | 314,000 | 333,002 | 333,002 |
| 172 - Contributions | 1,200 | 1,200 | 1,200 |
| Total Income | 337,200 | 354,974 | 353,202 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 555,555 | 534,120 | 575,864 |
| 210 - Oncost | 88,850 | 88,850 | 91,141 |
| 250 - Uniforms | 3,000 | 3,000 | 2,500 |
| 260 - Travel & Accommodation | 4,000 | 4,000 | 4,000 |
| 305 - Information Technology | 88,800 | 88,800 | 79,400 |
| 310 - Payroll / Personnel | 8,130 | 8,130 | 8,130 |
| 315 - Internal Rent | 115,000 | 115,000 | 115,000 |
| 320 - Photocopying - Internal | 250 | 250 | 750 |
| 330 - Financial Services | 7,480 | 7,480 | 7,480 |
| 352 - Telephone - External | 5,800 | 5,800 | 5,800 |
| 360 - Printing & Stationery | 4,000 | 4,000 | 5,000 |
| 375 - Materials | 10,000 | 10,000 | 10,000 |
| 376 - Contractors | 12,000 | 12,000 | 10,000 |
| 380 - Utilities | 64,000 | 64,000 | 67,200 |
| 383 - Security | 4,000 | 4,000 | 2,600 |
| 385 - Cleaning | 32,579 | 32,579 | 28,000 |
| 390 - Insurance | 11,380 | 16,425 | 20,980 |
| 395 - Miscellaneous Expenses | 500 | 500 | 500 |
| 405 - Bank / Govt Fees | 500 | 500 | 500 |
| 440 - Food & Drink | 1,800 | 1,800 | 1,800 |
| 461 - Contract Payments External | 34,670 | 34,981 | 39,700 |
| 464 - Equipment | 16,000 | 16,000 | 16,000 |
| 466 - Maintenance | 5,000 | 5,000 | 5,000 |
| 475 - Rates Water | 250 | 250 | 750 |
| 480 - Stock | 151,555 | 161,074 | 161,774 |
| 554 - Memberships | 5,600 | 5,600 | 5,800 |
| Total Expenses | 1,230,699 | 1,224,139 | 1,265,669 |
| Net Surplus / (Loss) | (893,499) | (869,165) | (912,467) |

035 – Hyphen Gallery

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 035 - Hyphen - Gallery
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 24,500 | 24,500 | 26,000 |
| 096 - Costs Recovered | 5,000 | 5,000 | 5,000 |
| 098 - Sale Of Goods | 47,750 | 42,750 | 46,000 |
| Total Income | 77,250 | 72,250 | 77,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 486,564 | 507,999 | 538,201 |
| 210 - Oncost | 77,580 | 77,580 | 84,956 |
| 250 - Uniforms | 1,750 | 1,750 | 1,750 |
| 260 - Travel & Accommodation | 1,800 | 1,800 | 1,900 |
| 305 - Information Technology | 46,400 | 46,400 | 49,650 |
| 310 - Payroll / Personnel | 2,320 | 2,320 | 2,320 |
| 315 - Internal Rent | 115,000 | 115,000 | 115,000 |
| 320 - Photocopying - Internal | 800 | 800 | 200 |
| 330 - Financial Services | 2,050 | 2,050 | 2,050 |
| 352 - Telephone - External | 800 | 800 | 900 |
| 360 - Printing & Stationery | 2,800 | 2,800 | 4,000 |
| 367 - Licences | 1,300 | 1,300 | 1,300 |
| 375 - Materials | 10,000 | 10,000 | 11,000 |
| 376 - Contractors | 0 | 0 | 5,000 |
| 380 - Utilities | 64,000 | 64,000 | 67,200 |
| 383 - Security | 1,000 | 1,000 | 2,600 |
| 385 - Cleaning | 32,000 | 32,000 | 28,000 |
| 390 - Insurance | 5,900 | 10,343 | 13,210 |
| 395 - Miscellaneous Expenses | 220 | 220 | 500 |
| 405 - Bank / Govt Fees | 1,500 | 1,500 | 1,500 |
| 438 - Events & Festivals | 105,000 | 126,000 | 116,000 |
| 440 - Food & Drink | 3,200 | 3,200 | 3,200 |
| 464 - Equipment | 10,000 | 10,000 | 10,000 |
| 466 - Maintenance | 2,500 | 2,500 | 2,500 |
| 475 - Rates Water | 2,500 | 2,500 | 750 |
| 480 - Stock | 25,000 | 20,000 | 23,600 |
| 554 - Memberships | 1,500 | 1,500 | 1,500 |
| Total Expenses | 1,003,484 | 1,045,362 | 1,088,787 |
| Net Surplus / (Loss) | (926,234) | (973,112) | (1,011,787) |

361 – Community Development

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 361 - Community Development
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 168,792 | 168,792 | 182,580 |
| 210 - Oncost | 27,014 | 27,014 | 28,803 |
| 260 - Travel & Accommodation | 600 | 600 | 600 |
| 305 - Information Technology | 0 | 0 | 5,400 |
| 315 - Internal Rent | 0 | 0 | 2,520 |
| 352 - Telephone - External | 2,400 | 2,400 | 2,400 |
| 360 - Printing & Stationery | 700 | 700 | 700 |
| 390 - Insurance | 0 | 1,307 | 1,670 |
| 400 - Consultancy | 50,000 | 50,000 | 25,000 |
| 420 - Strategy, Plans and Programs | 1,000 | 1,000 | 6,000 |
| 440 - Food & Drink | 500 | 500 | 500 |
| Total Expenses | 251,006 | 252,313 | 256,173 |
| Net Surplus / (Loss) | (251,006) | (252,313) | (256,173) |

381 - Baranduda Community Centre

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 381 - Baranduda Community Centre
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 10,400 | 10,400 | 10,400 |
| 077 - Rent | 6,944 | 6,944 | 7,200 |
| 132 - Grant Recurrent | 88,909 | 88,909 | 91,871 |
| Total Income | 106,253 | 106,253 | 109,471 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 44,702 | 44,702 | 50,423 |
| 210 - Oncost | 7,116 | 7,116 | 7,964 |
| 250 - Uniforms | 350 | 350 | 350 |
| 260 - Travel & Accommodation | 600 | 600 | 600 |
| 305 - Information Technology | 10,200 | 10,200 | 10,800 |
| 310 - Payroll / Personnel | 790 | 790 | 790 |
| 315 - Internal Rent | 19,665 | 19,665 | 19,665 |
| 320 - Photocopying - Internal | 2,500 | 2,500 | 1,000 |
| 330 - Financial Services | 3,180 | 3,180 | 3,180 |
| 352 - Telephone - External | 1,800 | 1,800 | 1,800 |
| 360 - Printing & Stationery | 800 | 800 | 800 |
| 375 - Materials | 6,000 | 6,000 | 6,000 |
| 376 - Contractors | 8,000 | 8,000 | 8,000 |
| 380 - Utilities | 3,570 | 3,570 | 2,500 |
| 383 - Security | 2,800 | 2,800 | 2,860 |
| 385 - Cleaning | 32,200 | 32,200 | 26,000 |
| 390 - Insurance | 3,080 | 2,120 | 2,710 |
| 395 - Miscellaneous Expenses | 500 | 500 | 500 |
| 405 - Bank / Govt Fees | 600 | 600 | 650 |
| 440 - Food & Drink | 1,000 | 1,000 | 1,000 |
| 464 - Equipment | 0 | 0 | 1,000 |
| 466 - Maintenance | 3,000 | 3,000 | 3,000 |
| 475 - Rates Water | 820 | 820 | 1,200 |
| 554 - Memberships | 350 | 350 | 350 |
| Total Expenses | 153,623 | 152,663 | 153,141 |
| Net Surplus / (Loss) | (47,370) | (46,410) | (43,670) |

382 - Felltimber Community Centre

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 382 - Felltimber Community Centre
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 062 - External | 3,500 | 3,500 | 0 |
| 076 - Fees General | 6,900 | 6,900 | 6,900 |
| 077 - Rent | 15,000 | 15,000 | 15,500 |
| 132 - Grant Recurrent | 88,909 | 88,909 | 91,871 |
| Total Income | 114,309 | 114,309 | 114,271 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 107,868 | 107,868 | 114,774 |
| 210 - Oncost | 17,226 | 17,226 | 18,112 |
| 250 - Uniforms | 300 | 300 | 400 |
| 260 - Travel & Accommodation | 600 | 600 | 600 |
| 305 - Information Technology | 15,200 | 15,200 | 16,200 |
| 310 - Payroll / Personnel | 790 | 790 | 790 |
| 315 - Internal Rent | 34,560 | 34,560 | 34,560 |
| 320 - Photocopying - Internal | 3,700 | 3,700 | 1,000 |
| 330 - Financial Services | 3,180 | 3,180 | 3,180 |
| 352 - Telephone - External | 1,800 | 1,800 | 1,800 |
| 360 - Printing & Stationery | 2,000 | 2,000 | 2,000 |
| 375 - Materials | 7,000 | 7,000 | 7,000 |
| 376 - Contractors | 7,000 | 7,000 | 7,000 |
| 380 - Utilities | 4,290 | 4,290 | 3,400 |
| 383 - Security | 1,100 | 1,100 | 1,200 |
| 385 - Cleaning | 27,100 | 27,100 | 20,000 |
| 390 - Insurance | 2,710 | 2,388 | 3,050 |
| 395 - Miscellaneous Expenses | 500 | 500 | 500 |
| 405 - Bank / Govt Fees | 600 | 600 | 650 |
| 440 - Food & Drink | 1,000 | 1,000 | 1,000 |
| 464 - Equipment | 0 | 0 | 1,000 |
| 466 - Maintenance | 1,100 | 1,100 | 1,200 |
| 475 - Rates Water | 1,230 | 1,230 | 1,200 |
| 554 - Memberships | 350 | 350 | 1,850 |
| Total Expenses | 241,203 | 240,881 | 242,467 |
| Net Surplus / (Loss) | (126,894) | (126,572) | (128,196) |

385 – Volunteer Coordination

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 385 - Volunteer Coordination
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 50,533 | 50,533 | 54,452 |
| 210 - Oncost | 8,088 | 8,088 | 8,590 |
| 260 - Travel & Accommodation | 400 | 400 | 500 |
| 305 - Information Technology | 5,200 | 5,200 | 6,050 |
| 310 - Payroll / Personnel | 880 | 880 | 880 |
| 315 - Internal Rent | 1,260 | 1,260 | 1,260 |
| 320 - Photocopying - Internal | 1,000 | 1,000 | 1,000 |
| 330 - Financial Services | 4,100 | 4,100 | 4,100 |
| 352 - Telephone - External | 400 | 400 | 2,000 |
| 360 - Printing & Stationery | 500 | 500 | 500 |
| 375 - Materials | 6,000 | 6,000 | 6,000 |
| 390 - Insurance | 700 | 480 | 620 |
| 420 - Strategy, Plans and Programs | 0 | 0 | 6,000 |
| 434 - Marketing / Promotion | 4,000 | 4,000 | 0 |
| 438 - Events & Festivals | 8,500 | 8,500 | 10,000 |
| 440 - Food & Drink | 300 | 300 | 300 |
| 554 - Memberships | 300 | 300 | 400 |
| Total Expenses | 92,160 | 91,940 | 102,652 |
| Net Surplus / (Loss) | (92,160) | (91,940) | (102,652) |

Recreation

MISSION

To foster healthy, active and engaged lifestyles by providing a diverse range of recreational opportunities for the community and visitors of Wodonga.

VALUES

Trust, Respect, Integrity, Learning, Understanding, Communication, Quality and Opportunity

RECENT ACHIEVEMENTS

- Baranduda Fields Sporting Complex; Construction commenced on the main Football (Soccer) pavilion and grandstand, sporting fields, netball courts and AFL/Netball pavilion;
- Secured \$188,000 funding for LED lighting upgrade La Trobe soccer facility and \$68,000 to go towards match venue infrastructure and amenities Martin Park Les Cheesley Oval;
- Belvoir Park Playground stage 2 design was finalised and construction works on the \$1.17 million dollar project commenced;
- The Belvoir and Willow Park Masterplans were completed and endorsed by council.
- Installation of irrigation and new turf at the Belvoir Park dog Park;
- Completed the combined Albury Wodonga Sport and Recreation Strategy with Albury City;
- Construction of the new Wodonga Hockey Pavilion at Birallee Park and the redevelopment of the existing hockey and BMX pavilion completed;
- Installation of two new backboards to main court, air-conditioning upgrade to the gymnasium and cycle studio and a new pool hoist Wodonga Sports and Leisure Centre;
- Completed playground renewal works at Bill Black and Gayview Park playgrounds;
- Installation of shade sails at Birallee Park Pump Track, Baranduda Reserve playground and playground on Maygar and Rogers Avenue in Whitebox Rise;
- Undertook consultation for the development of two new play spaces in Kinchington Estate and a renewal of the Castle Heights playspace; and
- Commenced works of the redevelopment of the Wodonga Exhibition Centre. These works will enable the facility to be used as the city's future emergency response centre.

BUSINESS PLANNING CONTEXT

Wodonga is a growing city with a lower medium age therefore there is increasing young people and young families within the community. Wodonga is increasingly playing a greater role within a regional context in the supply and opportunities of a range of recreational activities. Facilities within Wodonga are highly utilised and, with the increased demands and needs of sports for spaces, there is a shortage of spaces to cater for organised activities across the community. Sporting seasons continue to extend and impact on equitable and safe use of multiuse facilities further impacting on access and demand issues.

Sporting expectations on facility improvements and standards of facilities has increased while costs in providing and maintaining facilities is also increasing. This means that the provision of infrastructure is of significant costs to the community and therefore opportunities for external funding and fundraising are critical for the future improvements in the city.

The capacity and pressure on volunteer committees continues to increase due to the greater regulation and professionalism of sport and recreation activities. Volunteer committees play a critical

role in providing physical activity opportunities for the Wodonga community and their value cannot be underestimated. Continued support and direction from council is vital to ensure sustained success and strength of local volunteer committees.

SERVICES

| SERVICE | DESCRIPTION |
|-------------------------|--|
| 377 Recreation | All Wodonga citizens have the opportunity to live active healthy and engaged lifestyles, benefitting themselves and the wider community. |
| 016 Property Management | Managing the divestment, acquisition and leasing of council owned or managed properties. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|-------------------------|----------------------------------|---|
| 377 Recreation | 134 - Grant Capital | Grant funding secured for Wodonga Master planning, LaTrobe Lighting and Birallee Scoreboard projects. |
| | 172 - Contributions | Albury City contribution to 2C1C - Combined Sport and Recreation Facility Plan – consultancy below. |
| | 203 - Salaries 210 - Oncost | Salary savings from the Recreation Assistant role reverting from non FTE. EBA and banding increment applied to all staff. |
| | 434 - Marketing / Promotions | Allocation for Super Tuesday bicycle count. |
| | 438 - Events | Delivery of programs to support the Physical Activity Strategy Priority Actions and Ride 2 Work, Walk to School and Move in May. |
| | 461 – Contract payments external | Increase in contract fees for the Albury Wodonga Aquatics Facility Management Contract. |
| | 466 - Maintenance | Increased allocation for ageing infrastructure requirements; cost associated with increasing materials, labour and maintenance works required to be undertaken at Wodonga's sports and recreation facilities, parks and reserves. |
| 016 Property Management | 102 - Leases | Overall decrease due to reduced income from solar farm rental and grazing licences due to land sales. |
| | 203 - Salaries 210 - Oncost | Change due to decrease in property officer hours. EBA and banding increment applied to all staff. |
| | 425 - Legal | Increase in general provision used across property portfolio. |
| | 461 – Contract payments | Valuations, surveyors, plan of subdivisions expenses. |
| | 470 – Lease payments | Telstra tower leases. |

377 – Recreation

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 377 - Recreation
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 077 - Rent | 105,888 | 105,888 | 102,418 |
| 096 - Costs Recovered | 6,000 | 6,000 | 8,702 |
| 132 - Grant Recurrent | 0 | 40,000 | 4,000 |
| 134 - Grant Capital | 0 | 0 | 29,620 |
| 172 - Contributions | 25,000 | 25,000 | 0 |
| Total Income | 136,888 | 176,888 | 144,740 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 349,311 | 349,311 | 319,090 |
| 210 - Oncost | 55,947 | 55,947 | 50,338 |
| 250 - Uniforms | 100 | 100 | 100 |
| 255 - Vehicle Expense | 9,440 | 9,440 | 8,600 |
| 260 - Travel & Accommodation | 3,000 | 3,000 | 4,000 |
| 305 - Information Technology | 10,400 | 10,400 | 30,250 |
| 310 - Payroll / Personnel | 1,710 | 1,710 | 1,710 |
| 315 - Internal Rent | 5,040 | 5,040 | 5,040 |
| 320 - Photocopying - Internal | 2,500 | 2,500 | 1,500 |
| 330 - Financial Services | 8,410 | 8,410 | 8,410 |
| 352 - Telephone - External | 3,500 | 3,500 | 3,500 |
| 360 - Printing & Stationery | 3,000 | 3,000 | 3,000 |
| 390 - Insurance | 62,600 | 61,635 | 78,710 |
| 400 - Consultancy | 0 | 79,390 | 0 |
| 422 - Design | 25,000 | 21,246 | 30,000 |
| 425 - Legal | 5,000 | 5,000 | 10,000 |
| 434 - Marketing / Promotion | 0 | 0 | 5,000 |
| 438 - Events & Festivals | 5,000 | 5,000 | 10,000 |
| 440 - Food & Drink | 1,000 | 1,000 | 1,000 |
| 461 - Contract Payments External | 1,062,789 | 1,281,216 | 1,270,533 |
| 466 - Maintenance | 74,000 | 104,285 | 76,700 |
| 475 - Rates Water | 8,000 | 8,000 | 8,000 |
| 554 - Memberships | 600 | 600 | 700 |
| Total Expenses | 1,696,347 | 2,019,730 | 1,926,181 |
| Net Surplus / (Loss) | (1,559,459) | (1,842,842) | (1,781,441) |

016 - Property Management

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 016 - Property Management
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 077 - Rent | 0 | 0 | 5,517 |
| 102 - Leases | 586,230 | 586,230 | 143,541 |
| Total Income | 586,230 | 586,230 | 149,058 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 170,578 | 170,578 | 135,018 |
| 210 - Oncost | 27,300 | 27,300 | 21,300 |
| 260 - Travel & Accommodation | 1,000 | 1,000 | 1,000 |
| 305 - Information Technology | 5,900 | 5,900 | 6,050 |
| 310 - Payroll / Personnel | 700 | 700 | 700 |
| 320 - Photocopying - Internal | 100 | 100 | 0 |
| 330 - Financial Services | 4,200 | 4,200 | 4,200 |
| 352 - Telephone - External | 600 | 600 | 600 |
| 390 - Insurance | 1,540 | 1,507 | 1,930 |
| 395 - Miscellaneous Expenses | 104 | 104 | 100 |
| 425 - Legal | 25,000 | 25,000 | 50,000 |
| 461 - Contract Payments External | 15,000 | 15,000 | 15,000 |
| 466 - Maintenance | 10,000 | 10,000 | 10,000 |
| 470 - Lease Payments | 25,800 | 25,800 | 26,861 |
| 478 - Fire Services Levy | 1,600 | 1,600 | 0 |
| Total Expenses | 289,422 | 289,389 | 272,759 |
| Net Surplus / (Loss) | 296,808 | 296,841 | (123,701) |

Cultural Services and Tourism

MISSION

The Cultural Services unit works to showcase Wodonga's strengths and build upon the cities profile through engagement with the community, the operation of quality cultural venues, delivery of diverse programs, preservation of cultural heritage, development of unique experiences and attraction of visitors and new audiences. The unit also fosters community creativity and expression, facilitates community access to essential information and knowledge, and celebrates the community through diverse events.

VALUES

Trust, Respect, Integrity, Learning, Proactive, Connected, Visionary.

RECENT ACHIEVEMENTS

Bonegilla Migrant Experience (BME)

- Completed the 'Regional Digital Grant' for Connecting Bonegilla; the project delivered Wi-Fi across the site, emergency response system and soundscapes throughout the huts;
- Completed the 'Bonegilla Experience ID Cards and Rail Trail, Lake Hume projects. Digitisation of the Bonegilla ID cards, upgraded 6km of the Rail Trail and installation of the Bonegilla ID Cards Exhibition;
- In 2022 BME hosted 13,740 visitors through the Welcome Centre, hosted 129 tours and 31 school groups and the 75th anniversary event; and
- Memorial plaque purchases, reached 1592 units, with 188 new plaque applications in the past year.

Community Cultural Development

- The *Ephemeral Art Program* (Little Gifts) delivered Open Galleries light box installations at The Cube and Waves; a street art piano installation, projection art onto Hyphen and ephemeral installations across the city;
- The Gateway Island Crossing Place Trail was officially launched on July 9th 2022 as part of NAIDOC Week. Four Sculptures were created along the 5 km pathway on the southern side of the Murray River. Seating and interpretive signage have also been added to enhance the visitor experience;
- Supported the Wodonga and District Historical Society with the relocation to Bonegilla Migrant Experience;
- The Rotary Peace Bell was completed and officially opened in September 2022 at Belvoir Park Wodonga. This joint project with Rotary Club of Wodonga West and Albury City will promote peace throughout the region; and
- Two professional development courses were run in conjunction with Murray Arts, supported by Wodonga Council.

Events / Event Attraction

- Council's calendar of events for 2022-2023 to date has delivered 24 events for the Wodonga community; including NAIDOC events, Remembrance Day, Christmas Activation, two CoCreate events, Australia Day, six Play Streets, one Fridays in the Square and three Community Pizza Oven bakes. In addition, Wodonga Council also supported via MOU the

Wodonga Carols by Candlelight, North East Food & Wine Festival and Borderville Circus Festival;

- These community events and activities have attracted approximately 25,400 in person and a further 5,516 online; and
- The Event Attraction Program has supported 5 events in 2022-2023 to date, the estimated total direct and indirect effect of \$8.3 million to the Albury Wodonga economy.

The Cube Wodonga

- In 2022-2023 to date The Cube Wodonga (TCW) has held over 246 events with over 11,866 registered in person participants, and saw over 52,623 guests come through the venue across the year;
- The Cube leased the Café to Reuben Brand, the Ploughman's café opened in August 2022, it has been very successful over the last 6 months and has seen over 36,000 patrons through the doors; and
- The Cube also celebrated its 10th Anniversary with two events to mark the occasion, a free family event hosting approx. 1000 patrons, and a Cube Session hosting 120 people.
- The Cube Wodonga presented 16 Season shows with standout performances being:
 - VUKA AFRICA a multicultural performance event;
 - Animal in Hiding by Lior and Domini;
 - Tempo – Flying Fruit Fly Circus premier before touring to the Sydney Opera House;
 - Sapphires – presented by Hit Productions; and
 - Erth – Prehistoric – giant dinosaur puppet show.

Tourism

The Visit Albury Wodonga team has delivered the following campaigns, programs and outcomes:

- 2022-23 Tourism Partner Program launched with 125 partners across Albury Wodonga;
- New Seasonal Inspiration Guide and city maps launched;
- 2022-23 Business Event Planner's Guide launched;
- Ongoing campaign leveraging Albury Wodonga's distinct seasonality continues, including locally focused campaign;
- Albury Wodonga Tourism Signage Strategy completed;
- In 2021 the economic impact of tourism was \$591 million, this was a significant drop from 2019 where tourism attributed \$1 billion to the local economy;
- Due to COVID there were 388,000 overnight visitors to Albury Wodonga; and

In 2021 there were 727,000 domestic day trip visitors, the reduction of visitors since the 2019 figure of 983,000 is due to COVID and the border closures.

BUSINESS PLANNING CONTEXT

Bonegilla Migrant Experience

Critical Issues

- Difficulty in gaining State and Federal funding for operations;
- Limited complimentary visitor facilities, particularly food offerings in surrounding area; and
- The aging of huts and buildings requires ongoing investment into asset renewal, all within the limitations of heritage compliance.

Opportunities

- Need to drive visitors back to the site, create targeted marketing campaigns and programmed events designed to capture interstate and intrastate visitors;
- Link the BME experience with complimentary visitor experiences, ie. food offerings and the rail trail; and

- Conservation Management Plan - work with consultant to develop the new plan – in progress.

Community Cultural Development

Critical Issues

- Sustainability of Gateway Village precinct;
- Preservation of heritage; and
- Impacts of the continuing natural disasters have impacted the creative industry, need to still rebuild the capacity of community cultural organisations.

Opportunities

- Harness community interest and connection with local history;
- HotHouse Theatre asset redevelopment.
- Collaborations with the Community Health and Wellbeing and Youth teams to see art integrated into programming opportunities.

Events and Event Attraction

Critical Issues

- Decreasing corporate sponsorship for events;
- Lack of infrastructure for attracting certain events;
- Sustainability of some community run events into the future; and
- Impacts of COVID and flooding on events and festivals with cancellations and reduced attendance.

Opportunities

- Increase focus on event attraction and hosting larger events throughout the city that draw visitation and contribute to our regional economy;
- Continue to build relationship with state sporting bodies, music promoters and professional event organisers;
- Include event infrastructure in new development and upgrades of precincts, parks and sporting grounds (in particular Gateway Lakes master planning); and
- Support community events in the COVID / flood recovery through Community Impact Grants, advice and advocacy.

The Cube Wodonga

Critical Issues

- Securing ongoing programming funding from Creative Victoria;
- Maintaining optimal catering operations;
- Retaining skilled technical staff due to regional location and limited casual hours;
- Staying up to date with technology advancements to meet client requirements.

Opportunities

- Attract large commercial standing room only performances;
- Updating the LED screen to help attract large indoor/outdoor concerts;
- Attraction of new business events and boutique conferences.

Tourism

Critical Issues

- Continue to build visitation experiences and accommodation offerings in Wodonga;
- Tourism recovery post COVID and floods.

Opportunities

- Advocacy for Wodonga's profile as a tourism destination and attraction of the domestic tourism visitor market;
- Advocacy for business stimulus and economic recovery post Covid-19 and floods.
- Continue to deliver actions from the Destination Management Plan (due for review in 2023); and
- Continue to build tourism industry skills through education processes.

SERVICES

| SERVICE | DESCRIPTION |
|------------------------------------|--|
| 012 The Cube Wodonga | Deliver a diverse range of professional performing arts and cultural public programs that provide opportunities for entertainment, learning, cultural expression and social exchange; Facilitate community use of the venue and build capacity to design and deliver product. Attract regional conferences and commercial hirers to the city. |
| 027 Event program | Develop, deliver and support a program of events that meets the needs and values of diverse sectors of our community. |
| 029 Bonegilla Migrant Experience | Preserve and commemorate the Bonegilla Migrant Experience site and story; and foster the tourism and educational capacities of the site. |
| 030 Community cultural development | Foster the development of a holistic community that is inclusive of and encourages a range of diverse art and cultural experiences that are participatory, entertaining, intellectual and educational. |
| 028 Tourism | Improve the visitor experience, grow visitor numbers, create and encourage participation in tourism experiences, increase visitor length of stay. |
| 037 Event Attraction | Attract and support a program of events that contribute positively to the profile of the city, generate significant visitation and economic growth, and enhance the lifestyle and attractiveness of the city. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|----------------------|--------------------------------|---|
| 012 The Cube Wodonga | 203 - Salaries 210 – Oncost | Staff salary increases due to EBA and banding increments. Front of House Co-ordinator position re-banded in line with taking over bar operations, staffing and stock management. |
| 027 Event program | 203 - Salaries 210 – Oncost | Increase due to EBA and banding increments |
| | 438 – Events and Festivals | Includes : <ul style="list-style-type: none"> • \$25k Australia Day • \$60k Food and Wine Festival, council run. • \$16k Senior week program • \$11k NYE MOU • \$38k Carols by Candlelight MOU • \$34.5k Xmas Decorations • \$4k Civic events / opening events • \$15k ANZAC day • \$3k Pizza oven • \$10k NAIDOC |

| Business Unit | Account | Commentary |
|------------------------------------|--|---|
| | | <ul style="list-style-type: none"> \$48K Three new Night Activation Events |
| 029 Bonegilla Migrant Experience | 203 – Salaries 210 – Oncost | Increase in staffing hours to support returning to 7 days a week operation, offset by increased income. |
| | 380 – Utilities 385 - Cleaning | Increased to support seven days a week operation. |
| | 438 – Events & Festivals | Increase expenditure for Indigenous and Heritage projects and Projector programming |
| | 461 - Contract payments | Increased to support Digital Exhibition microsite contact. |
| | 466 - Asset Renewal | Increase to support asset renewal of the aging huts, back to pre-covid figure. |
| 030 Community cultural development | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments |
| | 402 – Contributions 552 - Contributions | Contribution to Fruit Flying Foundation to support Borderville event. Prior year one off contribution towards Rotary Peace Bell |
| 028 Tourism | 400 - Consultancy | Decreased expenditure as no consultancy required in 2023-2024 |
| 037 Event Attraction | 505 – Events & Festivals | Increase to Event Attraction program - Council approved additional \$50k in October 2022. |

012 -The Cube Wodonga

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 012 - The Cube Wodonga
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 173,400 | 136,500 | 159,490 |
| 096 - Costs Recovered | 101,315 | 108,215 | 131,084 |
| 098 - Sale Of Goods | 500 | 30,500 | 45,500 |
| 102 - Leases | 25,000 | 46,667 | 29,029 |
| 132 - Grant Recurrent | 80,000 | 80,000 | 80,000 |
| Total Income | 380,215 | 401,882 | 445,103 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 504,859 | 504,859 | 583,609 |
| 210 - Oncost | 81,120 | 81,120 | 92,061 |
| 250 - Uniforms | 500 | 500 | 1,000 |
| 260 - Travel & Accommodation | 3,000 | 3,000 | 3,000 |
| 305 - Information Technology | 37,800 | 37,800 | 40,400 |
| 310 - Payroll / Personnel | 6,820 | 6,820 | 6,820 |
| 315 - Internal Rent | 56,545 | 56,545 | 56,545 |
| 320 - Photocopying - Internal | 1,000 | 1,000 | 1,000 |
| 330 - Financial Services | 9,840 | 9,840 | 9,840 |
| 352 - Telephone - External | 6,000 | 6,000 | 6,000 |
| 360 - Printing & Stationery | 1,400 | 1,400 | 1,400 |
| 365 - Journals & Manuals | 450 | 450 | 450 |
| 367 - Licences | 1,200 | 1,200 | 4,000 |
| 375 - Materials | 10,200 | 10,200 | 10,200 |
| 376 - Contractors | 73,000 | 139,624 | 63,000 |
| 380 - Utilities | 65,000 | 65,000 | 65,000 |
| 383 - Security | 5,000 | 5,000 | 5,100 |
| 385 - Cleaning | 53,060 | 53,060 | 54,650 |
| 390 - Insurance | 24,430 | 20,471 | 26,150 |
| 394 - Plant Hire - External | 8,000 | 8,000 | 8,000 |
| 395 - Miscellaneous Expenses | 3,000 | 3,000 | 3,000 |
| 405 - Bank / Govt Fees | 4,412 | 4,412 | 4,412 |
| 440 - Food & Drink | 5,500 | 5,500 | 5,500 |
| 461 - Contract Payments External | 13,500 | 15,627 | 13,500 |
| 464 - Equipment | 12,000 | 12,000 | 14,000 |
| 466 - Maintenance | 26,000 | 26,000 | 26,000 |
| 475 - Rates Water | 5,500 | 5,500 | 5,500 |
| 480 - Stock | 15,000 | 15,000 | 22,500 |
| 554 - Memberships | 2,180 | 2,180 | 2,700 |
| Total Expenses | 1,036,316 | 1,101,108 | 1,135,337 |
| Net Surplus / (Loss) | (656,101) | (699,225) | (690,234) |

027 - Events Program

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 027 - Events Program
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 2,100 | 2,849 | 6,100 |
| 096 - Costs Recovered | 1,000 | 1,000 | 5,000 |
| 132 - Grant Recurrent | 5,000 | 5,000 | 53,308 |
| 172 - Contributions | 8,200 | 28,200 | 10,200 |
| Total Income | 16,300 | 37,049 | 74,608 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 261,192 | 261,192 | 268,157 |
| 210 - Oncost | 41,845 | 41,845 | 42,303 |
| 255 - Vehicle Expense | 11,820 | 11,820 | 11,844 |
| 260 - Travel & Accommodation | 1,200 | 1,200 | 1,200 |
| 305 - Information Technology | 16,500 | 16,500 | 18,150 |
| 310 - Payroll / Personnel | 3,930 | 3,930 | 3,930 |
| 315 - Internal Rent | 7,290 | 7,290 | 7,290 |
| 320 - Photocopying - Internal | 1,980 | 1,980 | 1,000 |
| 330 - Financial Services | 17,220 | 17,220 | 17,220 |
| 352 - Telephone - External | 3,160 | 3,160 | 3,160 |
| 360 - Printing & Stationery | 800 | 800 | 800 |
| 367 - Licences | 5,500 | 5,500 | 7,489 |
| 370 - Presentations & Gifts | 500 | 500 | 500 |
| 380 - Utilities | 1,800 | 1,800 | 1,800 |
| 390 - Insurance | 4,070 | 4,068 | 5,200 |
| 438 - Events & Festivals | 313,500 | 410,378 | 264,500 |
| 440 - Food & Drink | 3,000 | 3,000 | 3,000 |
| 464 - Equipment | 6,000 | 6,000 | 6,000 |
| Total Expenses | 701,307 | 798,183 | 663,543 |
| Net Surplus / (Loss) | (685,007) | (761,134) | (588,935) |

029 - Bonegilla Migrant Experience

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 029 - Bonegilla Migrant Experience
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 37,000 | 37,000 | 65,000 |
| 077 - Rent | 4,700 | 4,700 | 4,700 |
| 098 - Sale Of Goods | 33,000 | 33,000 | 49,150 |
| 102 - Leases | 17,000 | 17,000 | 15,000 |
| 110 - Miscellaneous | 500 | 500 | 1,000 |
| Total Income | 92,200 | 92,200 | 134,850 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 198,009 | 198,009 | 273,734 |
| 210 - Oncost | 31,563 | 31,563 | 43,180 |
| 250 - Uniforms | 500 | 500 | 750 |
| 255 - Vehicle Expense | 9,760 | 9,760 | 9,700 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 1,500 |
| 305 - Information Technology | 18,200 | 18,200 | 27,450 |
| 310 - Payroll / Personnel | 1,900 | 1,900 | 1,900 |
| 315 - Internal Rent | 0 | 0 | 1,260 |
| 320 - Photocopying - Internal | 600 | 600 | 500 |
| 330 - Financial Services | 6,360 | 6,360 | 6,360 |
| 352 - Telephone - External | 3,400 | 3,400 | 3,400 |
| 360 - Printing & Stationery | 1,600 | 1,600 | 1,600 |
| 367 - Licences | 758 | 758 | 500 |
| 375 - Materials | 500 | 500 | 500 |
| 380 - Utilities | 13,275 | 13,275 | 19,600 |
| 383 - Security | 2,100 | 2,100 | 2,142 |
| 385 - Cleaning | 16,073 | 16,073 | 22,000 |
| 390 - Insurance | 11,510 | 3,846 | 4,920 |
| 395 - Miscellaneous Expenses | 500 | 500 | 500 |
| 400 - Consultancy | 0 | 30,000 | 0 |
| 405 - Bank / Govt Fees | 720 | 720 | 720 |
| 438 - Events & Festivals | 36,000 | 36,000 | 24,000 |
| 440 - Food & Drink | 1,000 | 1,000 | 1,000 |
| 461 - Contract Payments External | 37,826 | 37,826 | 45,500 |
| 464 - Equipment | 5,000 | 5,000 | 5,000 |
| 466 - Maintenance | 83,000 | 83,000 | 92,000 |
| 480 - Stock | 26,400 | 26,400 | 27,150 |
| 554 - Memberships | 350 | 350 | 350 |
| Total Expenses | 508,404 | 530,740 | 617,216 |
| Net Surplus / (Loss) | (416,204) | (438,540) | (482,365) |

030 – Community Cultural Development

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 030 - Community Cultural Development
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|---------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 88,740 | 88,740 | 90,874 |
| 210 - Oncost | 14,253 | 14,253 | 14,336 |
| 260 - Travel & Accommodation | 1,200 | 1,200 | 1,200 |
| 305 - Information Technology | 5,200 | 5,200 | 6,050 |
| 310 - Payroll / Personnel | 880 | 880 | 880 |
| 315 - Internal Rent | 1,260 | 1,260 | 1,260 |
| 320 - Photocopying - Internal | 900 | 900 | 500 |
| 330 - Financial Services | 8,410 | 8,410 | 8,410 |
| 352 - Telephone - External | 1,500 | 1,500 | 1,500 |
| 358 - Rent External | 15,525 | 19,525 | 19,820 |
| 375 - Materials | 500 | 500 | 500 |
| 390 - Insurance | 3,530 | 1,185 | 1,520 |
| 394 - Plant Hire - External | 1,000 | 1,000 | 1,000 |
| 395 - Miscellaneous Expenses | 100 | 100 | 100 |
| 402 - Contributions Expenditure | 23,500 | 41,840 | 43,500 |
| 438 - Events & Festivals | 27,000 | 37,000 | 27,000 |
| 440 - Food & Drink | 2,000 | 2,000 | 2,000 |
| 464 - Equipment | 1,000 | 1,000 | 1,000 |
| 552 - Contributions | 20,000 | 0 | 0 |
| 554 - Memberships | 1,000 | 1,000 | 1,200 |
| Total Expenses | 217,498 | 227,493 | 222,650 |
| Net Surplus / (Loss) | (217,498) | (227,493) | (222,650) |

028 – Tourism

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 028 - Tourism
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| <i>Total Income</i> | 0 | 0 | 0 |
| <u>Expenses</u> | | | |
| 358 - Rent External | 4,000 | 4,000 | 0 |
| 390 - Insurance | 2,240 | 1,726 | 2,210 |
| 400 - Consultancy | 35,000 | 35,000 | 0 |
| 434 - Marketing / Promotion | 85,000 | 85,000 | 85,000 |
| 438 - Events & Festivals | 11,000 | 0 | 0 |
| 461 - Contract Payments External | 168,196 | 168,196 | 170,978 |
| 554 - Memberships | 25,926 | 25,926 | 27,420 |
| <i>Total Expenses</i> | 331,362 | 319,848 | 285,608 |
| Net Surplus / (Loss) | (331,362) | (319,848) | (285,608) |

037 – Event Attraction

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 037 - Event Attraction
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 9,600 | 9,600 | 14,000 |
| Total Income | 9,600 | 9,600 | 14,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 80,167 | 89,533 | 90,246 |
| 210 - Oncost | 12,830 | 14,325 | 14,237 |
| 260 - Travel & Accommodation | 500 | 500 | 500 |
| 305 - Information Technology | 5,900 | 5,900 | 6,050 |
| 310 - Payroll / Personnel | 880 | 880 | 880 |
| 315 - Internal Rent | 2,050 | 2,050 | 0 |
| 320 - Photocopying - Internal | 100 | 100 | 0 |
| 330 - Financial Services | 2,050 | 2,050 | 2,050 |
| 390 - Insurance | 1,110 | 1,102 | 1,410 |
| 438 - Events & Festivals | 53,000 | 103,000 | 105,000 |
| 461 - Contract Payments External | 3,000 | 3,000 | 3,000 |
| Total Expenses | 161,587 | 222,440 | 223,373 |
| Net Surplus / (Loss) | (151,987) | (212,840) | (209,373) |

Early Years and Family Services

MISSION

To provide strategic direction for quality key services to the community encompassing maternal and child health, supported playgroup and kindergartens.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

Manager Early years and family services

- Maternal and Child Health (MCH) business planning including restructured New Parents Group program
- Enhanced Maternal and Child Health restructure with addition of Social Worker model
- Implementation of MCH Sleep and Settling Program
- Kindergarten capacity expansion grant Feltrimber Children's Centre – upgraded to add a further group with capacity for an additional 33 children.
- Implementation of School Readiness Funding (SRF) model

Maternal and Child Health (MCH)

- There were 276 birth notices for July – Dec 22. This extrapolates to 510 for the financial year – this is below average. In 2021-2022 555 birth notifications were received. There has been a steady decline in birth numbers in recent years.
- Ongoing MCH funding of \$88 897.96 has been provided for the state-wide MCH Sleep and Settling Program.
- Introduction of the INFANT program in conjunction with a remodelled New Parents Group Program providing support, guidance and social interaction for new parents in Wodonga.

Supported Play Groups and Access to Early Learning Program (AEL)

- Five playgroups per week supporting 40 families enrolled each term. Twenty percent of families receive *Smalltalk* in-home coaching. These families have home visits to support engagement and continued participation.
- Access to Early Learning supports 16 children to engage in kindergarten each year. Families also receive weekly in-home learning support from a qualified educator.

Enhanced Maternal and Child Health (EMCH)

- EMCH provides service for 15 per cent of clients from 0-3 years this program.
- EMCH participating in an Allied Health University project which sees the addition of a Social Worker to the EMCH Team.
- EMCH has provided 2415 hours of service to vulnerable families in the first half of 2022-2023 financial year.

Early Years Coordination

- Continuation of salary increases in line with EEEA 2020 agreement throughout 2022 and 2023.
- School readiness Funding is ongoing with increased funding and associated staffing resources for 2023 – this is an ongoing DET funding commitment.
- Universal 3 year old kindergarten full 15hr roll-out commenced in January 2023 with all kindergarten service now offering 15hrs per week to both 3 and 4 year old children.

Kindergartens

- National Quality Framework - Rating and Assessment – first scheduled review is Belgrade Ave kindergarten in March 2023/
- Full update of all kindergarten policies and procedures underway in 2023.
- Felldimber Children's Centre minor building works completed in January 2023 to allow an additional kindergarten group to function out of that service.

BUSINESS PLANNING CONTEXT

Manager Early Years and Family Services

- As policy and society change it is critical that children and families are consulted about issues that impact on them and there is sound planning to best support their needs currently and into the future.
- Municipal Early Years Plan is due for renewal in 2022 requiring broad community consultation.
- The ability of the MCH team to meet the growing demand for service whilst being flexible and resilient in the face of ongoing COVID challenges.

Maternal and Child Health

- Ongoing funding is required through the Department of Health to maintain operational income for the Universal and Enhanced MCH service and increasing birth rates.
- The ability of the MCH team to meet the growing demand for service and the implementation of the Sleep and Settling Program and embedding the responsibilities for Child Information and Family Violence Information Sharing legislation.

Enhanced Maternal and Child Health (EMCH)

- Ongoing funding from Department of Health to the Enhanced Maternal and Child Health program
- Ongoing funding from the Department of Families, Fairness and Housing (DFFH) to the Integrated Family Services program. Fixed component of this funding has been extended

to June 2024 allowing incorporation of the new Social Worker model into the existing program.

Supported Play Groups and Access to Early Learning Program (AEL)

- Ongoing funding is required through the Department of Families, Fairness and Housing (DFFH) to maintain operational income for the *Supported Playgroup Program*
- Ongoing funding is required through the Department of Education and Training to maintain operational income for the Access to Early Learning Program.
- Introduction of the School Readiness Funding (SRF) AEL menu item in preschools has seen an expansion of the scope and expertise in the AEL program.

Early Years Coordination

- It is critical for coordination to stay abreast of new regulatory and policy changes.
- Introduction of Three Year Old preschool has seen some additional funding supplied for Early Years Management
- Planning and implementation of Early Childhood Education Reforms
 - School Readiness Funding 2022 – full program roll-out with associated administrative loads
 - Universal three year old preschool 2022 – transition year with 5hr program scaling up to full 15hr program from 2023 – significant increase in administrative load.

Preschools

- Change management to enact the Early Childhood Education and Care reforms in particular the implementation of Universal Three Year Old preschool
- Collaboration with local ECEC to build relationships and networks to support the introduction of universal three year old preschool
- Advocacy for the vulnerable families of the community to ensure children and their families are engaged and participating to their optimal level
- Implementation of full year roll-out of School Readiness Funding
- COVID-related staffing challenges have resulted in the service needing to be pro-active in working to ensure the safety of staff and children – increased financial burden to services and emotional cost to staff.

SERVICES

| SERVICE | DESCRIPTION |
|--|---|
| 275 Preschools | <p>The purpose of kindergarten is to engage children aged 3-6 years in quality learning experiences in a community and centre based environment. Kindergarten aims to give each child a broad and well-rounded experience by providing the opportunity to develop a diverse range of skills, enabling children to become effective and engaged learners throughout their whole life.</p> <p>Council kindergartens are operated on six sites – Baranduda Community Centre, Belgrade Ave, Felltimber Children's Centre, Jamieson Court Children's Centre, Southern Rise Children's Centre and Stanley St Children's Centre</p> |
| 341 School Readiness | DET funding for preschool services based on the vulnerability and disadvantage of enrolled children. Funding is for specific activities that are part of an agreed plan and are fully funded with no cost to council. |
| 345 Enhanced Maternal and Child Health | The program provides intensive home visiting services for EMCH and Integrated Family services clients funded by DH and DFFH. EMCH is cost neutral to council. |
| 347 Maternal and child health | The Maternal and Child Health (MCH) Service is a universal primary care service for Wodonga families with children aged birth to school age. The City of Wodonga's MCH Service comprises six centres, and provides outreach to the Flexible Learning Centre. UMCH program is jointly funded by DH and the Wodonga Council under a 50/50 MOU agreement. |
| 348 Early home learning study | <p>Early Home Learning consists of two separate, fully-funded programs:</p> <ul style="list-style-type: none"> - Supported Playgroup (SP) is funded through DFFH and provides facilitated playgroup programs and in-home Smalltalk coaching for families with children aged 0-3 years. Inclusion in the program is dependent upon eligibility criteria based on vulnerability. - Access to Early Learning (AEL) is funded by DH and provides targeted support to eligible 3 year old children to engage in a quality kindergarten program. The program includes in-home learning support to link the learning happening in the kinder space with the home environment. AEL supports 16 families per year. |
| 365 Early years co-ordination | Early Years co-ordination is responsible for the administration of central enrolment for preschools, debt collection, staff coordination and management, funding and legislative administration, maintenance requests and program development. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|--|--------------------------------|---|
| 275 Preschools | Income and Expenses | Preschools are fully funded. Increased income and costs are associated with the introduction of universal three year old preschool in 2023. DET funded. |
| 341 School Readiness | Income and Expenses | Fully funded program. DET funding |
| 345 Enhanced Maternal and Child Health | Income and Expenses | DH and DFFH funding for Enhanced home visiting service. Fully funded. |
| 347 Maternal and child health | 132 - Grant Recurrent | DH funding for Universal MCH, 50% contribution matched by council. |
| | 203 – Salaries 210 – Oncost | Staffing changes to include permanent reliever. Increase due to EBA and banding increments. |
| 348 Early home learning study | Income and Expenses | DFFH funding for supported playgroup, DET funding for Access to Early Learning program. |
| 365 Early years co-ordination | 203 – Salaries 210 – Oncost | Increase due to EBA, banding increments and introduction of universal three year old preschool |

275 – Preschools

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 275 - Preschools
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 442,119 | 442,119 | 0 |
| 132 - Grant Recurrent | 3,235,916 | 3,235,916 | 4,160,790 |
| Total Income | 3,678,035 | 3,678,035 | 4,160,790 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 2,643,499 | 2,653,499 | 3,047,880 |
| 210 - Oncost | 427,891 | 427,891 | 463,886 |
| 250 - Uniforms | 12,250 | 12,250 | 10,000 |
| 260 - Travel & Accommodation | 5,000 | 5,000 | 4,000 |
| 305 - Information Technology | 67,700 | 67,700 | 83,300 |
| 310 - Payroll / Personnel | 16,110 | 16,110 | 16,110 |
| 315 - Internal Rent | 148,396 | 148,396 | 144,974 |
| 320 - Photocopying - Internal | 6,000 | 6,000 | 6,000 |
| 325 - Tip Fees Internal | 0 | 0 | 100 |
| 330 - Financial Services | 20,030 | 20,030 | 20,030 |
| 352 - Telephone - External | 11,500 | 11,500 | 12,650 |
| 360 - Printing & Stationery | 3,000 | 3,000 | 2,000 |
| 365 - Journals & Manuals | 2,000 | 2,000 | 1,000 |
| 375 - Materials | 34,560 | 34,560 | 35,600 |
| 380 - Utilities | 15,000 | 15,000 | 22,500 |
| 383 - Security | 4,700 | 4,700 | 9,560 |
| 385 - Cleaning | 113,280 | 113,280 | 130,000 |
| 390 - Insurance | 32,450 | 27,336 | 34,910 |
| 405 - Bank / Govt Fees | 800 | 800 | 840 |
| 440 - Food & Drink | 33,000 | 33,000 | 36,400 |
| 461 - Contract Payments External | 0 | 236,012 | 0 |
| 464 - Equipment | 48,000 | 108,000 | 45,000 |
| 466 - Maintenance | 20,000 | 20,000 | 20,000 |
| 475 - Rates Water | 5,000 | 5,000 | 6,250 |
| 554 - Memberships | 7,800 | 7,800 | 7,800 |
| Total Expenses | 3,677,966 | 3,978,864 | 4,160,790 |
| Net Surplus / (Loss) | 69 | (300,829) | (0) |

341 - School Readiness

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 341 - School Readiness
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 132 - Grant Recurrent | 640,255 | 640,255 | 603,755 |
| Total Income | 640,255 | 640,255 | 603,755 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 397,270 | 397,270 | 351,186 |
| 210 - Oncost | 64,352 | 64,352 | 66,893 |
| 250 - Uniforms | 400 | 400 | 0 |
| 255 - Vehicle Expense | 8,560 | 8,560 | 0 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 0 |
| 352 - Telephone - External | 1,000 | 1,000 | 0 |
| 375 - Materials | 9,000 | 9,000 | 0 |
| 390 - Insurance | 0 | 3,928 | 5,020 |
| 420 - Strategy, Plans and Programs | 135,643 | 249,588 | 180,656 |
| 461 - Contract Payments External | 21,430 | 21,430 | 0 |
| 464 - Equipment | 1,100 | 1,100 | 0 |
| Total Expenses | 640,255 | 758,128 | 603,755 |
| Net Surplus / (Loss) | (0) | (117,873) | 0 |

345 - Enhanced Maternal and Child Health

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 345 - Enhanced Maternal & Child Health
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 132 - Grant Recurrent | 512,791 | 512,791 | 520,135 |
| Total Income | 512,791 | 512,791 | 520,135 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 368,071 | 368,071 | 361,894 |
| 210 - Oncost | 57,920 | 57,920 | 55,717 |
| 250 - Uniforms | 800 | 800 | 800 |
| 255 - Vehicle Expense | 25,680 | 25,680 | 23,160 |
| 260 - Travel & Accommodation | 2,500 | 2,500 | 2,500 |
| 305 - Information Technology | 17,000 | 17,000 | 18,150 |
| 310 - Payroll / Personnel | 2,200 | 2,200 | 2,200 |
| 315 - Internal Rent | 6,480 | 6,480 | 7,340 |
| 320 - Photocopying - Internal | 500 | 500 | 0 |
| 330 - Financial Services | 4,100 | 4,100 | 4,100 |
| 352 - Telephone - External | 2,000 | 2,000 | 2,500 |
| 375 - Materials | 4,500 | 4,500 | 4,500 |
| 380 - Utilities | 750 | 750 | 1,500 |
| 385 - Cleaning | 3,360 | 3,360 | 7,650 |
| 390 - Insurance | 4,419 | 6,158 | 7,870 |
| 440 - Food & Drink | 0 | 0 | 1,000 |
| 461 - Contract Payments External | 11,760 | 525,574 | 5,500 |
| 464 - Equipment | 1,000 | 1,000 | 1,000 |
| 475 - Rates Water | 500 | 500 | 900 |
| Total Expenses | 513,540 | 1,029,093 | 508,282 |
| Net Surplus / (Loss) | (749) | (516,302) | 11,853 |

347 - Maternal & Child Health

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 347 - Maternal & Child Health
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 132 - Grant Recurrent | 445,269 | 445,269 | 448,828 |
| Total Income | 445,269 | 445,269 | 448,828 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 716,632 | 754,432 | 718,257 |
| 210 - Oncost | 108,817 | 116,017 | 109,878 |
| 250 - Uniforms | 0 | 0 | 1,575 |
| 255 - Vehicle Expense | 17,120 | 17,120 | 15,440 |
| 260 - Travel & Accommodation | 0 | 3,000 | 3,000 |
| 305 - Information Technology | 31,200 | 31,200 | 36,500 |
| 310 - Payroll / Personnel | 4,500 | 4,500 | 4,500 |
| 315 - Internal Rent | 29,626 | 29,626 | 27,790 |
| 320 - Photocopying - Internal | 2,000 | 2,000 | 1,500 |
| 330 - Financial Services | 8,100 | 8,100 | 8,100 |
| 352 - Telephone - External | 11,000 | 11,000 | 11,000 |
| 358 - Rent External | 2,000 | 2,000 | 2,000 |
| 360 - Printing & Stationery | 2,000 | 2,000 | 2,000 |
| 365 - Journals & Manuals | 300 | 300 | 315 |
| 375 - Materials | 5,000 | 5,000 | 4,500 |
| 380 - Utilities | 2,500 | 2,500 | 4,200 |
| 383 - Security | 1,000 | 1,000 | 2,150 |
| 385 - Cleaning | 24,000 | 24,000 | 26,500 |
| 390 - Insurance | 8,780 | 7,453 | 9,520 |
| 395 - Miscellaneous Expenses | 1,000 | 1,000 | 1,000 |
| 440 - Food & Drink | 2,000 | 2,000 | 2,060 |
| 461 - Contract Payments External | 7,000 | 7,000 | 3,500 |
| 464 - Equipment | 3,500 | 20,982 | 3,500 |
| 466 - Maintenance | 1,000 | 1,000 | 1,000 |
| 475 - Rates Water | 500 | 500 | 0 |
| Total Expenses | 989,575 | 1,053,730 | 999,785 |
| Net Surplus / (Loss) | (544,306) | (608,461) | (550,957) |

348 - Early Home Learning Study

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 348 - Early Home Learning
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 132 - Grant Recurrent | 279,358 | 279,358 | 283,112 |
| Total Income | 279,358 | 279,358 | 283,112 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 166,805 | 166,805 | 171,957 |
| 210 - Oncost | 25,890 | 25,890 | 26,355 |
| 250 - Uniforms | 800 | 800 | 700 |
| 255 - Vehicle Expense | 26,320 | 26,320 | 23,980 |
| 260 - Travel & Accommodation | 1,000 | 1,000 | 1,300 |
| 305 - Information Technology | 17,500 | 17,500 | 18,150 |
| 310 - Payroll / Personnel | 2,200 | 2,200 | 2,200 |
| 315 - Internal Rent | 6,764 | 6,764 | 6,480 |
| 320 - Photocopying - Internal | 1,000 | 1,000 | 1,500 |
| 330 - Financial Services | 4,200 | 4,200 | 4,200 |
| 352 - Telephone - External | 2,000 | 2,000 | 1,300 |
| 358 - Rent External | 4,000 | 4,000 | 3,500 |
| 360 - Printing & Stationery | 700 | 700 | 325 |
| 375 - Materials | 3,500 | 3,500 | 1,500 |
| 380 - Utilities | 1,000 | 1,000 | 0 |
| 385 - Cleaning | 2,250 | 2,250 | 3,365 |
| 390 - Insurance | 4,420 | 2,460 | 3,160 |
| 420 - Strategy, Plans and Programs | 4,000 | 196,030 | 5,000 |
| 440 - Food & Drink | 4,000 | 4,000 | 3,500 |
| 464 - Equipment | 2,000 | 2,000 | 1,000 |
| Total Expenses | 280,349 | 470,419 | 279,471 |
| Net Surplus / (Loss) | (991) | (191,061) | 3,641 |

365 - Early Years Co-Ordination

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 365 - Early Years Co-Ordination
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 132 - Grant Recurrent | 157,316 | 157,316 | 128,174 |
| Total Income | 157,316 | 157,316 | 128,174 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 246,110 | 246,110 | 232,368 |
| 210 - Oncost | 39,389 | 39,389 | 36,657 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 1,000 |
| 305 - Information Technology | 11,100 | 11,100 | 12,100 |
| 310 - Payroll / Personnel | 880 | 880 | 880 |
| 315 - Internal Rent | 3,780 | 3,780 | 6,300 |
| 320 - Photocopying - Internal | 3,000 | 3,000 | 1,500 |
| 330 - Financial Services | 4,410 | 4,410 | 4,410 |
| 352 - Telephone - External | 1,500 | 1,500 | 1,500 |
| 375 - Materials | 1,000 | 1,000 | 1,000 |
| 390 - Insurance | 2,140 | 1,706 | 2,180 |
| 395 - Miscellaneous Expenses | 250 | 250 | 250 |
| 438 - Events & Festivals | 11,700 | 11,700 | 0 |
| 440 - Food & Drink | 800 | 800 | 800 |
| Total Expenses | 327,558 | 327,124 | 300,945 |
| Net Surplus / (Loss) | (170,242) | (169,808) | (172,771) |

Corporate Services

Directorate – Corporate Services

MISSION

To provide quality leadership and governance in the management of Council's internal services, enabling Council in the delivery of the Council Plan and goals and aspirations.

Corporate services comprise finance, systems, records, assets, building services, fleet, planning, people, health, safety and risk and business innovation.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

- Annual budget and long-term financial plan adopted by Council
- Councils statutory Financial Statements and Performance Statement completed within statutory timelines and unqualified audit report
- Network environment and security monitoring
- Digital transformation of a number of customer-facing services
- Procurement of new asset management system
- Proactive maintenance management
- Continuing improvement of risk management framework and system
- Delivery of leadership training across the organisation
- Implementation of Disability Action Plan, Gender Equality Action Plan and Reconciliation Action Plan
- Policy updates and development to provide enhanced governance environment

BUSINESS PLANNING CONTEXT

The new *Local Government Act 2020* brought a focus on integrated planning. Corporate Services continue to improve budget and long term financial planning, asset planning and capital expenditure as well as linking Council strategies and service plans into long-term plans to ensure the requirements of the *Act* are delivered. Long term capital planning is critical to ensure the aspirations of the community can be realised and sustainably funded.

Engaging with the community and coming to a shared understanding on required service levels and infrastructure matched against the necessary income levels will be key to ensuring rate capped revenue can sustain and meet the needs of the community into the future.

A focus on continuous improvement and increasing the capacity of the organisation to manage risk will continue throughout 2023/24. A key priority will be the implementation of the internal roadmap.

Critical issues include:

- Financial sustainability into the future across all council activities
- Council services that reflect the true needs of the community and represent value for money
- Accurate lead and lag indicators at all levels of the organisation to inform performance
- Systems that are easy to use and integrated and support service delivery
- An organizational structure that is aligned and supports service delivery

- Employees understand their contribution to services
- Employees feel valued and understand their future in the organisation
- Assets are fit for the future
- Major works program is planned and aligned to strategic objectives
- Truly integrated strategic framework

Goals for remainder of this Council Plan are:

- Driving a culture of probity and excellence in everything that we do
- Investment in staff recruitment, induction, training and ongoing performance management
- Risk management program to further embed risk culture
- Business systems and processes consolidation
- Embed service planning and service reviews as a key part of the planning cycle
- Long-term financial sustainability plan development

SERVICES

| SERVICE | DESCRIPTION |
|---------------------------------|--|
| 102 Director Corporate Services | To provide quality leadership and governance in the management of Council's internal services. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|---------------------------------|-------------------|---------------------------------------|
| 102 Director Corporate Services | 400 – Consultancy | Systems integration and consolidation |

102 – Directorate – Corporate Services

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 102 - Directorate - Corporate Services
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 175,397 | 175,397 | 194,391 |
| 210 - Oncost | 31,104 | 31,104 | 33,079 |
| 255 - Vehicle Expense | 18,440 | 18,440 | 19,412 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 1,500 |
| 270 - Fringe Benefits Tax | 10,300 | 10,300 | 9,000 |
| 305 - Information Technology | 5,900 | 5,900 | 6,050 |
| 310 - Payroll / Personnel | 880 | 880 | 880 |
| 315 - Internal Rent | 5,136 | 5,136 | 5,136 |
| 320 - Photocopying - Internal | 3,000 | 3,000 | 3,000 |
| 330 - Financial Services | 5,850 | 5,850 | 5,850 |
| 352 - Telephone - External | 500 | 500 | 2,000 |
| 360 - Printing & Stationery | 100 | 100 | 100 |
| 365 - Journals & Manuals | 400 | 400 | 0 |
| 390 - Insurance | 2,310 | 1,593 | 2,040 |
| 395 - Miscellaneous Expenses | 1,200 | 1,200 | 0 |
| 400 - Consultancy | 20,000 | 40,000 | 40,000 |
| 425 - Legal | 2,000 | 2,000 | 0 |
| 440 - Food & Drink | 500 | 500 | 500 |
| 554 - Memberships | 1,410 | 1,410 | 800 |
| Total Expenses | 285,927 | 305,210 | 323,737 |
| Net Surplus / (Loss) | (285,927) | (305,210) | (323,737) |

Finance and Assets

MISSION

To facilitate delivery of the council plan by supporting the organisation with well-maintained assets, services, planning, budgets and financial information.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

Finance and Rates

- 2022- 2023 budget completed and adopted by the required date
- 2021-2022 financial statements submitted to Minister on time
- Improvements in Enterprise Budgeting software to continue to refine user experience and timeliness through budgeting process
- Business partnering model implemented across council to improve decision making and financial literacy
- Average rate of investments held in fossil fuel free institutions for 2022-2023 is 73%

Asset Management

- Acceptance of new asset management system contract (Thinkproject/RAMM), and commencement of the implementation project.
- External review of Wodonga Councils NAMAFA asset maturity scorecard, and staff asset management training including development of the asset management processes RACI model (Assetivity).
- Reviewed and updated Asset Valuation and Capitalization Policy, adopted by the Executive Team.
- Condition and defect audits completed on Wodonga Councils Road network and building and facilities which will inform proactive maintenance programs and renewal programs.

Building Maintenance

- Customer service requests continue to be reduced due to programmed maintenance
- Continued installation of security cameras to buildings for asset protection
- Continued increased security throughout the city has reduced anti-social behaviours
- Building Essential Services compliance maintained at 99%
- Programmed maintenance under contract 95%

Plant and Fleet Operations

- Replacement plant program continues to be delivered within budget and is achieving improved OHS outcomes in the operational area
- Annual plant assessment completed
- Pool vehicles continue changeover to Hybrid technology

Procurement

- Ongoing enhancements made to tender and contracts process through the eBMS system
- Councils Purchasing, Tendering and Contract Management Procedural Guideline reviewed and improved
- Review of council procurement training, and cross skilling of finance staff to increase depth of procurement experience at council

- Investigation of cross council alignment of processes, and collaboration opportunities.
- Improvements on procurement information provided on council intranet
- Improvements on compliance checking due to the introduction of the Purchase Order system.

BUSINESS PLANNING CONTEXT

Finance and Rates

- Customer focused service delivery model
- Business partnering focus to provide council with the timely and accurate information and advice it needs to deliver its business outcomes
- Review the Finance team procedures for continuous improvement opportunities, including investigating improved Finance helpdesk functionality.
- Ensure development opportunities for staff
- Support council departments in emergency responses

Asset Management

Critical Issues

- The need to constantly monitor progress with the asset management implementation project to ensure it is progressing and is adequately resourced.

Building Maintenance

- Continue to actively deliver proactive customer orientated maintenance management
- Enhance operational service delivery to support client needs, through the provision of customer focused cleaning, security and safety systems
- Lift the quality of facilities through the provision of prioritised refurbishment and maintenance
- Improve safety and security for customers utilising electronic facility security / access for council buildings

Critical issues

- Ability to maintain existing funding and increase funding for maintenance gaps identified in the three year building conditioning report and the increased use of facilities particular recreation and early years.
- City offices refurbishment continuation
- Security of assets across the city

Plant and Fleet Operations

- OH&S management of plant in the operational services area
- Continued cost increases in relation to servicing the plant and fleet, eg: parts, tyres and labour
- Plant utilisation is required to meet pre-set targets of either kilometres or hours travelled and if these targets are not being reached those items are reviewed
- General cleanliness of the operational fleet, plant and pool cars needs to continue to improve

Critical issues

- Ability to meet and fund increased plant requirement requests from the outdoor operational service areas, so they are able to meet the increased requirements of a growing city
- Continue inclusion of hybrid vehicles/trucks , in the fleet and plant replacement program where feasible

Procurement

- Improving opportunities for social enterprises within the local area to work with council
- Delivery of specification development training for staff
- Developing process improvements such as introducing contractor performance reviews

- Investigation of consolidated procurement opportunities across council
- Further developing beneficial relationships with internal and external stakeholders
- Undertaking market research for industry leading procurement and contract management system improvements.
- Investigating a process improvement for a Procurement Helpdesk.

SERVICES

| SERVICE | DESCRIPTION |
|---------------------------------|---|
| 122 Asset management | To support councils strategic priorities and service delivery for the community by providing the required asset knowledge and information to council and asset owners to enable effective infrastructure service/decisions. |
| 123 Building Maintenance | To manage the council's building assets to meet current and future needs in a cost efficient and effective manner. |
| 128 Plant and Fleet Operations | To manage the council's plant and fleet assets to meet current and future needs in a cost efficient and effective manner. |
| 142 Finance and Rates overheads | Council's major revenue streams and corporate overheads. To fund and support the operations of the broader organisation. |
| 144 Debt Servicing | To service council's loan portfolio |
| 146 Finance operations | To provide accurate, timely, and meaningful financial and asset information and services to enable effective financial management for the community. |
| 203 Council oncosts | To provide a means to manage employment overheads to meet the employee financial obligations of council (excluding outdoor operations) |
| 607 Operations oncosts | To provide a means to manage employment overheads to meet the outdoor operations employee financial obligations of council |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|--------------------------|----------------------------------|---|
| 122 Asset management | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 400 - Consultancy | Renewal Project consultancy requirements |
| | 461 – Contract payments external | Includes condition assessment and defect inspections for bridges and footpaths. |
| 123 Building Maintenance | 077 – Rent | Phone towers and North East Catchment Area rent |
| | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 315 – Internal rent | Internal rent recovery, increase on prior year due to opening of Library Gallery |
| | 385 - Cleaning | Cleaning contract increase due to new facilities change and increased demand for cleaning of recreation facilities. |
| | 461 – Contract payments | Increase in maintenance expenditure for business units |

| Business Unit | Account | Commentary |
|---|---|--|
| 128 Plant and Fleet Operations | 367 - Licences | Increase in Vic Roads Registration Costs based on number of vehicles. |
| | 375 – Fuel | Increase due to additional plant and market movement in fuel prices. |
| | 378 - Plant & Fleet Servicing | Workshop maintenance hourly rates have increased in line with contract terms. |
| 142 Finance Overhead | 003-017 Rates income | Overall increase of 3.50% in line with the recommended rate cap. |
| | 019 Rates supplementaries | An amount of \$600,000 has been allocated in 2023-2024 to reflect expected supplementary rates. |
| | 096 – Costs recovered | \$55k is for administration of the Fire Services Levy. Balance is recovery of legal costs, offset below. |
| | 122 - Interest investments | Increased to reflect estimated actual earnings, based on estimated average investments and continuing interest rate rises. |
| | 136 – Grant appropriation | 2023-2024 FAS grant included in full. Variation due to 75% of the 2022-2023 FAS grant was prepaid in April 2022. |
| | 425 - Legal | Increased provision for legal expenses in relation to debtor recovery. |
| | 461 - Contract payments | Supplementary valuation costs are the responsibility of Council. |
| | 358 – Rent External 470 – Lease payments 505 – Leases interest 547 – 549 - Amortisation of right of use assets | The leases accounting standard prescribes council bring leased assets into the accounts as ‘right of use assets’, amortise them over the life of the lease, and treat them as finance leases, attracting ‘interest’. The net effect of these disclosures is Nil. |
| | 522-545 – Depreciation | Increase based on historical increases due to council’s capital works, new Library Gallery building and asset purchases. |
| 146 Finance operations | 203 – Salaries 210 – Oncost | Changes in Finance team structure including increase due to EBA and banding increments. |
| | 461 - Contract payments | Includes : <ul style="list-style-type: none"> • \$25k BDO Lease Management; • \$7k CT Mng LTFP annual fees; • \$50k software support contractor; |
| 144 Debt Servicing | All expenses | Based on budgeted loans |
| 203 Council oncosts 607 Operations oncosts | 203 Council oncosts and 607 Operations oncosts | These costs centres combined are budgeted to be break even. |

122 - Asset Management

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 122 - Asset Management
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 194,083 | 194,083 | 214,634 |
| 210 - Oncost | 31,062 | 31,062 | 33,860 |
| 255 - Vehicle Expense | 4,250 | 4,250 | 0 |
| 260 - Travel & Accommodation | 1,000 | 1,000 | 1,000 |
| 305 - Information Technology | 10,600 | 10,600 | 12,100 |
| 310 - Payroll / Personnel | 1,760 | 1,760 | 1,760 |
| 315 - Internal Rent | 3,780 | 3,780 | 3,780 |
| 320 - Photocopying - Internal | 200 | 200 | 200 |
| 330 - Financial Services | 9,530 | 9,530 | 9,530 |
| 352 - Telephone - External | 1,500 | 1,500 | 1,500 |
| 390 - Insurance | 4,060 | 1,889 | 2,420 |
| 400 - Consultancy | 0 | 25,000 | 20,000 |
| 440 - Food & Drink | 500 | 500 | 500 |
| 461 - Contract Payments External | 100,000 | 200,000 | 120,000 |
| 554 - Memberships | 300 | 300 | 0 |
| Total Expenses | 362,625 | 485,454 | 421,284 |
| Net Surplus / (Loss) | (362,625) | (485,454) | (421,284) |

123 - Building Maintenance

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 123 - Building Maintenance
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 057 - External Contracts | 0 | 0 | 42,000 |
| 077 - Rent | 135,000 | 135,000 | 135,000 |
| Total Income | 135,000 | 135,000 | 177,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 244,523 | 244,523 | 269,995 |
| 210 - Oncost | 39,135 | 39,135 | 42,102 |
| 250 - Uniforms | 500 | 500 | 500 |
| 255 - Vehicle Expense | 20,060 | 20,060 | 16,820 |
| 305 - Information Technology | 10,200 | 10,200 | 12,100 |
| 310 - Payroll / Personnel | 1,760 | 1,760 | 1,760 |
| 315 - Internal Rent | (932,788) | (932,788) | (923,708) |
| 330 - Financial Services | 11,070 | 11,070 | 11,070 |
| 352 - Telephone - External | 1,000 | 1,000 | 1,000 |
| 375 - Materials | 50,000 | 50,000 | 65,000 |
| 380 - Utilities | 150,000 | 150,000 | 150,000 |
| 383 - Security | 70,000 | 70,000 | 70,000 |
| 385 - Cleaning | 340,000 | 340,000 | 400,000 |
| 390 - Insurance | 57,120 | 47,896 | 61,170 |
| 461 - Contract Payments External | 410,000 | 589,425 | 515,000 |
| 469 - Airconditioning | 90,000 | 90,000 | 90,000 |
| 475 - Rates Water | 20,000 | 20,000 | 10,000 |
| Total Expenses | 582,580 | 752,781 | 792,810 |
| Net Surplus / (Loss) | (447,580) | (617,781) | (615,810) |

128 - Plant & Fleet Operations

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 128 - Plant & Fleet Operations
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 118,173 | 118,173 | 124,410 |
| 210 - Oncost | 19,286 | 19,286 | 19,623 |
| 245 - Staff Allowances | 550 | 550 | 0 |
| 250 - Uniforms | 200 | 200 | 0 |
| 255 - Vehicle Expense | (664,287) | (664,287) | (637,239) |
| 305 - Information Technology | 5,200 | 5,200 | 6,050 |
| 310 - Payroll / Personnel | 880 | 880 | 880 |
| 315 - Internal Rent | 1,260 | 1,260 | 1,260 |
| 320 - Photocopying - Internal | 400 | 400 | 1,000 |
| 352 - Telephone - External | 1,000 | 1,000 | 1,000 |
| 360 - Printing & Stationery | 0 | 0 | 500 |
| 367 - Licences | 60,000 | 60,000 | 65,000 |
| 375 - Materials | 360,000 | 360,000 | 400,000 |
| 377 - Plant & Equipment Hire | (2,132,126) | (2,132,126) | (2,299,717) |
| 378 - Plant & Fleet Servicing | 350,000 | 350,000 | 430,000 |
| 390 - Insurance | 70,600 | 94,413 | 120,570 |
| 394 - Plant Hire - External | 115,000 | 115,000 | 0 |
| 470 - Lease Payments | 780,000 | 780,000 | 824,000 |
| Total Expenses | (913,863) | (890,050) | (942,664) |
| Net Surplus / (Loss) | 913,863 | 890,050 | 942,664 |

142 - Finance Overhead

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 142 - Finance Overhead
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|---|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 003 - Rates Residential | 31,659,608 | 31,659,608 | 33,096,407 |
| 005 - Rates Commercial | 4,749,346 | 4,749,346 | 4,678,269 |
| 007 - Rates Rural | 1,462,069 | 1,462,069 | 1,728,032 |
| 010 - Rates Industrial | 4,603,171 | 4,603,171 | 4,627,151 |
| 017 - Rates Development Use | 544,526 | 544,526 | 732,610 |
| 019 - Rates Supplementary | 600,000 | 600,000 | 600,000 |
| 096 - Costs Recovered | 75,000 | 75,000 | 75,000 |
| 122 - Interest Investments | 105,000 | 105,000 | 600,000 |
| 136 - Grant Appropriation | 1,073,623 | 1,486,427 | 5,595,788 |
| Total Income | 44,872,343 | 45,285,147 | 51,733,257 |
| <u>Expenses</u> | | | |
| 270 - Fringe Benefits Tax | 10,000 | 10,000 | 15,000 |
| 352 - Telephone - External | 1,000 | 1,000 | 2,400 |
| 358 - Rent External | (13,959) | (13,959) | (12,896) |
| 360 - Printing & Stationery | 30,000 | 30,000 | 30,000 |
| 383 - Security | 5,800 | 5,800 | 2,200 |
| 405 - Bank / Govt Fees | 90,000 | 90,000 | 90,000 |
| 410 - Audit Fees | 65,000 | 65,000 | 70,000 |
| 425 - Legal | 20,000 | 20,000 | 30,000 |
| 461 - Contract Payments External | 40,000 | 40,000 | 40,000 |
| 470 - Lease Payments | (1,173,800) | (1,173,800) | (1,535,269) |
| 478 - Fire Services Levy | 85,000 | 85,000 | 85,000 |
| 505 - Interest Leases | 95,000 | 95,000 | 115,000 |
| 522 - Depreciation - Plant & Equipment | 475,000 | 475,000 | 600,000 |
| 524 - Depreciation - Land & Building | 2,000,000 | 2,000,000 | 2,600,000 |
| 526 - Depreciation - Office Furniture | 490,000 | 490,000 | 270,000 |
| 528 - Depreciation - Roads Surface | 4,120,000 | 4,120,000 | 4,500,000 |
| 530 - Depreciation - Kerb & Channel | 490,000 | 490,000 | 300,000 |
| 534 - Depreciation - Footpaths | 820,000 | 820,000 | 900,000 |
| 536 - Depreciation - Playgrounds | 590,000 | 590,000 | 650,000 |
| 538 - Depreciation - Drainage Pits & Pipes | 930,000 | 930,000 | 1,250,000 |
| 540 - Depreciation - Bridges & Major Culverts | 225,000 | 225,000 | 225,000 |
| 545 - Depreciation - Library Books | 110,000 | 110,000 | 75,000 |
| 547 - Amortisation - Leases Property | 25,000 | 25,000 | 21,000 |
| 548 - Amortisation - Leases Vehicles | 780,000 | 780,000 | 700,000 |
| 549 - Amortisation - Leases I.T. | 290,000 | 290,000 | 320,000 |
| Total Expenses | 10,599,041 | 10,599,041 | 11,342,435 |
| Net Surplus / (Loss) | 34,273,302 | 34,686,106 | 40,390,822 |

146 - Finance Operations

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 146 - Finance Operations
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 079 - Fees Certificates | 50,000 | 50,000 | 50,000 |
| 110 - Miscellaneous | 2,000 | 2,000 | 2,000 |
| Total Income | 52,000 | 52,000 | 52,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 980,799 | 1,068,721 | 1,211,028 |
| 210 - Oncost | 157,282 | 166,511 | 191,046 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 1,500 |
| 305 - Information Technology | 41,600 | 41,600 | 65,500 |
| 310 - Payroll / Personnel | 6,190 | 6,190 | 6,190 |
| 315 - Internal Rent | 22,411 | 22,411 | 15,120 |
| 320 - Photocopying - Internal | 2,000 | 2,000 | 2,500 |
| 330 - Financial Services | (601,070) | (601,070) | (590,510) |
| 390 - Insurance | 3,690 | 7,693 | 9,830 |
| 395 - Miscellaneous Expenses | 500 | 500 | 500 |
| 400 - Consultancy | 0 | 5,940 | 0 |
| 440 - Food & Drink | 500 | 500 | 500 |
| 461 - Contract Payments External | 78,000 | 154,150 | 82,000 |
| 554 - Memberships | 3,300 | 3,300 | 4,400 |
| Total Expenses | 696,702 | 879,946 | 999,604 |
| Net Surplus / (Loss) | (644,702) | (827,946) | (947,604) |

144 - Debt Servicing

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 144 - Debt Servicing
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-----------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 502 - Interest Loans | 1,040,144 | 1,040,144 | 1,166,284 |
| Total Expenses | 1,040,144 | 1,040,144 | 1,166,284 |
| Net Surplus / (Loss) | (1,040,144) | (1,040,144) | (1,166,284) |

203 - Council Oncosts

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 203 - Council Oncosts
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-----------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| 096 - Costs Recovered | 140,000 | 140,000 | 350,000 |
| Total Income | 140,000 | 140,000 | 350,000 |
| Expenses | | | |
| 210 - Oncost | (3,607,577) | (3,662,921) | (3,868,967) |
| 220 - Superannuation | 2,177,805 | 2,233,149 | 2,840,724 |
| 222 - Workcover Premium | 611,500 | 611,500 | 500,000 |
| 224 - Long Service Leave | 458,272 | 458,272 | 398,243 |
| 232 - Parental Leave | 250,000 | 250,000 | 130,000 |
| 275 - Workcover Claims | 250,000 | 250,000 | 350,000 |
| Total Expenses | 140,000 | 140,000 | 350,000 |
| Net Surplus / (Loss) | 0 | 0 | (0) |

607 - Operations Oncosts

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 607 - Operations Oncosts
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| <i>Total Income</i> | 0 | 0 | 0 |
| <u>Expenses</u> | | | |
| 210 - Oncost | (1,537,984) | (1,537,984) | (1,626,375) |
| 220 - Superannuation | 400,000 | 400,000 | 300,000 |
| 224 - Long Service Leave | 97,984 | 97,984 | 200,000 |
| 226 - Holiday Pay | 360,000 | 360,000 | 400,000 |
| 228 - Public Holidays | 170,000 | 170,000 | 200,000 |
| 230 - Sick Leave | 260,000 | 260,000 | 276,375 |
| 232 - Parental Leave | 100,000 | 100,000 | 100,000 |
| 275 - Workcover Claims | 150,000 | 150,000 | 150,000 |
| <i>Total Expenses</i> | 0 | 0 | (0) |
| Net Surplus / (Loss) | (0) | (0) | 0 |

Information Services

MISSION

To exceed the expectations of our customers by providing and maintaining reliable, stable and secure network infrastructure accompanied with innovative, timely and reliable commercial best practice systems that supports efficient delivery and cost effective technology to enable Council employees to meet their required business objectives.

DIGITAL TRANSFORMATION MISSION

A Council that puts its community, customers and visitors at the heart of our digital services by implementing processes that are digitised and automated where possible. Council will enable customers and staff choose digital channels because they are convenient, efficient and cost effective.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

- Digital Transformation Team have delivered six new digital channels which to date have saved council \$155K and the equivalent of 2.22 staff. These new channels have also save the community 437 hours of manual processing time
- Corporate application upgrades
- OVIC attestation complete
- IM Digitisation Plan Complete
- 2C1C public WiFi complete
- Bonegilla high speed link complete
- Infrastructure replacement program commenced
- Implemented Automated reporting of Wi-Fi statistics
- Exchange and Active Directory now in a hybrid cloud configuration
- Printer replacement program complete
- Desktop replacement program %70 complete
- DSPEC developer data validation portal up and running
- Protective markings project commenced (OVIC)
- Digitisation and relocation of hard copy records
- Digital destruction of records commenced
- Automated preschool allocation process
- NearMap aerial photographs update with AI layers
- Middleware integration testing commenced
- Council reserves uploaded to Vicmap
- Helpdesk expansion to include Finance and Payroll
- ePathway UX User Experience Implemented

BUSINESS PLANNING CONTEXT

- **IT Connectedness/Customer Experience** – Enabling the organisation and its customers to access and utilise technology whenever and wherever possible
- **Digital transformation** – Enable the technological move to be digitally competent and organisationally electronically enabled
- **Business Intelligence** - Centralised data dashboards of corporate council applications to allow for data driven decisions
- **Innovation** - Ensure Council is leading edge in technology and well equipped to innovate and embrace the changes it brings
- **CYBER Security** – Ensure the organisation is equipped to protect against cyber threats and shadow IT
- **Communication** – Provide inclusive and transparent IT communication to the organisation

SERVICES

| SERVICE | DESCRIPTION |
|----------------------------|---|
| 162 Information services | <ul style="list-style-type: none"> • To deliver a stable and responsive IT environment aligned to business user needs • To provide a service that enhances the organisation's efficiency and quality of work • Provide support for data driven decisions by providing correct and timely information • Have a positive relationship with our customers • Meet rising community expectations of transparency and speed of service • To deliver projects that enable business growth • To manage IT risk and exposure • To deliver intuitive online channels for our customers |
| 164 Information management | <ul style="list-style-type: none"> • To provide guidance and expertise in the legislative requirements of managing Council's records and information • To provide a service that enhances the organisation's efficiency and quality of work • Manage information assets across the organisation • To provide assistance with search and retrieval of Council records • Boost efficiency and reduce risk with corporate wide access to information • Meet rising community expectations of transparency and speed of service • To ensure corporate knowledge is retained, well managed, kept safe and retrievable when needed |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|----------------------------|---|---|
| 162 Information services | 203 – Salaries 210 – Oncost | Increase due to additional 18 month helpdesk contract position to support the team through the death of a staff member, the death of a staff members partner and covering maternity leave |
| | 305 - Information Technology 320 - Photocopying - Internal | Internal recharge, based on activity of other departments. |
| | 461 – Contract payments external | Increase due to new Asset Management system licensing, \$50K pa, Finance system moving to cloud \$117K and CPI increase across all systems |
| | 470 – Lease payments | Increase due to moving to laptops for most staff and to cover Infrastructure Replacement Program |
| | 554 – Memberships | LG spatial group, Pathway Inforum membership and MAV LGIT membership |
| 164 Information management | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 554 - Memberships | RIMPA membership and MAV LGIM |

162 - Information Services

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 162 - Information Services
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 794,502 | 794,502 | 892,338 |
| 210 - Oncost | 127,804 | 127,804 | 140,771 |
| 260 - Travel & Accommodation | 2,550 | 2,550 | 2,550 |
| 305 - Information Technology | (1,262,600) | (1,256,900) | (1,429,500) |
| 310 - Payroll / Personnel | 6,950 | 6,950 | 6,950 |
| 315 - Internal Rent | 38,311 | 38,311 | 38,311 |
| 320 - Photocopying - Internal | (93,135) | (93,135) | (67,210) |
| 330 - Financial Services | 10,560 | 10,560 | 10,560 |
| 352 - Telephone - External | 23,900 | 23,900 | 23,900 |
| 353 - Internet | 32,000 | 32,000 | 32,000 |
| 365 - Journals & Manuals | 80 | 80 | 0 |
| 375 - Materials | 42,000 | 42,000 | 42,000 |
| 376 - Contractors | 18,750 | 18,750 | 30,000 |
| 440 - Food & Drink | 1,700 | 1,700 | 1,700 |
| 461 - Contract Payments External | 1,048,000 | 1,048,000 | 1,255,000 |
| 470 - Lease Payments | 368,000 | 368,000 | 438,000 |
| 554 - Memberships | 3,650 | 3,650 | 4,300 |
| Total Expenses | 1,163,022 | 1,168,722 | 1,421,670 |
| Net Surplus / (Loss) | (1,163,022) | (1,168,722) | (1,421,670) |

164 - Information Management

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 164 - Information Management
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 242,764 | 242,764 | 256,049 |
| 210 - Oncost | 39,135 | 39,135 | 40,393 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 1,500 |
| 310 - Payroll / Personnel | 2,470 | 2,470 | 2,470 |
| 315 - Internal Rent | 41,178 | 41,178 | 41,178 |
| 320 - Photocopying - Internal | 0 | 0 | 100 |
| 330 - Financial Services | 8,300 | 8,300 | 8,300 |
| 360 - Printing & Stationery | 57,000 | 57,000 | 57,000 |
| 376 - Contractors | 25,500 | 25,500 | 25,500 |
| 440 - Food & Drink | 1,000 | 1,000 | 1,000 |
| 554 - Memberships | 2,257 | 2,257 | 2,300 |
| Total Expenses | 421,103 | 421,103 | 435,790 |
| Net Surplus / (Loss) | (421,103) | (421,103) | (435,790) |

People and Workplace

The People team provides services to support the recruitment, deployment, engagement and development of Council staff. This includes workforce planning, developing and promoting employee benefits, initiating cross council development programs and activities, leading diversity and inclusion initiatives, assisting with conflict and complaint resolution, and supporting performance and conduct management.

The Health, Safety and Wellbeing team are pivotal in influencing a positive workplace culture – one which promotes positive health and wellbeing, not purely the absence of injury and illness. A strong organisational safety culture moves beyond mitigation of workplace risk but also positively benefits individuals in their commitment to full and healthy personal and professional lives.

We aim to enable our staff to be their best at work.

WHAT WE DO:

We attract, deploy, develop and engage staff through:

- Building our employment brand in the community
- Providing attractive pathways to employment
- Targeted recruitment and staff development plans
- Supporting smooth work transitions both into and within the organisation
- Workforce planning to identify areas of need and skills gaps, now and into the future
- Rewarding and engaging staff through employment benefits, inclusion programs, staff recognition and engaging conversations around change, performance and development

We promote and support employee safety and wellbeing through:

- Influencing the workplace culture to prioritise safety and wellbeing
- Putting the focus on whole person wellbeing, not merely the absence of illness and injury
- Proactively identifying hazards, risks and emerging trends in partnership with our staff, and responding appropriately
- Strengthening and demonstrating active leadership on safety initiatives
- Promoting and rewarding reporting behaviours, and taking appropriate action

BUSINESS PLANNING CONTEXT

Achievements

- Implementation of a Talent Management Strategy, including:
- Developing a new job capability framework for all positions in the organisation (the People and Performance Framework)

- Integrating the People and Performance Framework into recruitment, appraisal, learning and development and career planning
- Establishing a Workforce Plan
- Expanding the utilisation of the the human resources information system (HRIS)
- Developing the Gender Equality Action Plan
- Development training for staff in leadership positions through executive coaching, leadership colloquium and transition support coaching
- Improving psychological wellbeing literacy for leaders through Early Intervention Training
- Addressing occupational violence through customer misbehaviour training, policy rewrite to include management tools, and commencement of work to develop a Debriefing Framework
- Implementing onsite work health program aimed at early intervention

Plans for 2023/2024

- Implementing onsite work health program aimed at prevention
- Make a new EBA and commence work negotiating its rewriting for the future
- Implement leadership training for supervisors
- Launch a mentoring and shadowing program
- Implement new learning modules and utilise blended learning to enhance
- Cultivate work experience and work integrated learning programs
- Reorient how recruitment is undertaken to be capability focussed
- Commence implementation of the diversity plans including the Disability Action Plan, Gender Equality Action Plan, and Reconciliation Action Plan
- Role out a new Debriefing Framework
- Leverage leadership development in 2022/2023 to lift strategic capability within the organisation, including workforce planning
- Develop maturity of the designated work groups
- Embed new CAMMS Incident reporting system and ChemAlert chemical risk management tool

SERVICES

| SERVICE | DESCRIPTION |
|------------------------------------|--|
| 202 People and workplace | Supporting the recruitment and deployment of capable, trained staff to deliver services to the community, while maintaining a cohesive, supportive work culture. |
| 205 Occupational Health and Safety | Assisting to provide and maintain appropriate safety systems, training and awareness, that focusses on whole of person safety and wellbeing. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|------------------------------------|----------------------------------|---|
| 202 People and workplace | 203 – Salaries 210 – Oncosts | Increase for exisiting staff due to EBA and banding increments. Includes new trainee pathway positions and a provision for road map implementation as part of the organisational strategic review process. |
| | 358 – Rent | Off site meeting rooms for recruitment interviews and internal HR issues. Internal booking of The Cube spaces, will be utilised in the first instance. |
| | 461 – Contract payments external | Industrial relations and employment consulting advice when required (eg, mediation or investigation). |
| 205 Occupational Health and Safety | 203 – Salaries 210 – Oncosts | Increase due to EBA and banding increments. |
| | 280 – Medicals and Name badges | Centralised budget from across council. Increase in medical expenses due to providing early intervention for staff. |
| | 461 – Contract payments external | Contains : <ul style="list-style-type: none"> • \$102k Annual health and wellbeing program • \$3.8k Chemaalert subscription • \$18.8k EAP Contract • \$5.8k Injury management software • \$14k provision for hearing awareness and OHS contractor management training. |
| | 464 – Equipment | Contains : <ul style="list-style-type: none"> • \$6k equipment provision for all council OHS requirements. |

202 - People and Workplace

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 202 - People and Workplace
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 369,866 | 369,866 | 890,423 |
| 210 - Oncost | 58,913 | 58,913 | 101,030 |
| 240 - Staff Development | 465,000 | 465,000 | 465,000 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 1,500 |
| 305 - Information Technology | 20,800 | 20,800 | 30,250 |
| 310 - Payroll / Personnel | (232,020) | (232,020) | (231,140) |
| 315 - Internal Rent | 8,820 | 8,820 | 8,820 |
| 320 - Photocopying - Internal | 4,000 | 4,000 | 4,000 |
| 330 - Financial Services | 12,400 | 12,400 | 12,400 |
| 352 - Telephone - External | 800 | 800 | 800 |
| 358 - Rent External | 7,000 | 7,000 | 7,000 |
| 360 - Printing & Stationery | 900 | 900 | 900 |
| 370 - Presentations & Gifts | 12,000 | 16,138 | 12,000 |
| 395 - Miscellaneous Expenses | 500 | 500 | 500 |
| 425 - Legal | 5,000 | 5,000 | 5,150 |
| 440 - Food & Drink | 500 | 500 | 500 |
| 461 - Contract Payments External | 34,000 | 34,000 | 45,020 |
| 554 - Memberships | 400 | 400 | 0 |
| Total Expenses | 770,379 | 774,517 | 1,354,153 |
| Net Surplus / (Loss) | (770,379) | (774,517) | (1,354,153) |

205 – Occupational Health and Safety

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 205 - Occupational Health and Safety
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 185,403 | 185,403 | 194,000 |
| 210 - Oncost | 29,506 | 29,506 | 30,604 |
| 280 - Medicals & Name Badges | 30,500 | 30,500 | 46,667 |
| 305 - Information Technology | 10,400 | 10,400 | 12,100 |
| 310 - Payroll / Personnel | 1,760 | 1,760 | 1,760 |
| 315 - Internal Rent | 2,520 | 2,520 | 2,520 |
| 320 - Photocopying - Internal | 400 | 400 | 1,000 |
| 330 - Financial Services | 2,050 | 2,050 | 2,050 |
| 352 - Telephone - External | 200 | 200 | 0 |
| 390 - Insurance | 2,570 | 2,293 | 2,930 |
| 395 - Miscellaneous Expenses | 500 | 500 | 0 |
| 440 - Food & Drink | 400 | 400 | 0 |
| 461 - Contract Payments External | 163,100 | 168,100 | 158,550 |
| 464 - Equipment | 6,000 | 6,000 | 6,200 |
| Total Expenses | 435,309 | 440,032 | 458,381 |
| Net Surplus / (Loss) | (435,309) | (440,032) | (458,381) |

Business Innovation and Assurance

MISSION

Achieve excellence in continuous improvement initiatives across the organisation.

Drive a culture of excellence and probity in all aspects of Councils risk management responsibilities.

VALUES

Trust, Respect, Integrity, Probity, Learning

RECENT ACHIEVEMENTS

- Risk uplift program completed and embedded as business as usual
- Insurance renewal 2022-23
- Internal Audit Plan developed and adopted by Council
- Facilitated improved Risk reporting to Audit and Risk Committee
- Risk Management Strategy adopted by Council

BUSINESS PLANNING CONTEXT

- Increase Risk Maturity Assessment outcomes
- Business Continuity Plan review and rewrite and test
- Refresh Service Review timetable and reprioritisation
- Ensure all Audit and Risk Committee obligations are met, under the new local government act and the new Audit and Risk Committee Charter.

SERVICES

| SERVICE | DESCRIPTION |
|---------------------------------------|---|
| 109 Business Innovation and Assurance | <ul style="list-style-type: none"> • Manage Service Reviews on behalf of the Executive • Embed a culture of continuous improvement across Council operations • Drive a culture of excellence and probity in all aspects of Councils risk management responsibilities |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|---------------------------------------|----------------------------------|---|
| 109 Business Innovation and Assurance | 203 – Salaries 210 – Oncost | Increase for exisiting staff due to EBA and banding increments. Includes new positions for Business Improvement Officer and Corporate Planning Officer. |
| | 390 - Insurance | Increase across council due to new venues and cost increased due to cyber security. Offset by internal recharge to business units. |
| | 410 – Audit fees | Audit committee member fees and Internal audit fees. |
| | 461 - Contract Payments External | Includes provision externally conducted service reviews and risk and fraud workshops. |

109 – Business Innovation and Assurance

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 109 - Business Innovation and Assurance
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 183,856 | 183,856 | 351,616 |
| 210 - Oncost | 29,425 | 29,425 | 55,469 |
| 260 - Travel & Accommodation | 1,200 | 1,200 | 1,200 |
| 305 - Information Technology | 11,400 | 11,400 | 12,100 |
| 310 - Payroll / Personnel | 1,760 | 1,760 | 1,760 |
| 315 - Internal Rent | 2,520 | 2,520 | 2,520 |
| 320 - Photocopying - Internal | 200 | 200 | 750 |
| 330 - Financial Services | 13,430 | 13,430 | 13,430 |
| 352 - Telephone - External | 400 | 400 | 400 |
| 360 - Printing & Stationery | 200 | 200 | 200 |
| 376 - Contractors | 4,500 | 4,500 | 17,000 |
| 390 - Insurance | 182,141 | 229,488 | 43,010 |
| 395 - Miscellaneous Expenses | 500 | 500 | 500 |
| 410 - Audit Fees | 67,000 | 67,000 | 100,200 |
| 425 - Legal | 1,500 | 1,500 | 1,500 |
| 440 - Food & Drink | 500 | 500 | 500 |
| 461 - Contract Payments External | 8,500 | 8,500 | 65,000 |
| 554 - Memberships | 300 | 300 | 0 |
| Total Expenses | 509,332 | 556,679 | 667,155 |
| Net Surplus / (Loss) | (509,332) | (556,679) | (667,155) |

Planning and Infrastructure

Directorate – Planning and Infrastructure

MISSION

To provide timely, consistent and professional advice with respect to statutory and strategic responses to city planning, planning and implementation of infrastructure and public amenity projects, maintaining the city's built and natural assets, meeting the community's expectation in accordance with council's local laws and other regulated services, and furthering the economic development of the city, all in association with other units within the organisation. The directorate also has carriage of the sustainability task to ensure the council's compliance with its obligations with regard to climate change.

The directorate comprises the units of infrastructure & projects, planning & building, outdoor operations, environment & community protection, sustainability and economic development.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

The planning, development and infrastructure directorate continues to advance the policies, strategies and capital investment and asset renewal programs of the council.

With the construction and building industries showing positive signs of recovery post the COVID pandemic, staff have been able to progress a number of significant projects and strategies over the past financial year and in other areas, have assisted in the continued growth and development of the city.

Some of the directorate's more significant achievements are listed below:

Planning & Building

- **Statutory Planning**
 - In the 2022 calendar year, 227 planning permits were determined, creating 277 new Lots in the city;
 - Estimated value of work is approximately \$160 million including about \$50 million at LOGIC.
- **Strategic Planning**
 - 3 significant development plans – Clubhouse Place, West Wodonga and Bonegilla Village - were amended and/or approved over the past 12 months;
 - A number of planning schemes amendments were undertaken and implemented or proposed and or due for Ministerial authorisation over the past 12 months;
 - A number of planning strategies are underway or nearing completion, including the Employment Lands Strategy, the Open Space Strategy and the Albury Wodonga Integrated Transport Strategy;
 - The team is also reviewing the Environmental Control; review of the resourcing requirements for council's environmental lands, reviewing bushfire management plans for high-priority reserves, is undertaking an assessment of Sloane's Froglet habitat and planning considerations and managing the Sumsion Gardens and Wetlands project;
 - The team is also managing the review of the residential land supply and the heritage study.

- **Building Services**

- Almost 800 building permits were assessed and issued during the 2022 calendar year (council's team holding approximately 67% of the market and increasing), representing work to the value of approximately \$225 million;
- Over \$225 million of building work (an increase of approximately 30%) was approved in 2021.
- The registration and inspections of swimming pools and spas continues to place a considerable workload upon the team;

Infrastructure & Projects

- Despite lengthy periods of inclement weather, the unit was able to successfully deliver a significant part of the 2022/2023 (infrastructure) capital budget, as well as completing a number of projects which were delayed as a result of the challenges posed by the COVID pandemic;
- The more significant infrastructure projects delivered during 2022/2023 included, but were not limited to:
 - Baranduda Fields Stage 1 (ongoing),
 - Extension of Roche Drive;
 - Construction of the LOGIC Retardation Basin;
 - Refurbishment of the Wodonga Exhibition Centre;
 - Various upgrades at the Wodonga Sports and Leisure Centre and safety improvements to the Resource Recovery Centre;
 - LED replacement to street lights on council's major road network;
 - New public toilet at Kookaburra Point;
 - Commenced delivery of the Belvoir Park playground;
 - Hockey pavilion at Birallee Park;
 - Look-out facilities at Huon Hill; and
- Successfully delivered the road, footpath and building renewal programs;

Outdoor Operations

- Took ownership of the Outdoor Operations Depot located at 1 Kendal Street and 8 and 10 Kane Road;
- Continued to maintain and improve council's high profile areas and other public spaces including maintenance and upgrades to council's sports ovals, improvements to road sides and assumed responsibilities for landscaping maintenance at new estates;
- Managed, maintained and enhanced council's environmental lands, all in accordance with approved management plans which also included fuel reduction works, weed control and revegetation works;
- Undertook significant gravel road renewal and sealed roads maintenance activities post the flooding and wet weather events and general road maintenance activities all in accordance with the Council's Road Management Plan, undertook maintenance works to footpaths, drainage and stormwater systems and signs and attended to a range of after-hours callouts; and
- Reinstated and improved a number public open spaces areas after the rain events and continued to carry out improvement works to council's piped and open stormwater drainage networks.

Environment & Community Protection

- **Waste Management**

- Successfully tendered the Regional Domestic Kerbside Waste Collection Service which will be awarded early in 2023/2024 with a commencement date of 1 July 2024;
- Maintained second best status for contamination rates in the bin collection service;
- Resolved to commence the 4th bin system as mandated by the State Government on 1 July 2027;
- Implemented some structural staff changes at the Resource Recovery Centre.

- **Environmental Health**

- Obtained a 100% inspection rate in relation to its business inspection obligations;
- Successfully undertook a number of vaccination programs within the region;
- Adopted and implemented a new Domestic Wastewater Management Plan.

- **Civic Services**

- Adopted and implemented the new Domestic Animal Management Plan;
- Issued body-worn cameras to the team to discourage abusive behaviour my members of the community.

- **Emergency Management**

- Established and chairs the new Municipal Emergency Management Planning Committee (MEMPC) in accordance with State legislation;
- Assisted as required during the various flooding events throughout the year.

Sustainability

- Developed the Climate Change Adaptation Action Plan 2022 – 2027 which was adopted by the Council;
- Developed the Sustainability Strategy 2022 – 2026 which was adopted by the Council;
- The team continues to implement and monitor the Single Use Plastic Policy with Albury Council;
- The team continues to monitor energy and water usage and has successfully implemented improvement opportunities to reduce usage and costs to council;
- Collaboratively engages with the Goulburn Murray Climate Alliance (GMCA) to improve council's environmental sustainability;
- Actively engages with the community to provide advice and guidance on sustainability matters.

Economic Development

- This team was completely rebuilt after the departure of its staff members over the course of the past 18 months or so, with a new manager economic development, senior economic development officer and a new economic development officer appointed;
- The team has successfully implemented a number of initiatives funded via COVID-response programs dealing with visitation and outdoor dining re-activation, including projects at Junction Place, the central business area and at Gateway Island;
- The team has commenced discussions with the councillors in an effort to better understand the Council's expectation of the team and to ensure that economic development strategies are fully aligned with the Council Plan.

General Achievements

- Commenced and completed Service Reviews of the Resource Recovery Centre (previously known as the Waste Transfer Facility), Compliance and Enforcement and Building Services;
- Successfully recruited into a number of critical vacancies; and
- Was successful in a number of grant applications.

Gateway Island

- The Commonwealth landholdings on Gateway Island were successfully transferred into council's ownership, including two agistee licences and the lease related to the Wodonga Quarry.

LOGIC

- A number of land sales at LOGIC were successfully concluded or settled with numerous others in the early stages of sales' negotiations.

BUSINESS PLANNING CONTEXT

The directorate is tasked to plan and implement projects in support of the growth and revitalisation of the city, the management and maintenance of its physical infrastructure, natural resources and open spaces and ensure that development within the city occurs in a structured, orderly and sustainable manner.

The directorate is also tasked to strategically plan for the growth of the city, putting in place infrastructure, land use planning and open spaces to support the 25 – 50 year growth horizon.

Its main priorities include:

Planning for the future long term growth of the city

- Has implemented a Works-in-Kind agreement with a developer to implement infrastructure projects within the Leneva Baranduda growth area;
- Has progressed a number of planning applications within the growth area which will result in a significant increase in residential lots becoming available over the next few years;

- Continues to develop its understanding of the Developer Contribution Plan and the challenges faced when implementing and reporting upon it; and
- Continues to access and determine applications for consideration of the approval of development plans and rezoning applications.

Management and maintenance of council's built assets

- The directorate continues to ensure that projects are implemented which support the renewal and upgrading of council's assets in order to extend the useful life of these assets, ensuring that they are safe, fit for purpose and reduce the risk of loss and damage, and
- Undertakes works in adherence with council's Road Management Plan, a requirement under the *Road Management Act, 2004*.

Management and maintenance of council's natural resources, sports precincts and public open spaces

- Wodonga is home to significant natural amenity with its hills, valleys and waterways, with the natural resources team being responsible for the maintenance and management of council's environmental lands;
- The parks and gardens team ensure that council's public open spaces, roadsides and city entrances remain attractive and safe and that its sports fields are presented in the best possible way;
- The team continues to explore appropriate responses to a changing climate, seeking plantings which are more low-water-future tolerant;
- Safety remains a priority with regard to overhead power line clearances and trees located in council's open spaces, with these being audited/inspected as required;
- The directorate works closely with the CFA and other agencies to mitigate bushfire risk and threats to community safety and enjoyment; and
- Works with developers to ensure that public open spaces handed to the council are appropriate and easily maintained under council's current resource allocation.

Waste Management, Environmental Health, and Civic Services

- Be prepared and able to deal with emergency situations and the ongoing current pandemic;
- Finalise the new Kerbside Waste Contract, due for implementation from mid-2024;
- Implement the recommendations dropping out of the service review of the Resource Recovery Centre;
- Continue to investigate the provision of a glass collection/recycling opportunity at the Resource Recovery Centre;
- Investigate new operating models at the Resource Recovery Centre.

Environmental Sustainability

- Embed sustainability and address climate change as "business as usual" across all units of council;
- Implement the outcomes of the Sustainability Strategy 2022-2026;
- Undertake the actions within the Climate Change Adaptation Action Plan 2022 – 2027;
- Continue to champion the Green Team and associated events and initiatives;
- Support council operations and the community with reducing energy consumption and greenhouse emissions; and
- Continue to work towards the reduction of single use plastics within council operations.

Economic Development

- Determine the expectations and priorities of the Council and implement strategies and actions to achieve these;
- Continue to collaborate with Business Wodonga and others to further local economic development, investment attraction and employment opportunities;
- Work with council's appointed consulting land managers to attract new businesses to LOGIC and explore opportunities to work with existing businesses to maximise their potential;
- Collaborate with Development Victoria and other State agencies to invest in the city and/or divest their landholdings.

Gateway Island

- To foster business opportunities on the Island;
- To develop Gateway Island as a successful destination for residents and visitors where arts and crafts, cultural and hospitality offerings may be enjoyed;
- To develop nature-based recreational attractions for residents and visitors;
- To work with the operator of the Wodonga Quarry, private land owners and others to make Gateway Island a gateway into Victoria.

LOGIC

- To attract new business opportunities to the Estate through the sale of land;
- To provide infrastructure to meet the needs and expectation of new and existing businesses;
- To manage and maintain the infrastructure and landscaped area to a high standard.

SERVICES

| SERVICE | DESCRIPTION |
|--|---|
| 050 Infrastructure and Planning management | As a member of the Wodonga executive, to motivate, lead and direct the planning & building, infrastructure & projects, the outdoor operations, community & environment protection and sustainability units: <ul style="list-style-type: none"> • To ensure delivery of all actions in the Council Plan; • To provide the best possible services to the community, developers and investors; • To ensure that the operations of the business unit and service teams remain within the budgetary limits and continue to develop innovative measures to improve financial and operational viability; and • To provide the best possible advice to the Council. |
| 009 Gateway Island | To maintain the strategic direction of the Island as an arts, cultural and recreational precinct and to manage and maintain the assets on the Island. |
| 060 LOGIC | To market, maintain and manage the LOGIC industrial precinct and to attract investment through the sale of vacant land. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|--|------------------------------------|--|
| 050 Infrastructure and planning management | 400 – Consultancy | Costs to cover works associated with the management of the 5-year review of the Leneva Baranduda Developer Contribution Plan and any associated works. |
| | 425 - Legal | General provision for legal advice. |
| | 461 – Contractor Payments External | Allocation towards a shared Projects Officer engaged through the Integrated Water Management Forum |
| 009 Gateway Island | 077 - Rent | Anticipated increases in rent payments. |
| | 400 - Consultancy | No budgetary requirements for 2023/2024 |
| | 425 – Legal fees | General provision to cover any legal advice required. |
| 060 LOGIC | 098 – Sale of Land | No forecast made, but some income is likely to be derived from land sales |

| Business Unit | Account | Commentary |
|---------------|-----------------|--|
| | 400 Consultancy | General provision to cover costs associated with appointed land sales agency |
| | 425 Legal | General provision to assist with sales' document drafting |
| | 434 Marketing | General provision to cover costs associated with appointed marketing agency |

050 - Infrastructure and Planning Management

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 050 - Directorate - Infrastructure
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 213,061 | 213,061 | 219,977 |
| 210 - Oncost | 34,549 | 34,549 | 35,154 |
| 260 - Travel & Accommodation | 1,000 | 1,000 | 0 |
| 305 - Information Technology | 5,700 | 5,700 | 6,050 |
| 310 - Payroll / Personnel | 880 | 880 | 880 |
| 315 - Internal Rent | 5,136 | 5,136 | 5,136 |
| 330 - Financial Services | 3,490 | 3,490 | 3,490 |
| 352 - Telephone - External | 1,600 | 1,600 | 1,500 |
| 390 - Insurance | 2,240 | 2,680 | 3,430 |
| 395 - Miscellaneous Expenses | 1,200 | 1,200 | 500 |
| 400 - Consultancy | 50,000 | 235,200 | 50,000 |
| 425 - Legal | 5,000 | 5,000 | 5,000 |
| 440 - Food & Drink | 500 | 500 | 250 |
| 461 - Contract Payments External | 5,000 | 5,000 | 5,000 |
| Total Expenses | 329,356 | 514,996 | 336,367 |
| Net Surplus / (Loss) | (329,356) | (514,996) | (336,367) |

009 - Gateway Island

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 009 - Gateway Island
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 057 - External Contracts | 100,000 | 100,000 | 0 |
| 077 - Rent | 135,000 | 114,000 | 157,000 |
| 096 - Costs Recovered | 25,000 | 25,000 | 0 |
| 102 - Leases | 21,852 | 21,852 | 0 |
| Total Income | 281,852 | 260,852 | 157,000 |
| <u>Expenses</u> | | | |
| 330 - Financial Services | 3,790 | 3,790 | 3,790 |
| 380 - Utilities | 4,800 | 4,800 | 5,800 |
| 383 - Security | 1,200 | 1,200 | 1,224 |
| 385 - Cleaning | 1,600 | 1,600 | 1,632 |
| 390 - Insurance | 7,590 | 12,768 | 16,310 |
| 400 - Consultancy | 60,000 | 60,000 | 0 |
| 425 - Legal | 26,000 | 26,000 | 26,000 |
| 461 - Contract Payments External | 166,000 | 166,000 | 166,500 |
| 466 - Maintenance | 75,000 | 75,000 | 75,000 |
| 475 - Rates Water | 5,000 | 5,000 | 6,000 |
| Total Expenses | 350,980 | 356,158 | 302,256 |
| Net Surplus / (Loss) | (69,128) | (95,306) | (145,256) |

060 – LOGIC

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 060 - LOGIC
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 098 - Sale Of Goods | 415,000 | 415,000 | 0 |
| Total Income | 415,000 | 415,000 | 0 |
| <u>Expenses</u> | | | |
| 260 - Travel & Accommodation | 5,000 | 5,000 | 0 |
| 355 - Advertising | 5,000 | 5,000 | 0 |
| 390 - Insurance | 0 | 2,414 | 3,090 |
| 400 - Consultancy | 200,000 | 200,000 | 100,000 |
| 425 - Legal | 50,000 | 50,000 | 50,000 |
| 434 - Marketing / Promotion | 50,000 | 98,442 | 0 |
| 438 - Events & Festivals | 0 | 0 | 40,000 |
| 440 - Food & Drink | 5,000 | 5,000 | 0 |
| 461 - Contract Payments External | 100,000 | 100,000 | 100,000 |
| 478 - Fire Services Levy | 0 | 0 | 1,600 |
| Total Expenses | 415,000 | 465,856 | 294,690 |
| Net Surplus / (Loss) | 0 | (50,856) | (294,690) |

Infrastructure & Projects

MISSION

To achieve a high standard of planning, design and construction of infrastructure to facilitate the continued growth of the city and provide a safe, healthy and sustainable environment for the community.

VALUES

Trust, Respect, Integrity, Learning, Innovation.

RECENT ACHIEVEMENTS

Projects and Design

- Delivery of the capital budget;
- Delivery of the road, footpath and building renewal programs;
- Delivery of projects including, Baranduda Fields Stage 1 (ongoing), Belvoir Park Playground Stage 2, Council Depot Upgrade (ongoing), Resource Recovery Centre Improvements, Wodonga Hockey Pavilion and Change Room, Wodonga Exhibition Centre Bushfire Relief Centre, Logic Roache Drive Extension and Detention Basin.

BUSINESS PLANNING CONTEXT

Infrastructure & Projects

The team continues to provide the full suite of engineering services to council and continues to develop its capacity in order to continue to deliver works to a high standard.

The focus for the team in coming years will be to re-evaluate the transport network with a particular focus on pedestrian and cyclist accessibility whilst also making vehicle access as efficient as possible. Another significant focus will be the delivery of infrastructure items within the Leneva Baranduda Precinct Structure Plan and Developer Contributions Plan and the delivery of stage 1 of Baranduda Fields.

The unit is also responsible for the project management and delivery of asset renewal, building construction, road safety and a variety of other engineering projects. The unit must continue to deliver these projects and programs to ensure the city's infrastructure provides the level of amenity and safety for the whole community.

Critical issues include:

- Continue to develop staff to ensure high standards of work are delivered
- Ensure resources in place to effectively deliver projects on time and to allocated budgets
- Ensure asset renewal projects continue to be delivered in light of asset renewal gap

The unit is responsible for the delivery of:

- The Capital Works Program which includes a diverse range of infrastructure projects;
- Building Renewal Program including improvements to community facilities, recreation facilities, energy efficiency projects and public toilets;
- Planning Referrals including subdivisions and all other engineering infrastructure planning;

- Customer service requests across a broad range of issues from traffic management to storm water drainage issues;
- Providing technical engineering advice to internal and external customers.

The unit is resourced with a team leader, engineers, technical officers, a landscape architect and a building construction supervisor.

SERVICES

| SERVICE | DESCRIPTION |
|-------------------------|---|
| 058 Projects and design | To provide engineering and project management services to the Council and deliver a major component of the capital works program. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|-------------------------|--------------------------------|--|
| 058 Projects and design | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. Temporary Position Baranduda Fields Construction Supervisor has also increased salary component |
| | 466 – Maintenance | Increase costs due to market movement in contractor and material pricing. |

058 - Projects and Design

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

 Business Unit 058 : Projects and Design
 As at December, 2022


| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 082 - Fees Inspection | 250,000 | 250,000 | 250,000 |
| 172 - Contributions | 200,000 | 200,000 | 200,000 |
| Total Income | 450,000 | 450,000 | 450,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 1,028,848 | 1,028,848 | 1,169,876 |
| 210 - Oncost | 167,090 | 167,090 | 186,294 |
| 250 - Uniforms | 1,500 | 1,500 | 2,000 |
| 255 - Vehicle Expense | 55,600 | 55,600 | 56,020 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 2,000 |
| 270 - Fringe Benefits Tax | 7,140 | 7,140 | 7,140 |
| 305 - Information Technology | 59,800 | 59,800 | 71,300 |
| 310 - Payroll / Personnel | 9,770 | 9,770 | 9,770 |
| 315 - Internal Rent | 27,939 | 27,939 | 19,678 |
| 320 - Photocopying - Internal | 3,000 | 3,000 | 3,000 |
| 330 - Financial Services | 21,830 | 21,830 | 21,830 |
| 352 - Telephone - External | 2,500 | 2,500 | 4,000 |
| 380 - Utilities | 750,000 | 750,000 | 750,000 |
| 390 - Insurance | 18,080 | 12,114 | 15,470 |
| 400 - Consultancy | 0 | 140,000 | 25,000 |
| 440 - Food & Drink | 200 | 200 | 800 |
| 464 - Equipment | 1,000 | 1,000 | 1,000 |
| 466 - Maintenance | 30,000 | 30,000 | 45,000 |
| 560 - Transfer To Reserves | 200,000 | 200,000 | 200,000 |
| Total Expenses | 2,385,797 | 2,519,831 | 2,590,178 |
| Net Surplus / (Loss) | (1,935,797) | (2,069,831) | (2,140,178) |

Planning and Building

MISSION

An integrated planning and building service that provides for the sustainable growth of Wodonga that meets the present and future needs of our community.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

Building Services

- Total number of Building Permits issued by Council 793
- 2,765 building inspections conducted by Council
- Total value of Building Permits issued by Council \$224,594,729
- Total Value of Building Permits issued in Wodonga by Council \$119,618,042 (Total including Private Building Surveyors \$201,254,965)
- Total Number of Building Permits issued in Wodonga by Council 532 (Total including Private Building Surveyors 800)

Commercial highlights

- Building permit for Opal factory - \$8.2 million of works
- Other commercial work to the value of approx. \$17 million

Strategic Planning

- Approval of Development Plans: Clubhouse Place, West Wodonga (DPO14); Amendment of Bonegilla Village (DPO8)
- Strategic Planning Projects – Review of environmental planning controls, review of resources for environmental land, bushfire management plans for high priority reserves, assessment of Sloane's Froglet habitat and planning implications, management of Sumsion Lake and wetlands project.

Statutory Planning

- 227 planning permits/decisions issued in the 2022 calendar year.
- 277 new lots released in the 2022 calendar year.
- Estimated value of works assessed over \$160 million, including over \$50 million worth of new works at Logic.
- Approval granted for \$27 million extension to one of Wodonga's major manufacturing facilities.
- Approval granted for \$44 million hydrogen hub facility.
- First Leneva Baranduda PSP subdivision certification granted.
- Developed and launched a new Pathway module to calculate the contributions required for collection in the DCP.
- In consultation with IT, developed a page on Council's website for customers to search whether or not their property is within the PSP area.
- A team member was nominated for and subsequently won the organisation-wide award for excellence in the field of innovation.

BUSINESS PLANNING CONTEXT

- Creation of confidence among development community of council's planning and building functions.
- Undertaking significant strategic planning across the city to provide future directions of growth for city.
- Providing building services to a wide variety of national builders in multiple locations across both VIC & NSW.
- Responding to reformist state government agenda and multiple legislative changes.
- Ongoing issue in attraction and retention of planners, building surveyors and inspectors.

SERVICES

| SERVICE | DESCRIPTION |
|------------------------|--|
| 054 Statutory planning | To achieve net community benefit by facilitating sustainable growth and development, and ensuring open, transparent and well informed planning decisions based on relevant information and data. |
| 055 Strategic planning | To provide leadership that facilitates growth and development of Wodonga into a more socially, economically and environmentally sustainable community by providing the highest quality planning services and growth management guidance. |
| 056 Building services | Wodonga Building Services is responsible for carrying out Wodonga City Council's legal obligations under the Building Act 1993 and is a regional leader in the provision of building surveying services and information. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|------------------------|---|--|
| 054 Statutory planning | 076 – Fees General 081 – Fees Permits 096 – Costs Recovered | Income is dependent on the level of development occurring in the municipality. Statistics from the current and the four previous financial years has been compared to estimate income from permit applications for the 2022-23 FY. |
| | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 400 – Consultancy | General provision for the assessment of complex planning permits \$15,000. This will potentially include engagement of consultants to peer review technical reports.. |
| | 425 - Legal | Legal fees include regular procedural legal fees associated with Section 173 Agreements as a core function of the business unit, legal advice and legal representation for VCAT as they arise. |
| 055 Strategic planning | 203 – Salaries 210 – Oncost | Salaries reduced due to Council no longer employing a casual strategic planner. Includes EBA and banding increments for remaining staff. |

| Business Unit | Account | Commentary |
|-----------------------|---|--|
| | 425 - Legal | Legal costs associated with planning scheme amendments including legal representation at Planning Panels. |
| | 471 - Panel Costs & Fees | It is anticipated that there will be a requirement to fund up to two panels in the 2023-2024 year. |
| 056 Building services | 062 – External user charges 079 – Fees Certificates 082 – Fees Inspection 083 – Fees Lodgement | Income is projected to decrease significantly compared to the current financial year forecast. This is due to three factors: <ul style="list-style-type: none"> a. The decision to no longer accept building permits in NSW and some slowing in new home construction. b. A major decline in swimming pool registrations as the majority of pools and spas now registered. Also, the statutory fee for new registrations has been reduced from \$79 to \$33. Income associated with building file searches (forecast \$16,000) has been moved to the Customer Focus budget. |
| | 203 – Salaries 210 – Oncost 250 – Uniforms | Increase due to EBA and banding increments. |
| | 554 – Memberships | Registrations in NSW x 5, VIC x 5; Victorian Municipal Building Surveyors Group x 3; Australian Institute of Building Surveyors x 3; Association of Accredited Certifiers x1. |

054 - Statutory Planning

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 054 - Statutory Planning
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 10,459 | 10,459 | 6,650 |
| 081 - Fees Permits | 265,970 | 265,970 | 271,329 |
| 096 - Costs Recovered | 21,342 | 21,342 | 19,568 |
| Total Income | 297,771 | 297,771 | 297,547 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 713,865 | 713,865 | 759,953 |
| 210 - Oncost | 114,551 | 114,551 | 119,886 |
| 250 - Uniforms | 1,050 | 1,050 | 1,050 |
| 255 - Vehicle Expense | 10,080 | 10,080 | 8,640 |
| 260 - Travel & Accommodation | 2,000 | 2,000 | 2,000 |
| 280 - Medicals & Name Badges | 50 | 50 | 0 |
| 305 - Information Technology | 32,200 | 32,200 | 36,300 |
| 310 - Payroll / Personnel | 3,470 | 3,470 | 3,470 |
| 315 - Internal Rent | 7,560 | 7,560 | 10,080 |
| 320 - Photocopying - Internal | 1,500 | 1,500 | 1,500 |
| 330 - Financial Services | 8,410 | 8,410 | 8,410 |
| 352 - Telephone - External | 600 | 600 | 600 |
| 360 - Printing & Stationery | 500 | 500 | 500 |
| 365 - Journals & Manuals | 1,200 | 1,200 | 1,200 |
| 390 - Insurance | 5,650 | 4,997 | 6,390 |
| 395 - Miscellaneous Expenses | 2,000 | 2,000 | 2,000 |
| 400 - Consultancy | 15,000 | 15,000 | 15,000 |
| 425 - Legal | 30,000 | 30,000 | 30,000 |
| 440 - Food & Drink | 1,000 | 1,000 | 1,000 |
| 554 - Memberships | 8,760 | 8,760 | 3,500 |
| Total Expenses | 959,446 | 958,793 | 1,011,479 |
| Net Surplus / (Loss) | (661,675) | (661,022) | (713,932) |

055 - Strategic Planning

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 055 - Strategic Planning
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|---------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 6,860 | 6,860 | 6,860 |
| Total Income | 6,860 | 6,860 | 6,860 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 466,447 | 466,447 | 434,324 |
| 210 - Oncost | 74,761 | 74,761 | 68,517 |
| 250 - Uniforms | 600 | 600 | 600 |
| 260 - Travel & Accommodation | 1,600 | 1,600 | 1,600 |
| 280 - Medicals & Name Badges | 50 | 50 | 0 |
| 305 - Information Technology | 22,800 | 22,800 | 23,200 |
| 310 - Payroll / Personnel | 3,440 | 3,440 | 3,440 |
| 315 - Internal Rent | 6,300 | 6,300 | 6,300 |
| 320 - Photocopying - Internal | 2,000 | 2,000 | 1,500 |
| 330 - Financial Services | 6,360 | 6,360 | 6,360 |
| 352 - Telephone - External | 1,300 | 1,300 | 1,300 |
| 360 - Printing & Stationery | 1,000 | 1,000 | 1,000 |
| 390 - Insurance | 8,670 | 5,281 | 6,750 |
| 400 - Consultancy | 100,000 | 342,399 | 0 |
| 402 - Contributions Expenditure | 0 | 10,000 | 0 |
| 425 - Legal | 20,000 | 20,000 | 20,000 |
| 440 - Food & Drink | 500 | 500 | 600 |
| 471 - Panel Costs & Fees | 40,000 | 40,000 | 50,000 |
| 554 - Memberships | 5,740 | 5,740 | 1,400 |
| Total Expenses | 761,567 | 1,010,577 | 626,891 |
| Net Surplus / (Loss) | (754,707) | (1,003,717) | (620,031) |

056 - Building Services

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 056 - Building Services
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 062 - External | 80,000 | 80,000 | 4,000 |
| 079 - Fees Certificates | 31,000 | 31,000 | 8,000 |
| 082 - Fees Inspection | 990,000 | 990,000 | 810,000 |
| 083 - Fees Lodgement | 165,500 | 165,500 | 144,000 |
| 132 - Grant Recurrent | 75,000 | 0 | 0 |
| Total Income | 1,341,500 | 1,266,500 | 966,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 903,586 | 903,586 | 911,080 |
| 210 - Oncost | 145,889 | 145,889 | 144,000 |
| 245 - Staff Allowances | 0 | 0 | 6,000 |
| 250 - Uniforms | 2,000 | 2,000 | 2,000 |
| 255 - Vehicle Expense | 38,700 | 38,700 | 41,280 |
| 260 - Travel & Accommodation | 1,500 | 1,500 | 1,500 |
| 280 - Medicals & Name Badges | 100 | 100 | 0 |
| 305 - Information Technology | 38,400 | 38,400 | 42,350 |
| 310 - Payroll / Personnel | 4,780 | 4,780 | 4,780 |
| 315 - Internal Rent | 12,600 | 12,600 | 12,600 |
| 320 - Photocopying - Internal | 10,000 | 10,000 | 10,000 |
| 330 - Financial Services | 12,710 | 12,710 | 12,710 |
| 352 - Telephone - External | 3,600 | 3,600 | 5,000 |
| 360 - Printing & Stationery | 200 | 200 | 700 |
| 365 - Journals & Manuals | 2,500 | 2,500 | 2,500 |
| 375 - Materials | 200 | 200 | 200 |
| 390 - Insurance | 7,730 | 6,453 | 8,250 |
| 395 - Miscellaneous Expenses | 500 | 500 | 500 |
| 440 - Food & Drink | 500 | 500 | 500 |
| 461 - Contract Payments External | 0 | 38,727 | 0 |
| 554 - Memberships | 14,620 | 14,620 | 17,000 |
| Total Expenses | 1,200,115 | 1,237,565 | 1,222,950 |
| Net Surplus / (Loss) | 141,385 | 28,935 | (256,950) |

Outdoor Operations

MISSION

Environmental Lands and WREN

To develop and implement projects that contribute to threatened species and habitat conservation and encourage the enjoyment of our city's natural resources by the residents of Wodonga.

To engage the Wodonga community to contribute to improving the vegetation quality and vegetation linkages across the city landscape.

Parks & Gardens

To create and maintain safe passive and non-passive open space that promotes and encourages health and wellbeing through well maintained open space.

To foster community ownership and pride in City of Wodonga's open space.
To develop positive relationships with all our user groups including sporting clubs, community groups, other government agencies and the residents of Wodonga.

Lake Hume

To provide neat, tidy and safe public places in partnership with Goulburn Murray Water for the enjoyment and benefit of our community and visitors whom frequent, Jackson's Point, Kookaburra Point, Ebdon and Ludlow's on the foreshore of Lake Hume.

Roads and Roadsides

To develop and deliver an improved sustainable maintenance service for council's infrastructure whilst remaining compliant with the Road Management Plan. To maintain clean safe and well delineated roadways, walkways and cycle paths that benefit the residents and visitors of the city.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

ENVIRONMENTAL LANDS and WREN

- Continued engagement with community groups, local schools, and higher education providers to undertake revegetation activities, pest species removal, erosion control works, and fencing replacement.
- Repair and replacement of the internal fencing on council's hilltops reserves.
- Continuation of livestock grazing to reduce vegetation biomass and reduce the risk of grass fire.
- Continuation of the removal and reduction in the abundance of woody weed and blackberry across Wodonga's hilltop reserves and creek lines.
- Continuation of supporting and working with friends of groups to improve and enhance environmental reserves.

PARKS and GARDENS

- The planting of hundreds of street, avenue and park trees to provide shade and colour to our city.
- The planting of numerous landscape plants including ornamental grasses, ground covers and shrubs to beautify our city landscapes,
- Continued Improvements in the use and efficiency of potable, reclaimed and bore water via the use of central irrigation controlling system. (CTS)
- The installation of new components to existing irrigation systems enabling connection to the CTS.
- The installation of new park benches and water fountains along the shared path network.
- Continued improvements, renewal and upgrades of aging landscapes throughout the city.
- Increasing an already high community satisfaction survey score in the appearance of public open space
- Continued enhancement of Belvoir Park.

LAKE HUME

- The installation of more new park furniture including picnic tables and park benches, all sites
- The removal and replacement of old park furniture with new items, all sites.
- The planting of trees and shrubs at all sites.
- Installation of new shelters

ROADS and ROADSIDES

- Continued maintenance of council's road, pathway and stormwater assets in accordance with the requirements of the Road Management Act.
- Further development of road inspection processes with the use of data asset management system.
- Completed roads review and implemented new structure to ensure ongoing cost effectiveness and efficiency whilst delivering core business activities.
- Continued review and implementation of a revised fleet to better deliver required services.

BUSINESS PLANNING CONTEXT

ENVIRONMENTAL LANDS and WREN

Critical issues

- The future direction for the management of our hilltop reserves.
- Climate change
- The impact of climate change in fire prevention and fuel hazard reduction activities.
- Managing community expectations and meeting CFA requirements of exotic grass growth and fuel hazard management as well as revegetation activities undertaken within WREN reserves.

Opportunities

- Development of Wodonga's hilltop environmental reserves and promotion of these facilities.
- Development of tracks and trails and other passive recreation uses on the hilltop reserves.
- Continue to work with community groups and schools to develop projects.
- Improve community awareness of the Wodonga Retained Environmental Network (WREN) and develop community connections with the reserve network.
- Promote a 'friends of' style model to engage with community members and encourage them to be actively involved to caring for council's environmental reserves.
- Potential for using fuel reduction burning as an additional method for fuel hazard management
- Significant roadside vegetation signage for high conservation roadsides.
- Improved communication with developers.

New initiatives

- Environmental Lands - Activation analysis and Master plan
- Ongoing consolidation and review of the natural resources team restructure including aligning with the parks and reserves team.
- Recruitment of a Weeds Project officer to deliver key strategic outcomes in the management of noxious weeds and environmental lands projects.

PARKS and GARDENS

Critical issues

- Fire prevention and management issues that require an increase of the area slashed within existing sites.
- Climate change and the affect it is having on our parks and reserves.
- The management and maintenance of sports grounds.
- The safety of our community in our public open spaces where large and significant trees are prevalent.
- To have management plans developed for new parks sites handed to council from new developments, including the costs for the provision of maintenance services.
- The development of management of native vegetation on rural roadside reserves, considering native vegetation legislation, fire management and the safety concerns of residents.
- Improved communication with developers.
- Large growth across the city resulting in pressure on resourcing and budgets

Opportunities

- To continue the rollout of the CTS to all irrigated sites.
- Work with the CFA to reduce the risk of fire hazard by investigating the use of controlled burns
- To conclude the review of all parks and reserves, high profile, tree, playgrounds and sports ovals services to determine efficiency gains and any under resourcing.
- Investigate climate change affects, including speaking with other councils and experts.
- Works towards better understanding of heat island effects and costs and benefits of increased tree canopy cover to public areas.

New initiatives

- To continue to implement improvement opportunities within the parks and reserves, high profile, tree, playgrounds and sports ovals services to determine efficiency gains and any under resourcing, including building greater capacity in one stop shop crews to maintain current service levels.
- To develop and plan a program that provides a practicable approach for tree audits / inspection for high risk trees.

LAKE HUME

Critical issues

- Have new service agreement signed off.
- Budget for ongoing improvements and maintenance to the Hume.

Opportunities

- Visit other lake areas to benchmark and see what they are doing, what improvements can be made.
- Develop a long term improvement plan for Lake Hume.

New Initiatives

- To install additional picnic tables and chairs and other facilities.
- To plant additional trees and shrubs in areas to provide shade for recreational purposes.

ROADS and ROADSIDES

As the city grows, the number of infrastructure assets required to be maintained also grows. The Works unit is responsible for the ongoing maintenance of all road related assets throughout the city.

The key focus of the Works unit is to ensure the city's road assets are maintained in accordance with the Wodonga Road Management Plan as adopted by council.

Critical issues include:

- Continue to move from a reactive approach to a programmed approach of road maintenance including moving from unsealed road maintenance to sealed road maintenance.
- Further development of the road maintenance management system.
- Continue to review team structures and maintenance activities to determine most efficient set up.

Opportunities

To continue to review all road and roadside maintenance services and new structure to determine efficiency gains and any over resourcing. Including:

- Sealed road maintenance (depressions, rutting, potholes, crack sealing)
- Unsealed road maintenance (grading, dust suppression, resheeting)
- Drainage maintenance (table drains, culverts, storm water networks, pits)
- Kerb and channel maintenance
- Bridge and major culvert maintenance
- Wetland maintenance
- CBA cleaning
- Bus shelter maintenance and cleaning
- Sign replacement and maintenance
- Line marking
- Improved monitoring and compliance with by-laws and EPA regulations regarding building sites in the city.

SERVICES

| SERVICE | DESCRIPTION |
|-------------------------------------|--|
| 374 Environmental lands | To implement management and maintenance actions that impact positively on the biodiversity of our bush land areas by regenerating habitat for our indigenous fauna and flora species. |
| 502 Outdoor operations Management | To provide leadership, direction, and management support to the Outdoor operation teams. |
| 505 Roads and Roadsides maintenance | To implement road asset maintenance practices in line with the requirements of the Road Management Act. |
| 506 Parks and gardens | <p>To develop and implement maintenance actions that preserve council's open spaces including, trees, shrubs, lawns, park furniture, playgrounds and garden bed assets for our community to cherish and enjoy.</p> <p>To offer horticultural advice and information as requested by council and our community.</p> <p>To provide quality sporting surfaces for active recreational casual users and user groups.</p> <p>To create civic pride and a sense of community ownership in the appearance of our parks, gardens and public open spaces.</p> |
| 513 Lake Hume reserve | To implement horticultural, building, roads maintenance and cleaning actions that produces the agreed levels of services and standards for the Goulburn Murray Water sites on the foreshore at Lake Hume. |
| 801 WRENS | To implement management and maintenance actions that impact positively on the biodiversity of our bush land areas by regenerating habitat for our indigenous fauna and flora species. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|-----------------------------------|--------------------------------------|--|
| 374 Environmental Lands | 203- Salaries 210-Oncost | Includes EBA and banding increments. |
| 502 Outdoor Operations Management | 203- Salaries 210-Oncost | Increase due to EBA and banding increments. |
| 505 Roads Maintenance | 081 - Fees Permits | Slight reduction in revenue based on current activity. |
| | 132 - Grant Recurrent | Full 2023-2024 roads grant included in budget, variance to prior year due to 75% prepayment in April 2022. |
| | 203 - Salaries 201 – Oncost | Increase due to EBA and banding increments. |
| 506 Parks and Gardens | 203 - Salaries 201 - Oncost | Increase due to EBA and banding increments. Additional positions included: <ul style="list-style-type: none"> - Aborist assistant - Sports oval supervisor for Baranduda Fields - Parks trade assistant due to additional land |
| | 375 – Materials 376 – Contractors | Includes increase from Operating Projects into regular operating program. Partially offset by recharging maintenance costs to LOGIC and Gateway Island. |
| 801 WRENS | 122 - Interest Investments | Interest rate increases offset by lower WRENS investment balance over time |
| | 203 - Salaries 201 - Oncost | Increase due to EBA and banding increments. |

374 - Environment Lands

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 374 - Environment Lands
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 102 - Leases | 26,000 | 26,000 | 26,500 |
| 132 - Grant Recurrent | 10,000 | 10,000 | 10,500 |
| Total Income | 36,000 | 36,000 | 37,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 252,146 | 212,146 | 259,183 |
| 210 - Oncost | 111,741 | 111,741 | 114,384 |
| 305 - Information Technology | 5,700 | 0 | 0 |
| 310 - Payroll / Personnel | 2,640 | 2,640 | 2,640 |
| 320 - Photocopying - Internal | 50 | 50 | 0 |
| 330 - Financial Services | 6,150 | 6,150 | 6,150 |
| 352 - Telephone - External | 1,500 | 1,500 | 1,600 |
| 375 - Materials | 40,000 | 40,000 | 41,000 |
| 376 - Contractors | 388,000 | 388,000 | 397,000 |
| 377 - Plant & Equipment Hire | 61,458 | 61,458 | 76,622 |
| 390 - Insurance | 4,090 | 4,760 | 6,080 |
| 394 - Plant Hire - External | 3,000 | 3,000 | 3,000 |
| 400 - Consultancy | 25,000 | 25,000 | 25,000 |
| 440 - Food & Drink | 300 | 300 | 300 |
| 464 - Equipment | 10,000 | 10,000 | 10,000 |
| 475 - Rates Water | 2,000 | 2,000 | 3,000 |
| Total Expenses | 913,775 | 868,745 | 945,960 |
| Net Surplus / (Loss) | (877,775) | (832,745) | (908,960) |

502 – Outdoor Operations Management

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 502 - Parks and Gardens Management
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 549,258 | 682,766 | 718,225 |
| 210 - Oncost | 88,235 | 110,264 | 112,319 |
| 250 - Uniforms | 32,000 | 32,000 | 32,000 |
| 260 - Travel & Accommodation | 3,500 | 3,500 | 3,500 |
| 305 - Information Technology | 202,700 | 202,700 | 214,550 |
| 310 - Payroll / Personnel | 42,330 | 42,330 | 42,330 |
| 320 - Photocopying - Internal | 1,200 | 1,200 | 1,500 |
| 325 - Tip Fees Internal | 0 | 0 | 18,000 |
| 330 - Financial Services | 92,870 | 92,870 | 92,870 |
| 352 - Telephone - External | 10,000 | 10,000 | 10,000 |
| 358 - Rent External | 0 | 26,592 | 0 |
| 360 - Printing & Stationery | 500 | 500 | 500 |
| 367 - Licences | 10,000 | 10,000 | 10,300 |
| 375 - Materials | 5,000 | 5,000 | 5,200 |
| 376 - Contractors | 5,000 | 5,000 | 5,500 |
| 377 - Plant & Equipment Hire | 0 | 0 | 9,775 |
| 380 - Utilities | 25,000 | 25,000 | 25,000 |
| 383 - Security | 0 | 0 | 8,000 |
| 385 - Cleaning | 22,000 | 22,000 | 25,000 |
| 390 - Insurance | 70,860 | 54,281 | 69,320 |
| 440 - Food & Drink | 1,500 | 1,500 | 3,400 |
| Total Expenses | 1,161,953 | 1,327,503 | 1,407,288 |
| Net Surplus / (Loss) | (1,161,953) | (1,327,503) | (1,407,288) |

505 - Roads Maintenance

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 505 - Roads Maintenance
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 081 - Fees Permits | 120,000 | 120,000 | 80,000 |
| 132 - Grant Recurrent | 188,225 | 274,608 | 966,535 |
| Total Income | 308,225 | 394,608 | 1,046,535 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 1,046,453 | 1,046,453 | 1,093,254 |
| 210 - Oncost | 464,719 | 464,719 | 477,716 |
| 375 - Materials | 450,000 | 450,000 | 464,000 |
| 376 - Contractors | 1,010,000 | 1,010,000 | 1,041,000 |
| 377 - Plant & Equipment Hire | 607,082 | 607,082 | 680,078 |
| 394 - Plant Hire - External | 125,000 | 125,000 | 129,000 |
| 461 - Contract Payments External | (170,000) | (170,000) | (170,000) |
| 464 - Equipment | 8,000 | 8,000 | 8,500 |
| Total Expenses | 3,541,255 | 3,541,255 | 3,723,548 |
| Net Surplus / (Loss) | (3,233,030) | (3,146,647) | (2,677,013) |

506 - Parks & Gardens

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 506 - Parks & Gardens
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 057 - External Contracts | 74,000 | 74,000 | 73,600 |
| 132 - Grant Recurrent | 17,200 | 17,200 | 17,850 |
| Total Income | 91,200 | 91,200 | 91,450 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 2,050,151 | 2,020,151 | 2,234,401 |
| 210 - Oncost | 907,884 | 907,884 | 978,782 |
| 255 - Vehicle Expense | 64,975 | 64,975 | 64,915 |
| 375 - Materials | 419,000 | 419,000 | 432,000 |
| 376 - Contractors | 608,000 | 678,000 | 621,500 |
| 377 - Plant & Equipment Hire | 1,160,308 | 1,160,308 | 1,266,619 |
| 394 - Plant Hire - External | 8,000 | 8,000 | 8,000 |
| 464 - Equipment | 7,700 | 7,700 | 8,000 |
| 475 - Rates Water | 310,000 | 310,000 | 320,000 |
| Total Expenses | 5,536,018 | 5,576,018 | 5,934,217 |
| Net Surplus / (Loss) | (5,444,818) | (5,484,818) | (5,842,767) |

801- WRENS

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 801 - WRENS
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|-------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 122 - Interest Investments | 10,000 | 10,000 | 10,000 |
| 199 - Transfer From Reserves | 289,426 | 289,426 | 301,407 |
| Total Income | 299,426 | 299,426 | 311,407 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 121,191 | 121,191 | 127,436 |
| 210 - Oncost | 53,639 | 53,639 | 55,493 |
| 305 - Information Technology | 5,700 | 5,700 | 6,050 |
| 310 - Payroll / Personnel | 2,640 | 2,640 | 2,640 |
| 320 - Photocopying - Internal | 200 | 200 | 200 |
| 330 - Financial Services | 6,560 | 6,560 | 6,560 |
| 352 - Telephone - External | 2,100 | 2,100 | 2,100 |
| 375 - Materials | 25,000 | 25,000 | 26,000 |
| 376 - Contractors | 35,000 | 35,826 | 36,000 |
| 377 - Plant & Equipment Hire | 41,458 | 41,458 | 44,438 |
| 390 - Insurance | 2,380 | 1,554 | 1,990 |
| 394 - Plant Hire - External | 2,500 | 2,500 | 2,500 |
| Total Expenses | 298,368 | 298,368 | 311,407 |
| Net Surplus / (Loss) | 1,058 | 1,058 | (0) |

Economic Development

MISSION

To attract investment, development and activity that will contribute to the economic growth of Wodonga.

To ensure Wodonga businesses are provided with the assistance and support they need to enable them to grow and prosper.

VALUES

Trust, respect, integrity, learning, accountable, ambitious, committed, creative, dynamic, enthusiastic, inclusive, positive, professional, resourceful, respectful.

RECENT ACHIEVEMENTS

Economic development

- Continued to support the business community recover from the impacts of the COVID-19 pandemic.
- Supported the business community by engaging, assisting and advising of funding available to businesses.
- Provided services to aid recovery through listings, news and interactive business maps.
- With funding from the Victorian Government, finalised the installation of additional outdoor dining pods and umbrellas as well as improvements at Gateway Village to support business recovery.
- Continued to participate in Invest Albury Wodonga and market the Logic industrial precinct
- Continued with the small business Better Approvals Program supporting new business to establish in the city.
- Supported Business Wodonga in the inaugural Jobs Expo
- Bedded in a completely new economic development team at council over the last six months

BUSINESS PLANNING CONTEXT

- The central business area (CBA) continues to gain momentum and our community is being attracted to the public open spaces and new businesses.
- The Economic Development team provides a concierge service for new and growing businesses.
- Significant residential development fronts and strong population growth projected.
- Industrial land at Logic is available for development and enquiries have been constant.
- Inland Rail route through Logic continues to assisted in the enquiry levels at Logic.
- Liveability, location, access to workforce and high level of water security is attractive for attracting large scale industry.
- Development of the night economy has been identified for significant planning
-

SERVICES

| SERVICE | DESCRIPTION |
|--------------------------|---|
| 006 Economic development | To grow, create and maintain Wodonga's economic base in a sustainable manner. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|--------------------------|--------------------------------|--|
| 006 Economic Development | 132 – Grant recurrent | No recurrent grants have been budgeted for in 2023-2024. |
| | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments including filling of current vacancies. |
| | 365 - Journals & Manuals | Forecast.id, Profile.id and REMPLAN subscriptions. |

006 - Economic Development

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 006 - Economic Development
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 163,886 | 163,886 | 186,893 |
| 210 - Oncost | 26,271 | 26,271 | 29,483 |
| 255 - Vehicle Expense | 9,000 | 9,000 | 22,585 |
| 260 - Travel & Accommodation | 1,000 | 1,000 | 1,000 |
| 305 - Information Technology | 11,800 | 11,800 | 18,150 |
| 310 - Payroll / Personnel | 2,230 | 2,230 | 2,230 |
| 315 - Internal Rent | 5,040 | 5,040 | 5,740 |
| 320 - Photocopying - Internal | 240 | 240 | 500 |
| 330 - Financial Services | 18,040 | 18,040 | 18,040 |
| 352 - Telephone - External | 1,500 | 1,500 | 1,500 |
| 365 - Journals & Manuals | 31,000 | 31,000 | 33,500 |
| 390 - Insurance | 3,840 | 1,791 | 2,290 |
| 420 - Strategy, Plans and Programs | 50,000 | 50,000 | 50,000 |
| 440 - Food & Drink | 500 | 500 | 1,200 |
| 552 - Contributions | 0 | 19,297 | 0 |
| 554 - Memberships | 200 | 200 | 1,400 |
| Total Expenses | 324,547 | 341,795 | 374,512 |
| Net Surplus / (Loss) | (324,547) | (341,795) | (374,512) |

Environment and Community Protection

MISSION

To educate and support our community to be environmentally sustainable, healthy, and safe.

SAFE, EDUCATE, REDUCE, SUSTAIN

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

Waste

- Name change of waste transfer station to resource recovery centre in line with state badging
- The 30% increase of patronage through the resource recovery centre as a result of Covid-19 has continued as a new bench mark
- Wodonga was listed in the top 2 of the State for contamination in kerbside waste services
- State Government announcement to implement a Victorian CDS model by 2023
- State Government announcement to implement a fourth bin (purple lid) for glass by 2027 at the latest
- State Government announcement to implement food and organics waste bin (green lid) by 2030 for all households at the latest
- Maintained a less than 1% contamination from the Kerbside organic waste collection

Environmental Health

- Council adopted a new Domestic Waste Water Management Plan
- Exceeded national vaccination targets for all 0-5 year cohorts
- Continued the employment of a student Environmental Health Officer for 12 months
- Returned septic tank inspection program in-house
- Introduced and implemented a COVID safe plan that allowed continued operation of all council units safely.

Civic Services

- Council adopted a new Domestic Animal Management Plan
- Pound service provider providing a good level of service with very few complaints
- Body worn cameras for enforcement officers has resulted in reduced abusive behaviour
- Proactive work with developers has resulted in a reduced number of fire related infringements being issued
- Door knock resulted in another 700 pets being registered
- A purpose built animal control vehicle was purchased and has reduced

Emergency Management (EM)

- A new municipal emergency management planning committee was established in line with state legislation
- Funding for the Emergency Management Coordinator (EMC) has been allocated by the MERP project until September 2024 by Local Government Victoria
- A new municipal fire management planning committee was established

Environmental sustainability

- Review and update the Sustainability Strategy 2022-26 with science based and measurable targets and actions
- Review and update the Climate Change Adaptation Action Plan 2022-27 with science based and measurable targets and actions
- Continue to champion the green team and associated events and initiatives
- Support council operations and the community with reducing energy consumption and greenhouse emissions
- Work toward embedding sustainability and addressing climate change as “business as usual” across all units

BUSINESS PLANNING CONTEXT**Waste Management**

- Review the hours of operation that the resource recovery centre is open to the public
- New systems required to deal with new items that have been banned from landfill
- The introduction of a future 4th bin for glass
- Likely changes due to introduction of CDS
- Need to extend the number of public place recycling stations

Environmental Health

- Deal with possible future same or other pandemics
- Increased public awareness of food laws
- Determine best model for 24/7 response
- Introduction of a changed national vaccination regime

Civic Services

- Reduce red tape for the processing of permit applications
- Implement full online permit processing
- Restructure the enforcement processes for planning and building non compliance

Emergency management

- Prepare for changing climate impacts
- Attain sponsorship for emergency management promotional programs
- Secure long term funding for the role of Emergency Management Coordinator (EMC)

Environmental Sustainability

- Work towards embedding sustainability and climate change risk as “business as usual” across all units
- Implementation of the Sustainability Strategy 2022-26 (should it be adopted on 20 March)
- Implementation of the Climate Change Adaptation Action Plan 2022-27 (should it be adopted on 20 March)
- Continue to champion the green team and associated events and initiatives
- Support council operations and the community with reducing energy consumption and greenhouse emissions
- Support embedding climate change into the municipal health and wellbeing plan

SERVICES

| SERVICE | DESCRIPTION |
|----------------------------------|---|
| 188 Civic services | To provide suited advice and educational material on the various legislated requirements made upon the community To ensure neighbourhood disputes are avoided, or resolved as necessary without legal action where ever possible; and To undertake legal action upon detection of illegal activities. |
| 190 Waste transfer station | To educate the community of the impacts that waste has on our environment and to encourage the adoption of the simple message of Reduce, Reuse and Recycle; Empowering the community to take appropriate action to avoid waste going to landfill; Educating the community and changing the mind set about what waste really is; and Encouraging and rewarding attendees to the waste transfer station for following and incorporating the triple R system when disposing of unwanted items. |
| 192 Emergency Management | To educate, advocate, improve and lead the local community to become more resilient and then take appropriate action in their emergency management practices. To ensure the community is aware and prepared for all emergencies. Ensuring Emergency Management is considered in all council activity. Reviewing and updating all sub plans. |
| 362 Environmental Health | To protect the community and the environment from environmental harm by: Empowering the community to take appropriate action to avoid chronic health related issues, eg physical and mental wellbeing; Educating the community on environmental concerns – eg asbestos, legionella, blue green algae, noise, odours etc; Vaccinating the community to reduce the incidence of vaccine preventable diseases; Ensuring registered proprietors meet their legal obligations; and Undertaking legal action upon detection of illegal activities. |
| 375 Environmental Sustainability | Promote and support all sustainability actions; Ensure council promotes environmental sustainability practices; and Educate the community on good sustainability practices and lead by example when possible |
| 378 Waste management | Promote good waste practices and support all sustainability actions; Ensure council promotes sustainable waste practices; and Introduce better processes that increase resource recovery and reduce waste volumes. |
| 507 Street garbage | Ensure the municipality is kept clean and tidy and promote good waste practices. |

BUDGET VARIANCE ANALYSIS

| Business Unit | Account | Commentary |
|----------------------------------|----------------------------------|--|
| 188 Civic services | 072 – Fees registrations | Decreased for fee for sterilised dog and cat registration fees |
| | 100 - Infringements | Fee unit based, so slight increase. 2023-2024 will see parking enforcement reintroduced. |
| | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 461 – Contract payments external | Animal control pound fees \$148k (partially offset from costs recovered), |
| 190 Waste transfer station | 076 - Fees General | Gatehouse revenue – increased for 30% increase in attendees |
| | 098 - Sale Of Goods | Expected scrap metal and cardboard disposal to remain at current levels, offset by reduction in non ferrous metal, car battery and aluminium can disposal. |
| | 203 – Salaries 210 – Oncost | Two additional staff members and includes increase due to EBA and banding increments. |
| | 325 – Internal Tip Fees | Cost of tip vouchers on rates notice redeemed at the waste transfer station. Internal charge against 378 Waste Mgt |
| | 376 - Contractors | Provision for contract work. |
| | 461 - Contract Payments External | Landfill disposal rate increase, increased waste to landfill. Service support Mandalay Technologies (point of sale). |
| | 466 - Maintenance | Maintenance provision for cleaning, cameras, roofing, lights. |
| 192 Emergency Mgt | 132 – Grant Recurrent | Increase in expected grants received from Emergency Management Victoria |
| 362 Environmental Health | 108 – Waste Water Levy | Change to Domestic Wastewater Management Plan removed levy charged to residence as this is a whole of council waterway protection program. |
| | 096 – Costs Recovered | Immunisation, staff and clinic costs. |
| | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 358 – Rent External | External Immunisation space rental. |
| 375 Environmental Sustainability | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| 378 Waste management | 107 – Garbage charges | Bin charges and waste management levy reflect actual costs of waste services |
| | 203 – Salaries 210 – Oncost | Increase due to EBA and banding increments. |
| | 325 – Internal Tip Fees | Cost of tip vouchers from rates notice redeemed at the waste transfer station |
| | 376 - Contractors | \$25k Shared expense for numbering household bins with contractor. |

| Business Unit | Account | Commentary |
|--------------------|--------------------------------|--|
| | 425 - Legal | General provision for legal expenses, mainly related to the new 12 year contract |
| | 461 – Contract payments | Increased due to volume and weight of all bins. |
| 507 Street Garbage | 096 – Costs recovered | Reduced street sweeping usage by Vic Roads |
| | 203 – Salaries 210 – Oncost | Change in casual staffing and includes increase due to EBA and banding increments. |

188 - Civic Services

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 188 - Civic Services
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 072 - Fees Registrations | 491,000 | 491,000 | 343,630 |
| 076 - Fees General | 6,500 | 6,500 | 6,600 |
| 081 - Fees Permits | 18,300 | 18,300 | 18,100 |
| 096 - Costs Recovered | 93,000 | 93,000 | 91,000 |
| 098 - Sale Of Goods | 5,000 | 5,000 | 0 |
| 100 - Infringements | 92,500 | 92,500 | 90,000 |
| 132 - Grant Recurrent | 142,000 | 161,564 | 175,000 |
| Total Income | 848,300 | 867,864 | 724,330 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 973,833 | 973,833 | 981,910 |
| 210 - Oncost | 154,569 | 154,569 | 153,113 |
| 245 - Staff Allowances | 30,000 | 30,000 | 30,000 |
| 250 - Uniforms | 6,650 | 6,650 | 6,650 |
| 255 - Vehicle Expense | 60,920 | 60,920 | 60,380 |
| 260 - Travel & Accommodation | 3,500 | 3,500 | 2,000 |
| 305 - Information Technology | 39,700 | 39,700 | 47,500 |
| 310 - Payroll / Personnel | 20,900 | 20,900 | 20,900 |
| 315 - Internal Rent | 7,560 | 7,560 | 12,600 |
| 320 - Photocopying - Internal | 5,000 | 5,000 | 1,500 |
| 330 - Financial Services | 24,710 | 24,710 | 24,710 |
| 352 - Telephone - External | 4,600 | 4,600 | 4,600 |
| 360 - Printing & Stationery | 10,300 | 10,300 | 10,300 |
| 372 - Postage External | 700 | 700 | 700 |
| 375 - Materials | 8,000 | 8,000 | 8,000 |
| 376 - Contractors | 18,500 | 26,586 | 18,500 |
| 390 - Insurance | 13,190 | 8,946 | 11,430 |
| 395 - Miscellaneous Expenses | 5,250 | 5,250 | 3,700 |
| 405 - Bank / Govt Fees | 43,000 | 43,000 | 43,000 |
| 425 - Legal | 86,200 | 86,200 | 89,200 |
| 440 - Food & Drink | 3,800 | 3,800 | 3,800 |
| 461 - Contract Payments External | 166,000 | 174,500 | 169,000 |
| 464 - Equipment | 6,000 | 6,000 | 6,000 |
| 466 - Maintenance | 4,500 | 4,500 | 4,500 |
| 554 - Memberships | 3,500 | 3,500 | 3,500 |
| Total Expenses | 1,700,882 | 1,713,224 | 1,717,493 |
| Net Surplus / (Loss) | (852,582) | (845,360) | (993,163) |

190 - Waste Transfer Station

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 190 - Waste Transfer Station
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 076 - Fees General | 485,000 | 485,000 | 580,000 |
| 098 - Sale Of Goods | 215,000 | 215,000 | 209,000 |
| Total Income | 700,000 | 700,000 | 789,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 684,270 | 684,270 | 709,314 |
| 210 - Oncost | 107,560 | 107,560 | 109,926 |
| 245 - Staff Allowances | 1,496 | 1,496 | 0 |
| 250 - Uniforms | 2,700 | 2,700 | 2,700 |
| 255 - Vehicle Expense | 10,240 | 10,240 | 11,200 |
| 305 - Information Technology | 15,900 | 15,900 | 17,100 |
| 310 - Payroll / Personnel | 5,410 | 5,410 | 5,410 |
| 320 - Photocopying - Internal | 1,000 | 1,000 | 1,000 |
| 325 - Tip Fees Internal | (540,000) | (540,000) | (558,100) |
| 330 - Financial Services | 34,850 | 34,850 | 34,850 |
| 352 - Telephone - External | 5,000 | 5,000 | 2,000 |
| 367 - Licences | 0 | 0 | 1,500 |
| 375 - Materials | 7,000 | 7,000 | 10,000 |
| 376 - Contractors | 10,000 | 10,000 | 10,000 |
| 377 - Plant & Equipment Hire | 57,160 | 57,160 | 56,200 |
| 383 - Security | 6,200 | 6,200 | 9,586 |
| 385 - Cleaning | 25,500 | 25,500 | 25,000 |
| 390 - Insurance | 8,880 | 17,003 | 21,720 |
| 394 - Plant Hire - External | 25,000 | 25,000 | 20,000 |
| 405 - Bank / Govt Fees | 940 | 940 | 940 |
| 440 - Food & Drink | 500 | 500 | 500 |
| 461 - Contract Payments External | 786,200 | 842,746 | 878,546 |
| 466 - Maintenance | 40,000 | 40,000 | 40,000 |
| Total Expenses | 1,295,805 | 1,360,474 | 1,409,393 |
| Net Surplus / (Loss) | (595,805) | (660,474) | (620,393) |

192 – Emergency Management

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 192 - Emergency Management
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 132 - Grant Recurrent | 93,000 | 93,000 | 94,000 |
| Total Income | 93,000 | 93,000 | 94,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 67,005 | 67,005 | 69,168 |
| 210 - Oncost | 10,724 | 10,724 | 10,912 |
| 245 - Staff Allowances | 22,464 | 22,464 | 22,913 |
| 250 - Uniforms | 300 | 300 | 300 |
| 260 - Travel & Accommodation | 1,200 | 1,200 | 1,200 |
| 305 - Information Technology | 5,200 | 5,200 | 6,050 |
| 310 - Payroll / Personnel | 660 | 660 | 660 |
| 315 - Internal Rent | 1,260 | 1,260 | 1,260 |
| 330 - Financial Services | 1,740 | 1,740 | 1,740 |
| 352 - Telephone - External | 1,000 | 1,000 | 1,000 |
| 360 - Printing & Stationery | 200 | 200 | 200 |
| 375 - Materials | 750 | 750 | 750 |
| 376 - Contractors | 6,100 | 6,100 | 6,100 |
| 390 - Insurance | 910 | 626 | 800 |
| 440 - Food & Drink | 450 | 450 | 450 |
| 464 - Equipment | 300 | 300 | 300 |
| Total Expenses | 120,263 | 119,979 | 123,803 |
| Net Surplus / (Loss) | (27,263) | (26,979) | (29,803) |

362 - Environmental Health

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 362 - Environmental Health
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 072 - Fees Registrations | 143,000 | 143,000 | 180,000 |
| 081 - Fees Permits | 5,500 | 5,500 | 0 |
| 096 - Costs Recovered | 218,946 | 218,946 | 261,669 |
| 100 - Infringements | 500 | 500 | 500 |
| 132 - Grant Recurrent | 74,128 | 74,128 | 78,912 |
| Total Income | 442,074 | 442,074 | 521,081 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 688,965 | 688,965 | 788,449 |
| 210 - Oncost | 110,627 | 110,627 | 124,382 |
| 245 - Staff Allowances | 800 | 800 | 800 |
| 250 - Uniforms | 1,400 | 1,400 | 1,400 |
| 255 - Vehicle Expense | 44,600 | 44,600 | 44,600 |
| 260 - Travel & Accommodation | 1,400 | 1,400 | 0 |
| 305 - Information Technology | 39,700 | 39,700 | 42,900 |
| 310 - Payroll / Personnel | 14,250 | 14,250 | 14,250 |
| 315 - Internal Rent | 15,795 | 15,795 | 17,055 |
| 320 - Photocopying - Internal | 5,265 | 5,265 | 2,500 |
| 330 - Financial Services | 17,020 | 17,020 | 17,020 |
| 352 - Telephone - External | 3,700 | 3,700 | 3,700 |
| 358 - Rent External | 16,200 | 16,200 | 18,000 |
| 360 - Printing & Stationery | 220 | 220 | 220 |
| 375 - Materials | 4,100 | 4,100 | 4,100 |
| 376 - Contractors | 38,700 | 38,700 | 18,700 |
| 377 - Plant & Equipment Hire | 0 | 0 | 3,120 |
| 383 - Security | 0 | 0 | 300 |
| 385 - Cleaning | 2,000 | 2,000 | 0 |
| 390 - Insurance | 7,540 | 5,624 | 7,190 |
| 395 - Miscellaneous Expenses | 1,580 | 1,580 | 1,600 |
| 400 - Consultancy | 500 | 500 | 500 |
| 405 - Bank / Govt Fees | 3,000 | 3,000 | 5,000 |
| 425 - Legal | 3,000 | 3,000 | 5,000 |
| 440 - Food & Drink | 1,150 | 1,150 | 1,150 |
| 461 - Contract Payments External | 0 | 22,860 | 0 |
| 464 - Equipment | 17,000 | 17,000 | 10,000 |
| 480 - Stock | 18,300 | 18,300 | 23,000 |
| 554 - Memberships | 0 | 0 | 2,000 |
| Total Expenses | 1,056,812 | 1,077,756 | 1,156,936 |
| Net Surplus / (Loss) | (614,738) | (635,682) | (635,855) |

375 – Sustainability

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 375 - Sustainability
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| Income | | | |
| Total Income | 0 | 0 | 0 |
| Expenses | | | |
| 203 - Salaries | 191,490 | 191,490 | 197,729 |
| 210 - Oncost | 30,647 | 30,647 | 31,193 |
| 250 - Uniforms | 250 | 250 | 400 |
| 260 - Travel & Accommodation | 500 | 500 | 500 |
| 305 - Information Technology | 5,900 | 5,900 | 12,100 |
| 310 - Payroll / Personnel | 590 | 590 | 590 |
| 315 - Internal Rent | 1,260 | 1,260 | 2,520 |
| 320 - Photocopying - Internal | 500 | 500 | 0 |
| 330 - Financial Services | 7,380 | 7,380 | 7,380 |
| 352 - Telephone - External | 350 | 350 | 350 |
| 375 - Materials | 1,500 | 1,500 | 1,500 |
| 390 - Insurance | 2,090 | 1,571 | 2,010 |
| 400 - Consultancy | 20,000 | 20,000 | 0 |
| 440 - Food & Drink | 1,500 | 1,500 | 1,500 |
| 461 - Contract Payments External | 33,598 | 33,598 | 44,000 |
| 464 - Equipment | 4,000 | 4,000 | 4,000 |
| Total Expenses | 301,554 | 301,035 | 305,772 |
| Net Surplus / (Loss) | (301,554) | (301,035) | (305,772) |

378 - Waste Management

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit: 378 - Waste Management
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 107 - Garbage Charges | 6,485,284 | 6,485,284 | 6,839,064 |
| 199 - Transfer From Reserves | 104,064 | 104,064 | 0 |
| Total Income | 6,589,348 | 6,589,348 | 6,839,064 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 97,001 | 97,001 | 100,149 |
| 210 - Oncost | 15,524 | 15,524 | 15,796 |
| 250 - Uniforms | 250 | 250 | 250 |
| 260 - Travel & Accommodation | 1,000 | 1,000 | 1,000 |
| 305 - Information Technology | 5,200 | 5,200 | 6,050 |
| 310 - Payroll / Personnel | 300 | 300 | 300 |
| 315 - Internal Rent | 2,520 | 2,520 | 2,520 |
| 320 - Photocopying - Internal | 0 | 0 | 750 |
| 325 - Tip Fees Internal | 505,000 | 505,000 | 505,000 |
| 330 - Financial Services | 27,470 | 27,470 | 27,470 |
| 352 - Telephone - External | 1,800 | 1,800 | 2,000 |
| 375 - Materials | 250 | 250 | 250 |
| 376 - Contractors | 25,000 | 25,000 | 25,000 |
| 390 - Insurance | 38,270 | 27,312 | 34,880 |
| 395 - Miscellaneous Expenses | 350 | 350 | 350 |
| 405 - Bank / Govt Fees | 4,064 | 4,064 | 4,100 |
| 425 - Legal | 10,000 | 10,000 | 10,000 |
| 434 - Marketing / Promotion | 2,000 | 2,000 | 0 |
| 440 - Food & Drink | 300 | 300 | 300 |
| 461 - Contract Payments External | 4,505,254 | 4,505,254 | 4,849,343 |
| 554 - Memberships | 2,000 | 2,000 | 0 |
| Total Expenses | 5,243,553 | 5,232,595 | 5,585,508 |
| Net Surplus / (Loss) | 1,345,795 | 1,356,753 | 1,253,556 |

507 - Street Garbage

PROPOSED BUDGET 2023/24 OPERATING INCOME & EXPENDITURE

Business Unit 507 : Street Garbage
As at December, 2022



| | 2022/23 Adopted Budget | 2022/23 Revised Forecast | 2023/24 Proposed Budget |
|----------------------------------|------------------------------|--------------------------------|-------------------------------|
| <u>Income</u> | | | |
| 096 - Costs Recovered | 10,000 | 10,000 | 5,000 |
| Total Income | 10,000 | 10,000 | 5,000 |
| <u>Expenses</u> | | | |
| 203 - Salaries | 235,523 | 235,523 | 173,333 |
| 210 - Oncost | 34,601 | 34,601 | 26,362 |
| 310 - Payroll / Personnel | 1,760 | 1,760 | 1,760 |
| 325 - Tip Fees Internal | 35,000 | 35,000 | 35,000 |
| 330 - Financial Services | 5,330 | 5,330 | 5,330 |
| 352 - Telephone - External | 200 | 200 | 200 |
| 375 - Materials | 40,000 | 40,000 | 50,000 |
| 376 - Contractors | 5,000 | 5,000 | 5,000 |
| 377 - Plant & Equipment Hire | 204,660 | 204,660 | 162,865 |
| 390 - Insurance | 4,540 | 3,019 | 3,860 |
| 461 - Contract Payments External | 12,800 | 12,800 | 10,800 |
| 464 - Equipment | 250 | 250 | 250 |
| Total Expenses | 579,663 | 578,142 | 474,760 |
| Net Surplus / (Loss) | (569,663) | (568,142) | (469,760) |

Waste Levy Reconciliation

| | Reference Business unit | Note |
|-------------|---|-------------------------------|
| \$1,253,556 | 378 Waste Management | |
| (\$620,393) | 190 Waste Transfer Station | |
| (\$469,760) | 507 Street Garbage | |
| (\$88,403) | 194 Mgr Environment and Community Protection – 45% of manager costs are waste related | Included in Manager overheads |
| (\$75,000) | Litter in parks + Lake Hume, stormwater litter traps | Included in Parks and Gardens |
| \$0 | Net waste related budgets | |