



WUJAL WUJAL ABORIGINAL SHIRE COUNCIL

BUDGET 2022-2023



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Disclaimer

Information contained in this document is based on available information at the time of writing. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

Address and ABN

1 Hartwig Street, Wujal Wujal, QLD 4895
ABN: 57 237 799 120



Section One – Budget Assumptions



BUDGET ASSUMPTIONS

Legislative requirements

Local Government Act 2009 107A
Local Government Act 2009 (12)(4)(b)
Local Government Act 2009 (94)(2)
Local Government Act 2009 (104) (5)(a)(iv)
Local Government Regulation 2012 Chapter 5 Division 3

Council's mission

"To serve the community by a sustainable and equitable delivery of services with a focus on local priorities, and contribute to the economic development and the improvement of the quality of life of residents".

Council's values

- Accountable Management
- Community Engagement
- Continuous improvement
- Customer Focus
- Economic Development
- Networking
- Respect for Aboriginal Culture and Tradition
- Sustainable Environment
- Value for money

Budget Principles and Assumptions

1. Capital expenditure focussed on upgrading existing council facilities, improve roadways and shift to solar dependency for long term sustainability using available grant funding and being mindful of cash constraints. The primary focus is on renewal of existing assets and also planning for future works.
2. Increase in fees and charges to cover increased operating costs (+5%).
3. Minimal increase in FTE numbers (+3 positions) with the focus on increasing staff hours back to full time for those staff that wish to return to full time work.
4. Current levels of operating revenue from Council's own source and untied grants. There has been no assumptions of an increase in revenues, based on a conservative approach. Expenditure has been based on historical and expected annual costs to provide community services.
5. Operating Revenue and Expenditure from Council Departments were all based on historical and expected data:



- a. Building and Construction services
 - i. Based on expected estimates provided by QBuild.
 - ii. Ensure QBuild recoveries are in line with the agreed Schedule of Rates and Council agreed margins.
- 6. Tied Grants
 - a. Unexpended funds quarantined in bank accounts
 - b. Accurate allocation costs from requisition level
 - c. Close monitoring of expenditure levels
 - d. Timely lodgement of reports
- 7. Untied Grants
 - a. Essential for Council long term sustainability, as there is insufficient profitability from Departments to cover Council operations
 - b. Budget presumes partial pre-payment in June for 2021/2022 year for some recurrent funding such Financial Assistant Grants (FAGs).
- 8. Capital Works
 - a. Based on agreed funding estimates and timelines.
- 9. Manage Cash Flows and meet debt obligations
 - a. Council will continue to pay off the 10 year debt on time
 - b. Council should continue to build up its unconstrained cash reserves over time.



Section Two – Operational Plan



Council Management and Finances

Corporate Services

1.1 Finance

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Compliance with Budget process in accordance with statutes and council policies	Prepare and monitor 2021/2022 Budget and Operational Plan	<ul style="list-style-type: none"> Budget allocations are being met on a timely basis and monitored. Monthly budget report to Council Formal Budget Review undertaken around December 	CEO and Manager Corporate and Commercial Services	
ICT Systems	Ensure budget initiatives are implemented Develop an ICT Strategy and provide on-going support to staff on current PCS (Civica) system	<ul style="list-style-type: none"> Operational Plan review provided quarterly by CEO to Council ICT training and support undertaken and completed within agreed timeframes 		

1.2 Finance

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
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Prepare annual financial statements and annual reports in accordance with legislative requirements.	Prepare annual financial statements and annual reports in accordance with legislative requirements.	<ul style="list-style-type: none"> Annual Financial Statements presented to the auditor prior to 31 October 2022. Annual report adopted within required timeframe. Unqualified Audit Report Audit Plan for 2022/23 adopted prior to 30 June 2022 	CEO and Manager Corporate and Commercial Services	
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1.3 Finance and all sections

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Ensure compliance with reference to council financial policies	Finance policies to be reviewed. Finance Procedures Manual updated	Finalised policies approved by Council and published on website as required. Finance Staff cross trained in different roles	CEO and Manager Corporate and Commercial Services	

1.4 Funding

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Identify relevant funding sources	Corporate Services Technical Services Community Services Construction Enterprise	<ul style="list-style-type: none"> Number of successful funding applications secured Acquittals submitted on time 	CEO and Council Managers	
Asset Management Plan/s	Review current plan and update for any major asset			



	replacements and develop funding policy and timetables	<ul style="list-style-type: none"> New initiatives created as a result of new funding <p>Plans up to date and endorsed by Council</p> <p>Develop maintenance schedules</p>		
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1.5 Recruitment and Human Resources Management

Corporate Plan Strategy	Operational Plan Objective	Performance measure	Organisational Responsibility	Status
Retain and recruit the best possible employees through good work practices	Staff support and development	<ul style="list-style-type: none"> Organisation structure reviewed and approved by Council Maintaining staff establishment in accordance with revised structure Early and effective recruitment following vacancy in any positions Prepare a staff development program 	CEO and Council Managers	

1.6 Occupational, Health and Safety

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Ensure an accident- free workplace through appropriate training and adherence to correct work practices	<p>Workplace, Health and Safety, including audit of requirements</p> <p>Review current practices and OH&S Plan</p>	<p>Development of a report on current status for WH&S and provide to Council</p> <p>Re-establish a staff Workplace Health and Safety Committee</p>	Director of Works and Building Services	

Commented [JS1]: Any updates?



1.7 Bank and Postal Services

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide an appropriate banking and postal service that meets the needs of the community	Bank and Postal services Review and establish new operational procedures for bank customers including cash management processes	<ul style="list-style-type: none"> New banking processes in place Number of customers Services accessed Positive feedback from both Commonwealth Bank and Australia Post Post Office hours aligned to LPO Agreement	Manager of Corporate and Commercial Services	

1.8 Centrelink

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide a Centrelink service that meets the needs of the Shire	Centrelink Unit	<ul style="list-style-type: none"> Types of services provided Issues identified in relation to service delivery Centrelink hours aligned to Agency Agreement	CEO	



1.9 Enterprise Development

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
To enhance existing Council business opportunities, identify new opportunities and promote small business development.	Enterprise Development	<ul style="list-style-type: none"> Improved financial sustainability of existing Council business units Investigate new opportunities for revenue raising. Assist in the provision of information to residents for the establishment of small business opportunities Improve rental returns from use of Council facilities and finalise all leases Ongoing research and development of ideas supporting economic development Finalise construction of Visitor accommodation and Eco village and put in place appropriate management arrangements 	<p>CEO and Manager of Corporate and Commercial Services</p> <p>CEO</p> <p>Director of Works and Building Services, Project Manager</p>	



Providing Local Government Services to our Community

Governance, Community Safety & Family Services

2.1 Leadership

Corporate Plan Strategy	Operational Plan Objective	Performance measures	Organisational Responsibility	Status
Provide leadership through planned, transparent and accountable governance	Community consultation and engagement Financial Sustainability	<ul style="list-style-type: none"> Effective Community Engagement Policy Regular town meetings Council decisions reported in newsletter and website Review and implement appropriate strategies and recommendations to improve Council's long term financial position Manage the Audit and Risk Committee process to improve our governance 	CEO, Mayor and Councillors CEO CEO and Manager Corporate and Commercial Services	

2.2 Law and Order

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide direction through a system of local laws, clearly stated goals, policies and procedures	Community consultation: Local laws Review of Local Laws to assess current appropriateness	A report to Council on effectiveness of current local laws and recommendation of any future changes Maintain and further develop a Community Safety Committee and	CEO, Mayor and Councillors	



		Community Safety Plan		
		Attendance at the annual Mayoral Police Summit		

2.3 Representation and Consultation

Corporate Plan Strategy	Operational plan Objective	Performance Measures	Organisational Responsibility	Status
Provide responsible and balanced representation of all sectors of an inclusive community	Council representation in all relevant committees/ organizations Maintain established Portfolio Councillor arrangements	<ul style="list-style-type: none"> Portfolio Councillors report regularly to Council Representative commitments fulfilled. 	Mayor and councillors	

2.4 Networking and Strategic Alliances

Corporate Plan Strategy	Operational Plan Objective	Performance measures	Organisational Responsibility	Status
Build strategic alliances with neighbors and relevant organisations	Identify relevant organisations and neighbours to deal with	<ul style="list-style-type: none"> Number of meetings held with relevant agencies Key results/outcomes of strategic alliances Meet with both Douglas and Cook Shires at least annually 	CEO and Mayor	



2.5 Council Meetings

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Produce accurate, timely agendas, minutes and reports	To ensure that Councillors' review agendas prior to meetings and, following council meetings, minutes are made available to Councillors and the public in a timely manner	<ul style="list-style-type: none"> Councillors receive agendas no later than 4 days preceding every Council meeting Unconfirmed minutes available (including on website) within 10 days of Council meeting Review and report on better transparency and recording of resolutions at meetings through improved technology 	CEO	

2.6 Decision Making

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Ensure prompt and timely action in all council decisions and public inquiries	<p>Ensure that decisions of Council are acted on in a timely manner</p> <p>General complaints process</p> <p>Ensure that public enquiries are dealt with in a timely manner</p>	<ul style="list-style-type: none"> Action sheet provided at every council meeting On-going review of complaints management process. Complaints database has been maintained and complaints time frames monitored 	<p>CEO</p> <p>CEO</p> <p>Information Management Coordinator</p>	



2.7 Communication

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide a courteous, friendly and effective communication that can be seen, heard and read both internally and externally	Ensure that our community are dealt with in a professional manner	<ul style="list-style-type: none"> Satisfactory community feedback Development of customer service standards Maintain social media presence with up to date and relevant information to stakeholders 	CEO and Council Managers CEO	

2.8 Quality Management Support

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide quality management support systems to facilitate and enhance council decision making processes	Management support	<ul style="list-style-type: none"> Revise format of financial reports to Council to improve understanding of financial issues by elected representatives 	CEO and Manager of Corporate and Commercial Services	



2.9 Disaster Management

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide effective counter disaster and emergency planning and response service in accordance with relevant acts and regulations and develop, test and review plan of disaster management	Counter Disaster Unit	<ul style="list-style-type: none"> Number of meetings held Training provided to the group Incidents of disasters and emergencies identified and reported Local Disaster Management Plan reviewed and approved 	Mayor, Councillors, CEO and Council Managers	

2.10 Community Justice

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
To provide an effective, culturally appropriate justice system that contributes to a peaceful and law abiding community	Community Justice Group and Police Liaison Group	<ul style="list-style-type: none"> Advocacy on behalf of Community Justice Group to community and Government as required Install CCTV cameras at Council office and Depot Investigate the introduction of CCTV cameras in the community 	Mayor and Councillors Director of Works and Building Services	



Look after Community Infrastructure

Technical Services

3.1 Roads and Drainage

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Improve and maintain road networks and existing assets	Civil works management and construction Asset Management Plan	<ul style="list-style-type: none"> Number of persons employed Length of road maintained Project management plans for current planned infrastructure upgrades Capital Works Project Principles Analysis carried out for all new projects 	Director of Works and Building Services	

3.2 Council Vehicles

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Vehicle Replacement	Efficient & reliable fleet	<ul style="list-style-type: none"> Vehicle replacement program tied to asset management plan along with funding policies and strategies Program to form part of annual budget 	Director of Works and Building Services	



3.3 Parks and Public places

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide safe and aesthetic public areas for passive recreation	Construct and maintain parks and public areas with priority given to high visibility locations	<ul style="list-style-type: none"> Number of times public places are mowed and cleaned Streetscape Program Splash Park maintained and in use by community 	Director of Works and Building Services	

3.4 Plant Management

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide quality plant and return maximum benefits to the Shire	Plant management and operations Review utilisation rates	<ul style="list-style-type: none"> Operational procedural based plant and civil construction management system in place Implementation of budgeted capital works program 	Director of Works and Building Services	

3.5 Contract Work

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Seek contract work from neighbouring councils and organisations on a "for profit" basis	Outside civil construction and maintenance work to make a profit for Council	<ul style="list-style-type: none"> Make a profit from services provided to other Councils Nature and type 	Director of Works and Building Services	



		of council external contract work		
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3.6 Water Supply

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Maintain and continually develop water systems and plan for future community needs that meet all licensing requirements	Planning for future water supply	<ul style="list-style-type: none"> • Reports on frequency of problems with water supply • Results of water quality reports • Production of Customer Service Standards • Review drinking water quality plan 	Director of Works and Building Services Water and Sewerage Compliance Officer	

3.7 Sewerage System

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide sewerage for the community that satisfies the licensing requirement and adheres to all regulatory requirements	Planning for sewerage systems and maintenance	<ul style="list-style-type: none"> • Average daily processing of raw sewage • Reports on problems associated with operations of the sewerage system 	Director of Works and Building Services Water and Sewerage Compliance Officer	



3.8 Environmental Health

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Undertake compliance and education with other service providers to ensure that environmental health standards are met and maintained	<ul style="list-style-type: none"> • Environmental health • Food Safety • Water and Sanitation • Waste Management including collection and litter management • Sewage • Hygiene • Vector/Pest Control 	<ul style="list-style-type: none"> • Weekly collection of waste products • Kerbside collections • Training provided to EHW • Annual Work Plan • Transfer Station Operational • Participate in Qld Indigenous Waste Strategy 	Director of Works and Building Services	
3.9 Animal Management	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
To provide a responsible, effective and integrated Animal Management service to the Shire	<ul style="list-style-type: none"> • Animal Management Unit • Feral and pest animal control • Visiting Vet Program • Community Awareness • Pound Maintenance, Equipment • Domestic animal registration 	<ul style="list-style-type: none"> • Census of dogs • Dogs registered • Training provided to AMW • Pest Control Program 	Director of Works and Building Services	



3.10 Land Use Planning

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Prepare an appropriate planning and development system that will enhance the lifestyle of existing and future residents of the Shire	Land Use Planning	<ul style="list-style-type: none"> Planning Scheme compliant Implementation of Wujal Wujal Master Plan 	CEO and Council Managers Mayor and Councillors	



Improve Community Housing and Building Services

4.1 Housing

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Recognition as a principal Contractor	<p>Undertake all new social housing construction</p> <p>Undertake Stage 1 of the planned subdivision to create new housing area</p>	<ul style="list-style-type: none"> • Number of new houses constructed + value. • Number of upgrade works done • Number of tenancies under 40 year leases • Number of tenancies under Agency Agreement • Number of housing lots approved • Number of Technical Working Group meetings held • Number of Joint Operations Meetings Held • Acquittals on time • Stage 1 of Subdivision complete 	CEO, Director of Works and Building Services and Coordinator, Building Services	

4.2 Council Buildings

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Construct, renovate, improve and maintain	Improvement to Council buildings and facilities	<ul style="list-style-type: none"> • Undertake asset renewal program with funding 	Director of Works and Building Services	



Council buildings on a priority basis as an asset management program	(includes all staff housing or non-social housing buildings)	<p>from Works for Queensland over 2 years (year 1 is 2022/23)</p> <ul style="list-style-type: none"> Prioritise Council employees to carry out works over contractors (where skills allow) 		
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4.3 Responsive Maintenance and Upgrade Program

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Seek preferred supplier status to Department of Housing and Public Works	<p>Responsive Maintenance and Upgrade Program – Department of Housing and Public Works</p> <p>Responsive Maintenance + Special Projects program WWASC</p>	<ul style="list-style-type: none"> Value of Work performed. Proven Value for Money on projects and contractors Meeting response times for Council responsive maintenance work requests. Meeting response times for BAS responsive maintenance work orders Ensure that works are undertaken on a “for profit” basis and undertake review to ensure that this is the case 	Director of Works and Building Services and Coordinator, Building Services	



Community Services To Improve the Quality of Life For our Residents

Community Services

5.1 Sport and Recreation

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Facilitate the provision of sporting and recreation facilities to meet the needs of a cross section of the community Maintain, expand and broaden opportunities for youth and build young people's capacity for self – improvement	Sport and Recreation activity Youth programs for sport and recreation Annual SRG Plan. Support the community Rodeo	<ul style="list-style-type: none"> • Monitor SRG Plan • Number of community events assisted • Statistics/number of persons attending programs 	Director Works and Building Services	

5.2 Community Care Services

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide effective and efficient health and community care for aged, frail and disabled persons that promote physical and mental wellbeing of residents	Home and Community Care	Types of care services provided: <ul style="list-style-type: none"> • My Age Care Compliance issues Addressed <ul style="list-style-type: none"> • Police check on all employees. • Training Plan implemented. Mandatory Training completed. • All vehicles compliant for 	Manager of Aged Care Services	



		<p>purpose.</p> <ul style="list-style-type: none"> Food Handling and Audits completed by EHO. 		
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5.3 Men's and Women's Support Services

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
To liaise with outside service providers and Government organisations to provide information and support to community members regarding self-harm, family violence, counselling and grieving	<ul style="list-style-type: none"> Men's and Women's Services 	<ul style="list-style-type: none"> Facilities Management Reports provided 	CEO	

5.4 Arts and Culture

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Research and promote projects that facilitate sustainable cultural and social capital	Arts and culture	<p>Provision of arts and cultural projects and activities</p> <ul style="list-style-type: none"> Number of Workshop Conducted <p>Professional Support</p> <ul style="list-style-type: none"> CIAF Attendance Liaise with UMI Arts CIAF Board membership <p>Arts Gallery</p> <ul style="list-style-type: none"> Review Front shop presentation Service training 	Art Centre Manager	



		<ul style="list-style-type: none"> • Cleaning roster • Stocktakes • Verandah presentation (chairs, tables, pot plants etc.) 		
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5.5 Kindergarten

Corporate Plan Strategy	Operational Plan\ Objective	Performance Measures	Organisational Responsibility	Status
Provide facilities that will enable kids to have an early start at school and thus provide easy transition to primary school	Kindergarten	Number of children attending kindy Mandatory training completed Parental Involvement	Kindergarten Co-ordinator	

5.6 Community Radio Station

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide an effective informative and culturally appropriate community radio.	Community Radio	Number of hours on the air Types of services provided: <ul style="list-style-type: none"> • Comm announcements • local music • Regional news/weather • Local Interviews • Celebrity interview Feedback from clients <ul style="list-style-type: none"> • Community 	CEO	

5.7



Indigenous Knowledge Centre

Corporate Plan Strategy	Operational Plan Objective	Performance Measures	Organisational Responsibility	Status
Provide an Indigenous Knowledge Centre for the educational, cultural and recreational needs of people of all ages	Indigenous Knowledge Centre	<p>Types of services provided:</p> <ul style="list-style-type: none"> • Books • Internet • After school activities (PaCe) <p>- Regular reporting - Visitor numbers - Fee for service activities / revenue - Reports provided</p>	IKC Library Co-ordinator	



SUMMARY OF CAPITAL WORKS AND PROJECTS FUNDED FOR 2022/23

PROJECT	NOTES	STATUS
Refurbish and renew Council buildings	Part of Works for Queensland funding package. Implement priority projects as per engineering assessment of Council buildings.	
Repair and renew solar power system at the Art Gallery	Part of Works for Queensland funding package	
Repair and renew solar power system at the Sports Centre	Part of Works for Queensland funding package	
Install security cameras at Depot and Council building	Part of Works for Queensland funding package	
Stage 1 of Subdivision to create 9 new house allotments		
Southside Stage Project		
Separate Electricity meters project	Part of Works for Queensland funding package.	
Service station upgrade stage 1 – automate sales system	Part of Works for Queensland funding package	
Vanilla Bean Project	Subject to further consideration by Council	
Waste initiative		
Guest accommodation Carpark	Funded through the LRCI Program Funding	
Roadside Verges		
Stormwater Drainage		
Slips at China Camp		
WTP & WWTP SCADA Upgrade		
Wastewater Treatment Plant upgrade and Irrigation upgrade		
Stormwater Drain		



SUMMARY OF FORWARD CAPITAL WORKS AND PROJECTS

FOR 2023/24 (PLANNING, DESIGN AND SOURCING FUNDING)

PROJECT	Notes	STATUS
Automation of the Service Station (Stages 2 and 3) including tank replacement		
Lights for sporting oval		
Car Park at RTC		
Beautification of Town Centre (Car Parking)		
Security for Community	Examine feasibility of CCTV cameras in the community including liaison with Police regarding monitoring.	
Splash Park Playground and Shade Sail		
Install more solar panels to reduce Council's energy costs	Seek expert advice on the best location for future system installations	
Boundary around Cemetery		
Subdivision stage 2		

These projects are identified to allow staff to undertake detailed planning and design and to identify funding sources to allow these projects to proceed in 2023/24.



Section Three - Policies



REVENUE POLICY

ORIGIN / AUTHORITY:	<i>Local Government Act 2009 Local Government Regulation 2012</i>
PURPOSE:	To adopt and implement an equitable system for the levying and collection of rates and charges by the Council.
POLICY:	<p>This policy encompasses principles applied by the Council for:</p> <ul style="list-style-type: none">▪ The making of rates and charges▪ The levying of rates and charges▪ The recovery of overdue rates and charges▪ Granting concessions for rates and charges▪ Cost recovery fees and charges <p>As Council is unable to levy rates on properties in the Wujal Wujal LGA all reference to "rates and charges" in this policy shall mean the provision of utility charges only.</p>

Principles used in Making Charges:

In the making of rates and charges council will be guided by the principles of user pays so as to minimise the impact of rating on the efficiency of the local economy.

Council will also have regard to the principles of:

- transparency in the making of rates and charges;
- having in place a rating system that is simple and inexpensive to administer
- equity by taking account of the different levels of capacity to pay within the local community; and
- flexibility to take account of changes in the local community

Principles used in Levying Charges:

To ensure there is a clear understanding on what is the Council's and each ratepayer's responsibility to the rating system, the following principles will be applied:

- the levying system will be simple and inexpensive to administer
- the timing for levying of rates must take into account the financial cycle of the local economy
- allowing for a flexible payment arrangement for ratepayers with a lower capacity to pay

Principles used in the Recovery of Overdue Rates and Charges:



In exercising its rate recovery powers and to reduce the overall burden on ratepayers, Council will be guided by the following principles:

- ensuring there is transparency in the processes used by council to meet financial obligations
- ratepayers are clear on their obligations
- ensuring processes used to recover outstanding rates and charges are clear, simple to administer and cost effective
- ensuring capacity of ratepayers is considered in determining arrangements for payment
- ensuring there is equity in arrangements for ratepayers with similar circumstance
- ensuring flexibility to respond to local economic issues

Rebates and Concessions for Charges:

In considering the application of concessions, Council will be guided by the following principles:

- ensuring equity by having regard to the different levels of capacity to pay within the local community
- ensuring the same treatment for ratepayers with similar circumstances
- ensuring transparency by clearly setting out the requirements necessary to receive concessions
- ensuring flexibility to respond to local economic issues

Cost Recovery Fees and Charges:

In considering the application of cost recovery methods, Council will be guided by the following principles:

- ensuring that the when setting the fee levels that Council has due regard for the need to ensure that they have not exceeded the cost of providing the service
- ensuring equity by having regard to the different levels of capacity to pay within the local community

Physical and Social Infrastructure Costs for New Development:

Mechanisms for the planning and funding of infrastructure for urban growth are contained within the *Planning Act 2016*. Pursuant to the provisions of this Act, developers are required to pay the costs associated with the following: -

- Any increase demanded on the available capacity of the existing infrastructure due to any new development; and/or
- Any additional infrastructure required due to any new development; and



- Where appropriate, a contribution towards social infrastructure changes required to cater for the increase or changes in population caused by new development.
- All new developments will be funded from Government Grants

Reserves: It is not intended to establish reserves to fund projects unless they have been specifically identified in the Corporate or Operational Plan.

DELEGATION: Authority in respect of this Policy is hereby delegated to the Chief Executive Officer.

RESOLUTION DATED: 21 July 2022



REVENUE STATEMENT

Section 104 (5)(a)(iv) of the *Local Government Act 2009* and Section 172 of the *Local Government Regulation 2012* requires the Council to adopt a Revenue Statement for each financial year and to include certain information therein.

The purpose of the revenue statement is to set out the revenue measures adopted by Council to frame the 2020/2021 Budget.

The *Local Government Regulation 2012* Section 172 states that the revenue statement must state –

- a) If the local government levies differential general rates –
 - i) the rating categories for rateable land in the local government area; and
 - ii) a description of each rating category; and
- b) if the local government levies special rates or charges for a joint government activity – a summary of the terms of the joint government activity; and
- c) if the local government fixes a cost-recovery fee – the criteria used to decide the amount of the cost-recovery fee; and
- d) if the local government conducts a business activity on a commercial basis – the fees the local government receives for the activity.

The revenue statement for a financial year must include the following information for the financial year –

- e) An outline and explanation of the measures that the local government has adopted for raising revenue, including an outline and explanation of –
 - i) The rates and charges to be levied in the financial year; and
 - ii) The concessions for rates and charges to be granted in the financial year;
- f) Whether the local government has made a resolution limiting an increase of rates and charges.

RATES and CHARGES

Council is required to raise an amount of revenue it sees as being appropriate to maintain assets and provide services to the shire as a whole. However, Council is unable to levy general rates based on the unimproved capital value of the land as is the case with all other non-indigenous local governments in Queensland.

Council will be guided by the principle of user pays in the making of any charges. Fees and charges are determined by resolution at Council's budget meeting each year and become effective from 1 July.

Council expects to marginally increase the operating capability in 2022/23 to maintain and deliver services to the reasonable expectations of the community.

Council has not made a resolution limiting an increase of rates and charges.



<u>Schedule of Fees and Charges</u>				
<u>Charge</u>	<u>Freq</u>	<u>2022-23</u>	<u>2021-22</u>	<u>% Change</u>
Sewerage Service Fee (first pedestal)	per annum	\$ 4,198.00	\$ 3,998.00	5%
Sewerage Service Fee (per	per annum	\$ 2,506.00	\$ 2,387.00	5%
Annual Water Service Charge	per mm sq	\$ 4,198.00	\$ 3,998.00	5%
Annual Garbage Service Charge	per bin	\$ 1,474.00	\$ 1,403.00	5%
Waste Management Levy	per annum	\$ 298.00	\$ 284.00	5%



ATTACHMENT A- SCHEDULE OF FEES & CHARGES 2022/23

Table 1: Water Charging Schedule

No	Particulars	Rate (\$)	Unit	GST
1	Annual water service charge	4,198.00	per dwelling	Nil
2	Connection charge - standard 25mm connection (plus meter and fittings)	2,506.00	per connection	Nil
3	Other connection	As quoted		Nil

a) Sewerage

Sewerage charges will be made for the cost of supplying a service for the removal of sewerage, for the financial year 2022/2023. In respect of the Wujal Wujal sewerage scheme Council will levy the following sewerage charges for the 2022/2023 financial year.

Charges are not based on the value of land. They are levied to cover costs associated with the operation, refurbishment and maintenance of services.

For premises connected to the Wujal Wujal Sewerage Scheme a charge for each classification being in accordance with Table 2.

Table 2: Sewerage Charging Schedule

No	Particulars	Rate (\$)	Unit	GST
1	Sewerage Connection charge	1,535.00	per pedestal	Nil
2	Wujal Wujal ASC and Douglas SC Properties Sewerage Service Fee	4,198.00	1 st pedestal	Nil
3	Cook SC Properties (Taylex systems- Ayton) Sewerage Service Fee	4,733.00	1 st pedestal	Nil
4	Additional pedestal charge	2,506.00	each additional	Nil



5	Sewerage Discharge Fee	As quoted		Nil
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b) Cleansing (Garbage Services)

An annual cleansing charge for the purpose of removal and disposal of perishable waste only for the year 2022/2023 will levy the following amount on an annual basis for once-weekly service. This fee structure has been adopted for providing a 240 litre Wheelie Bin service on all improved properties for rubbish removal and disposal and levied on each separate occupancy (whether occupied or vacant). A fee for the replacement of such Wheelie Bins has also been determined.

An additional Waste Management Fee will be levied for the services by the Council to carry waste for dumping at the Cook Shire Council designated dumping zones.

For premises connected to the Wujal Wujal Water Scheme a charge for each classification being in accordance with Table 3.

Table 3: Cleansing (Garbage Service) Charging Schedule

No	Particulars	Rate (\$)	Unit	GST
1	Annual garbage service charge	1,473.00	per bin	Nil
2	Replacement wheelie bin (240L)	203.00	per bin	Incl.
3	Waste Management annual charge			
	Residential property	298.00	per annum	Nil
	Commercial property	1,188.00	per annum	Nil

1. FEES AND CHARGES

Council's adopted Fees and Charges register includes a mixture of regulatory and user pays fees. The regulatory charges are identified as such in Council's Fees and Charges Schedule and have been determined with reference to the relevant legislation and where applicable recover the cost of performing the function.

The Fees and Charges register includes fees for the provision of services and rent associated with the 40 years leases for social housing and leasing of land to external organisations. The conditions of existing registered leases¹ with the Queensland Land Register have been considered when developing the register.

¹ Those leases registered with the Queensland Land Register as per the Title Search dated 11/3/2011



2. ON COST RATES

Council reviews oncost rates to enable financial recovery for overheads to works and services provided by Council to both its internal and external works.

3. DEPRECIATION

Council has budgeted to fund depreciation on its assets.

4. COST RECOVERY FEES

Council imposes cost - recovery fees for services and facilities supplied by it including (among other things) for any entitlement, facility, service or thing supplied, approval, consent, licence, permission, registration or information given, admission to any structure or place, receipt of any application, product or commodity supplied or inspection undertaken. The quantum of each fee reflects as far and as accurately as possible the actual cost of providing these services and facilities. Pursuant to section 97(4) of the Local Government Act 2009, cost-recovery fees must not be more than the cost to Council of taking the action for which the fee is charged.

5. INFRASTRUCTURE FUNDING

The level of new development occurring is quite limited but Council charges for infrastructure are applied as the opportunity arises. Infrastructure standards tend to be basic in order to encourage development to occur.

6. COMMERCIAL BUSINESS

Council has the power to conduct business activities, such as the above described business activities, and make business activity fees for services and facilities it provides on this basis. Business activity fees are made where Council provides a service and the other party to the transaction can choose whether or not to avail itself of the service. Business activity fees are a class of charge, which are purely commercial in application and are subject to the Commonwealth's Goods and Services Tax.

Table 4 on the following page lists out all other fees and charges adopted by the council for the financial year 2022/23.



Table 4: Other Fees and Charges

No	Particulars	Rate (\$)	Unit	GST
1	WET PLANT HIRE			
	Komatsu Grader	383.00	per hour	Incl.
	Loader Cat	383.00	per hour	Incl.
	Mini Excavator Cat 303C	226.00	per hour	Incl.
	Backhoe Cat 430C	242.00	per hour	Incl.
	Tractor-Slasher Kubota 4X4	230.00	per hour	Incl.
	Ride on mower	131.00	per hour	Incl.
	Front Deck Mower John Deere	161.00	per hour	Incl.
	Tip Truck including Water Cart Isuzu	252.00	per hour	Incl.
	Flat Top Truck Isuzu	230.00	per hour	Incl.
	Utes	86.00	per hour	Incl.
	Forklift JCB 926	134.00	per hour	Incl.
	Skid Steer Cat 252B3	193.00	per hour	Incl.
	Containment/Site Fence - per panel/30 panels	105.00	per day	Incl.
	1000l Water Tank	as quoted	per hour	Incl.
	Standpipes	as quoted	per day	Incl.
2	CONSTRUCTION MATERIALS	At cost plus 40%		
3	OTHER			
	Traffic Control - includes signage, plant and 2 operators	274.00	per hour	Excl.
	Buildings Waste Disposal	536.00	per cu. meter	Excl.



No	Particulars	Rate (\$)	Unit	GST
4	ENVIRONMENTAL HEALTH			
	Food Business License Fee	123.00	per licence	Incl.
	New License Fee	359.00	per licence	Incl.
	Renewal License Fee	117.00	per licence	Incl.
5	ANIMAL HEALTH			
	Dog Registration			
	Entire Dog		\$11.00	
	Desexed Dog		FREE	
	Regulated Dogs			
	Declared Restricted		\$225.00	
	Declared Dangerous		\$165.00	
	Declared Menacing		\$120.00	
	Permit for more than 2 dogs per animal per house with permit	\$22.00 per dog per house with permit		
	Impounding of animals			
	Impounding Registered Dogs:			
	1 st impoundment (per year)		\$0.00	
	2 nd impoundment (per year)		\$12.50	
	3 rd impoundment (per year)		\$25.00	
	Impounding unregistered Dog:			
	Entire Dog		\$43.00 plus registration	
	Desexed Dog		\$24.00	
	Daily Sustenance Fee per animal per day		\$6.00 per day	
	Other animals impounded		\$24.00	



	Other Charges	Per Vet quote		
	Emergency Vet costs whilst animal in Council care			
	Tag Replacement	\$11.00		
	Collar	Free with registration		
	Replacement collar	\$11.00		
	Microchipping	\$11.00		
6	PLANNING FEES	calculated on application		
7	FUNERAL/CEMETERY FEES			
	Excavation of site (based on max. 3 hours – 2 staff and mini-excavator)	\$423.00	per excavation	Incl.
	Other Fees / Requests	as quoted		
8	LOCAL LAWS			
	Recovery of abandoned vehicles	\$120	per recovery	Incl.
9	COUNCIL HOUSING			
	One Bedroom Self-Contained Unit	250.00	per week	Incl.
	Contractors Quarters (single room)	to be determined when available based on full cost recovery		
	Falls Lodge	to be determined when available based on full cost recovery		
	Two Bedroom Self-Contained Unit	250.00	per week	Incl.
		100.00	per night	Incl.



No	Particulars	Rate (\$)	Unit	GST
	Two Bedroom Crisis/Transition House	250.00	per week	Incl.
		100.00	per night	Incl.
	2/3/4 Bedroom House	300.00	per week	Incl.
10	COMMERCIAL LEASING			
	Small Office Space	commercial leases to be based on negotiated lease agreements and market evaluation		
	Medium Office Space			
	Large Office Space			
	Police Lease			
	Shop Lease			
11	FACILITIES	\$		
	RTC Training Room	275.00	per day	Incl.
		137.50	per half day	Incl.
	Training Room - My Pathways	275.00	per day	Incl.
		137.50	per half day	Incl.
	Council Chambers	275.00	per day	Incl.
		137.50	per half day	Incl.
	IKC (Library)	275.00	per day	Incl.
	CDCC Playgroup	150.00	per day	Incl.
	Community Hall – max. 24 hrs. per hire	225.00	per hire	Incl.
	Cleaning fees	200.00	Up to 2 hours cleaning	Incl.
	Additional cleaning fees	100.00	Per hour over initial clean	Incl.



	Bond (refundable upon satisfactory cleaning of the hired venue)	150.00			
No	Particulars	Rate (\$)	Unit	GST	
13	CLEANING				
	Normal clean	100.00	per hour	Incl.	
	End of lease clean	150.00	per hour	Incl.	
	Industrial/building clean	200.00	per hour	Incl.	
	Facility cleaning if left unclean/untidy	250.00	per hour	Incl.	
14	COMMUNITY CARE	per schedule			
15	PRINTING / COPYING				
	Printing / copying – Council supplied paper				
	A4 – black & white	0.50	per sheet	Incl.	
	A4 - colour	1.00	per sheet	Incl.	
	A3 – black & white	1.00	per sheet	Incl.	
	A3 - colour	2.00	per sheet	Incl.	
	Double sided copying	will be charged twice the stated above fee		Incl.	
	Laminating				
	A4	1.50	per sheet	Incl.	
	A3	2.50	per sheet	Incl.	
16	RIGHT TO INFORMATION				
	RTI application fee (statutory)	49.70			per application exempt
	RTI processing charge (statutory)	7.70	per 15 min.	exempt	
	RTI photocopying charge (statutory), black & white only	0.25	per A4 page	exempt	



HOME CARE PRICING SCHEDULE

WUJAL WUJAL ABORIGINAL SHIRE COUNCIL

Pricing Schedule Last Updated on 30/6/2022

This Schedule provides information on the price for common services you can access through a Home Care Package. The costs will be deducted from your overall package budget. There are many other services you can access through a Home Care Package that are not listed below. This may include allied health services, home maintenance, aids or equipment which may form part of your Care Plan. Services delivered as part of your Care Plan are GST-free. Costs relating to exit amounts are not GST-free. For further information, please see the provider's full price list or contact the home care provider (details included below).

New Standardised Home Care Pricing Schedule

Live independently in your own home with a package of care, services and case management that allows you to have a say about what is important to you and the type of care you want to receive.

Our care team will work with you and your family to create a flexible plan that gives you value for money and a provider you can count on. You will see familiar faces so that you can get to know your carers and feel comfortable with them.

Wujal Wujal Aboriginal Shire Council does not charge a basic daily fee

Approximate Home Care Package Amount		Level 1	Level 2	Level 3	Level 4
Home care package funding	Annual	\$9,026	\$15,878	\$34,551	\$52,378
Home care package funding	Per fortnight	\$376	\$662	\$1,440	\$2,182
Basic Daily Fee paid by you	Per fortnight	\$ NIL	\$ NIL	\$ NIL	\$ NIL

Note: you may be required to make a contribution to the cost of your care by paying an Australian Government Income Tested Care Fee and/or Basic Daily Fee. The Home Care Package funding amounts are current as at 30 June 2022. Further information about your contributions is available on My Aged Care.



HOME CARE PRICING SCHEDULE (cont....)

Care Management

Care management is an important service that includes coordinating care and services that will help you deliver on the goals you identified in your Care Plan. Every Home Care Package, including those being self-managed will require some level of care management.

Our approach to care management		In delivery care Wujal Wujal Aboriginal Community Care will ensure clients are at the forefront in the decision-making process empowering them to be in control of their lives by providing them with information in relation to service options.			
		We will work in a respectful and balanced partnership with individual clients encouraging them to identify their own goals and help them to tailor packages to suit their own needs. We will aim to support you to be as independent as possible and work within a framework of wellness and reablement.			
		Level 1	Level 2	Level 3	Level 4
Fully managed by provider	Per fortnight	\$ 82.74	\$145.54	\$316.72	\$480.13
Fully managed by provider	Approx. no. hours per fortnight	6	10	20	32

A copy of the Schedule will be included within a client's Home Care Agreement and Individualised Budget. This ensures the published price is a meaningful and accurate indication of the costs charged under a home care package with Wujal Wujal Aboriginal Community Care.



HOME CARE PRICING SCHEDULE (cont....)

Price for Common Services	How the provider delivers services	Standard Hours	Non-Standard Hours	Saturday	Sunday	Public Holiday
Personal care (Per hour)	By our own staff	\$56	\$62	\$66	\$82	\$165
Nursing (Per hour)	By our own staff	\$85	\$100	\$105	\$120	\$127
Cleaning and household tasks (Per hour)	By our own staff	\$56	\$62	\$66	\$82	N/A
Light gardening (Per hour)	By our own staff	\$70	N/A	N/A	N/A	N/A
In-home respite (Per hour)	By our own staff	\$61.00	\$64.00	\$70.00	\$74.00	N/A



HOME CARE PRICING SCHEDULE (cont....)

Other Costs		Level 1	Level 2	Level 3	Level 4
Package management	Per fortnight	\$ 165.48	\$ 291.09	\$633.43	\$960.25
Maximum exit amount	Max. Total	\$ 750.00			
Staff travel costs to visit you	Per km	\$ 0.80 if outside the Wujal LGA			
Separate cost when you want to receive services from a different provider	Yes	See hourly rate in above table if service provided by another provider			

Full Price List

URL	https://www.wujalwujalcouncil.qld.gov.au/community/wellbeing/
Document	Pricing Schedule for Wujal Wujal Aboriginal Community Care July 2019

Provider contact details

Email	gina@wujal.qld.gov.au
Phone	07 40839126

Mandatory Participation:

These pricing charges apply to all home care providers. This is to ensure consistency across the sector and allow all senior Australians to benefit.



DEBT POLICY

Authority

- Local Government Act 2009
- Local Government Regulation 2012
- Statutory Bodies Financial Arrangements Act 1982
- Statutory Bodies Financial Arrangements Regulation 2007

Purpose

This Policy aims to provide Council with robust financial management principles associated with borrowings / loans.

To establish a framework for:

- (a) the new borrowings planned for the current financial year and the next nine (9) financial years; and
- (b) the time over which the local government plans to repay existing and new borrowings.

Policy Statement

Council aims to finance capital works and new assets to the greatest extent possible from revenue, grants and subsidies or any specific reserves primarily established to fund capital works.

Borrowings will only be made for:

- (a) Capital expenditure; or
- (b) Short-term working capital; or
- (c) A genuine emergency or hardship.

Borrowing will be undertaken in accordance with Queensland Treasury Corporation guidelines.

Long-term debt is only to be used for income producing assets or those assets that can be matched with a revenue stream.

Debt is not to be used to finance recurrent/operating budget activities.

Capital projects are to have undergone a thorough process of evaluation (including risk assessment), prioritisation and review.

The maximum term of any new debt is to be ten (10) years or matched with the useful life of the asset, whichever is shorter.

Council shall monitor its capacity to pay, to ensure the Community is not burdened with unnecessary risk.



Existing and Planned Borrowings

Council had a working capital facility (WCF) with the Queensland Treasury Corporation which was subsequently converted to a 10-year loan borrowing at 31 January 2022. Council intends to repay that loan over the next 10 years.

The balance of that loan as at 30 June 2022 is \$3,620,000.

Council's long-term financial plan does not identify any further borrowings for the next ten years.

Authorisation

This policy was authorised by Council as the Wujal Wujal Aboriginal Shire Council as part of the 2022/23 budget adoption and shall hereby supersede any previous policies of the same intent.

DATE OF ADOPTION:	21 July 2022
TIME PERIOD OF REVIEW:	1 Year
DATE OF NEXT REVIEW:	June 2023



Section Three – Financial Budget Papers



Statement of Financial Position

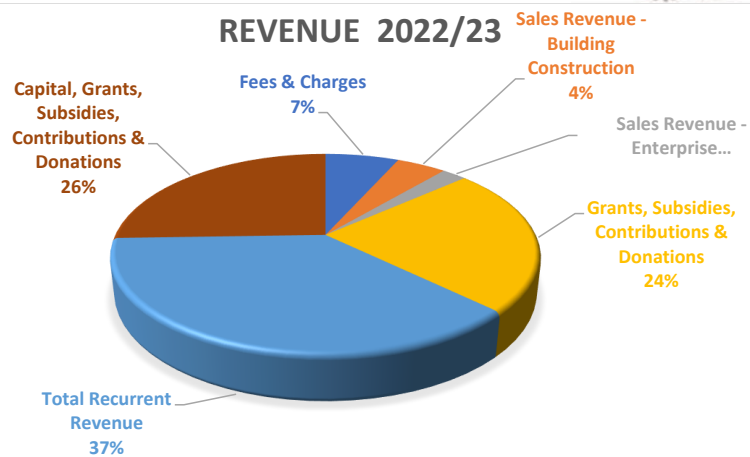
	Budget 2022/23	Anticipated 2021/22
Revenue		
Recurrent Revenue		
Fees & Charges	1,150,279	977,009
Sales Revenue - Building Construction	774,989	2,016,180
Sales Revenue - Enterprise	386,000	497,745
Grants, Subsidies, Contributions & Donations	4,104,116	3,362,374
Total Recurrent Revenue	6,415,384	6,853,308
Capital Revenue		
Capital, Grants, Subsidies, Contributions & Donations	4,392,439	2,794,273
Total Capital Revenue	4,392,439	2,794,273
Rental income	203,400	184,396
Interest received	20	14
Joint Venture	950,000	959,387
Other income	107,500	98,776
Total Revenue	12,068,743	10,890,155
Capital Income	-	-
Total Income	12,068,743	10,890,155
Expenses		
Recurrent Expenses		
Employee Benefits	(4,107,144)	(3,761,252)
Materials & Services	(3,009,730)	(3,968,875)
Finance Costs	(49,504)	(17,791)
Depreciation	(1,621,548)	(1,545,817)
Total Recurrent Expenses	(8,787,925)	(9,293,734)
Capital expenses	-	-
Total Expenses	(8,787,925)	(9,293,734)
Total Expenses	(8,787,925)	(9,293,734)
Net Operating Surplus/ (Deficit)	3,280,817.22	1,596,420.52

In Focus: Operating Result

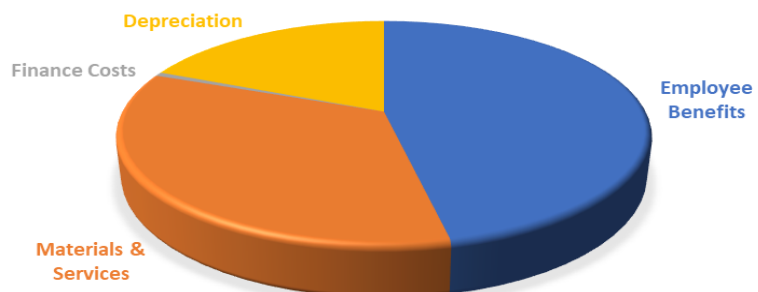
	Budget 2022/23	Anticipated 2021/22
Operating Revenue	7,676,304	8,095,882
Operating Expenses	(8,787,925)	(9,293,734)
Operating result	(1,111,622)	(1,197,853)

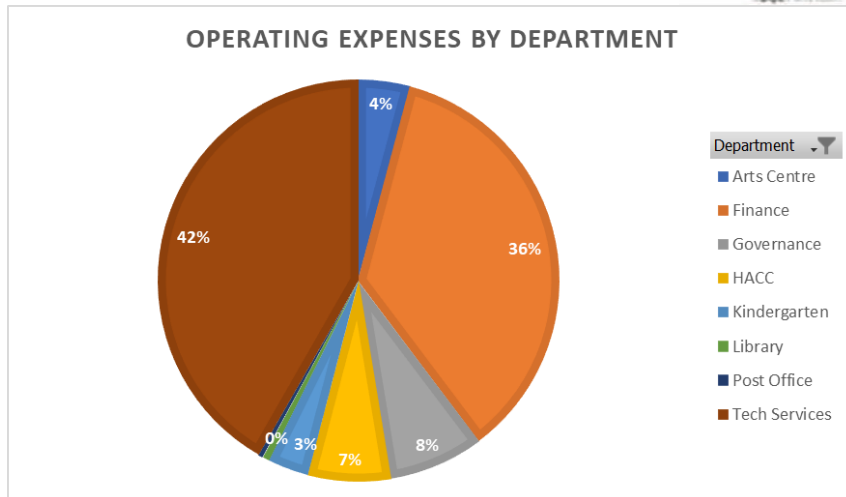


REVENUE 2022/23



OPERATING EXPENSES 2022/23





It should be noted that the Finance department costs include whole of council Superannuation, Workcover and Leave costs together with Depreciation.



CAPITAL WORKS PROGRAM 2022/23

The current year Capital Works program has been prioritised and funding source identified.

Community Buildings

Capital Projects	\$M
Council Buildings upgrade	0.82
Solar Art Centre	0.04
Solar Sports Centre	0.02
Security Cameras - Council Assets	0.03
Total Community Buildings	0.91

Housing

Capital Projects	\$M
Subdivision- Stage 1	2.1
Total Housing	2.1

Infrastructure Other

Capital Projects	\$M
Southside Stage Project	0.07
Separate Electricity Meters	0.06
Automation Service Station (Stage 1)	0.04
Vanilla Bean project	0.04
Waste Initiative	0.26
Total Infrastructure	0.46

Road Infrastructure

Capital Projects	\$M
Guest Accom Carpark LRCI Program funding	0.01
Roadside Verges	0.02
Stormwater Drainage	0.65
Slips China Camp	0.27
Total Road Infrastructure	0.94

Water & Sewerage

Capital Projects	\$M
WTP & WWTP Scada Upgrade	0.08
Wastewater treatment plant upgrade and irrigation upgrade	0.06
Storm Water Drain	0.34
Total Water & Sewerage	0.47

Total Capital Works Program 2022/23	\$4.88M
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FORWARD PLANNING CAPITAL WORKS PROGRAM

Council is strategically planning for the future of Wujal Wujal. As part of the planning process for Budget 2022/23 it was recognised that further scoping on projects to be undertaken in years to come needed to be undertaken. The list currently being scoped includes:

Community Buildings
Capital Projects
Security for Community
Splash Park Playground and Shade Sail
Solar Panels
Boundary around Cemetary
Housing
Capital Projects
Subdivision- Stage 2
Infrastructure Other
Capital Projects
Automation Service Station (Stage 2 & 3)
Lights for Oval
Road Infrastructure
Capital Projects
Carpark at RTC
Beautification of Town Centre (Carparking)



Section Four – QTC Local Government Forecasting Model





Annual result

Jun-21A Jun-22A Jun-23B Jun-24F Jun-25F Jun-26F Jun-27F Jun-28F Jun-29F Jun-30F Jun-31F Jun-32F

Statement of Comprehensive Income

Income

Revenue

Operating revenue

Fees and charges	1,029	977	1,150	1,208	1,268	1,331	1,398	1,468	1,541	1,618	1,699	1,784
Rental income	208	184	203	214	224	235	247	260	273	286	301	316
Sales revenue	1,063	2,513	1,161	1,219	1,280	1,344	1,411	1,482	1,556	1,634	1,715	1,801
Other income	219	99	107	113	118	124	131	137	144	151	159	167

Grants, subsidies, contributions and donations

5,192	4,322	5,054	5,306	5,572	5,850	6,143	6,450	6,773	7,111	7,467	7,840
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Total operating revenue

7,711	8,095	7,676	8,059	8,462	8,885	9,330	9,796	10,286	10,800	11,340	11,907
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Capital revenue

Grants, subsidies, contributions and donations

8,606	2,794	3,582	4,160	3,950	3,950	3,950	3,950	3,950	3,950	3,950	3,950
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Total revenue

16,317	10,889	11,258	12,219	12,412	12,835	13,280	13,746	14,236	14,750	15,290	15,857
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Capital income													
Total Capital Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Total income	16,317	10,889	11,258	12,219	12,412	12,835	13,280	13,746	14,236	14,750	15,290	15,857	
Expenses													
Operating expenses													
Employee benefits	3,761	3,761	4,107	4,246	4,364	4,504	4,628	4,778	4,911	5,051	5,202	5,358	
Materials and services	2,988	3,969	3,010	3,100	3,193	3,289	3,388	3,489	3,594	3,702	3,813	3,927	
Finance costs	209	19	50	52	53	55	57	58	60	62	64	66	
Depreciation and amortisation	1,796	1,543	1,621	1,786	2,087	2,384	2,682	2,924	2,944	3,242	3,539	3,837	
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	
Total operating expenses	8,754	9,292	8,788	9,184	9,697	10,232	10,754	11,250	11,509	12,056	12,618	13,188	
Capital expenses													
Total Capital expenses	-	-	-	-	-	-	-	-	-	-	-	-	
Total expenses	8,754	9,292	8,788	9,184	9,697	10,232	10,754	11,250	11,509	12,056	12,618	13,188	
Net result	7,563	1,597	2,470	3,035	2,715	2,604	2,526	2,496	2,727	2,694	2,673	2,670	
Tax equivalents													
Net result before tax equivalents	7,563	1,597	2,470	3,035	2,715	2,604	2,526	2,496	2,727	2,694	2,673	2,670	



Tax equivalents payable	-	-	-	-	-	-	-	-	-	-	-	-
Net result after tax equivalents	7,563	1,597	2,470	3,035	2,715	2,604	2,526	2,496	2,727	2,694	2,673	2,670

Other comprehensive income

Items that will not be reclassified to net result														
Increase (decrease) in asset revaluation surplus			-	-	-	-	-	-	-	-	-	-	-	
Miscellaneous comprehensive income			-	-	-	-	-	-	-	-	-	-	-	
Total other comprehensive income for the year			-	-	-	-	-	-	-	-	-	-	-	
Total comprehensive income for the year			7,563	1,597	2,470	3,035	2,715	2,604	2,526	2,496	2,727	2,694	2,673	2,670

Operating result

Operating revenue	7,711	8,095	7,676	8,059	8,462	8,885	9,330	9,796	10,286	10,800	11,340	11,907
Operating expenses	8,754	9,292	8,788	9,184	9,697	10,232	10,754	11,250	11,509	12,056	12,618	13,188
Operating result	(1,043)	(1,197)	(1,112)	(1,125)	(1,235)	(1,346)	(1,424)	(1,454)	(1,223)	(1,256)	(1,277)	(1,280)



Jun-21A Jun-22A Jun-23B Jun-24F Jun-25F Jun-26F Jun-27F Jun-28F Jun-29F Jun-30F Jun-31F Jun-32F

Statement of Cash Flows

Cash flows from operating activities

Cash flows from operating activities												
Receipts from customers	2,942	3,054	2,310	2,530	2,655	2,789	2,928	3,075	3,228	3,390	3,559	3,738
Payments to suppliers and employees	(7,927)	(8,028)	(7,167)	(7,382)	(7,603)	(7,831)	(8,066)	(8,308)	(8,558)	(8,814)	(9,079)	(9,351)
Net cash inflow from operating activities	(4,984)	(1,610)	(1,492)	(1,488)	(1,584)	(1,679)	(1,774)	(1,869)	(1,965)	(2,061)	(2,156)	(2,249)

Cash flows from investing activities

Rental income	208	203	194	213	223	235	246	259	271	285	299	314
Non-capital grants and contributions	4,127	2,794	4,828	5,287	5,549	5,828	6,119	6,426	6,745	7,083	7,438	7,811
Net cash inflow from operating activities	(859)	(1,977)	166	648	824	1,019	1,227	1,452	1,686	1,944	2,217	2,512
Net cash inflow from investing activities	3,476	1,020	5,188	6,148	6,596	7,081	7,592	8,137	8,702	9,312	9,954	10,638

Cash flows from financing activities

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Net cash inflow from financing activities

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Total cash flows

Net increase in cash and cash equivalent held	(1,508)	(590)	3,696	4,660	5,012	5,403	5,818	6,268	6,737	7,252	7,799	8,389
Opening cash and cash equivalents	3,240	1,754	2,549	2,498	3,146	3,970	4,989	6,216	7,668	9,354	11,298	13,515
Closing cash and cash equivalents	1,754	2,549	2,498	3,146	3,970	4,989	6,216	7,668	9,354	11,298	13,515	16,028



Jun-21A Jun-22A Jun-23B Jun-24F Jun-25F Jun-26F Jun-27F Jun-28F Jun-29F Jun-30F Jun-31F Jun-32F

Statement of Financial Position

Assets

Current assets

Cash and cash equivalents	1,755.00	2,549.00	2,497.93	3,145.77	3,969.93	4,989.27	6,216.19	7,667.99	9,354.04	11,297.85	13,515.13	16,027.53
Trade and other receivables	975.00	288.00	630.87	660.60	695.54	730.31	766.83	802.97	845.43	887.70	932.08	976.01
Inventories	104.00	124.00	124.00	124.00	124.00	124.00	124.00	124.00	124.00	124.00	124.00	124.00
Contract Assets	898.00	-	-	-	-	-	-	-	-	-	-	-
Other current assets	77.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00	39.00
Total current assets	3,809.00	3,000.00	3,291.80	3,969.38	4,828.47	5,882.58	7,146.02	8,633.96	10,362.47	12,348.55	14,610.22	17,166.54

Non-current assets

Investments	404.00	408.00	408.00	408.00	408.00	408.00	408.00	408.00	408.00	408.00	408.00	408.00
Property, plant & equipment	40,963.80	40,277.00	42,454.98	44,828.59	46,692.09	48,258.09	49,526.59	50,552.13	51,558.03	52,266.43	52,677.33	52,790.73
Other non-current assets	3,104.00	3,250.20	3,250.20	3,250.20	3,250.20	3,250.20	3,250.20	3,250.20	3,250.20	3,250.20	3,250.20	3,250.20



Total non-current assets	44,471.80	43,935.20	46,113.18	48,486.79	50,350.29	51,916.29	53,184.79	54,210.33	55,216.23	55,924.63	56,335.53	56,448.93
Total assets	48,280.80	46,935.20	49,404.98	52,456.17	55,178.76	57,798.87	60,330.81	62,844.29	65,578.70	68,273.18	70,945.75	73,615.47

Liabilities

Current liabilities

Trade and other payables	914.00	346.20	348.00	348.00	348.00	348.00	348.00	348.00	348.00	348.00	348.00	348.00
Contract Liabilities	932.00	-	-	-	-	-	-	-	-	-	-	-
Borrowings	74.00	64.00	54.00	44.00	34.00	24.00	14.00	4.00	-	-	-	-
Provisions	329.00	297.00	300.00	310.00	315.00	315.00	315.00	315.00	315.00	315.00	315.00	315.00
Total current liabilities	2,249.00	707.20	702.00	702.00	697.00	687.00	677.00	667.00	663.00	663.00	663.00	663.00

Non-current liabilities

Contract Liabilities	214.00	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,411.80	3,337.00	3,276.00	2,934.00	2,583.00	2,223.00	1,854.00	1,475.00	1,086.00	687.00	278.00	-
Provisions	-	499.00	499.00	515.17	522.34	538.51	544.68	561.85	569.02	569.02	569.02	569.02
Total non-current liabilities	2,625.80	3,836.00	3,775.00	3,449.17	3,105.34	2,761.51	2,398.68	2,036.85	1,655.02	1,256.02	847.02	569.02



Total liabilities	4,874.8 0	4,543.2 0	4,477.0 0	4,151.1 7	3,802.3 4	3,448.5 1	3,075.6 8	2,703.8 5	2,318.0 2	1,919.0 2	1,510.0 2	1,232.0 2
Net community assets	43,406. 00	42,392. 00	44,927. 98	48,305. 00	51,376. 42	54,350. 36	57,255. 13	60,140. 44	63,260. 68	66,354. 16	69,435. 73	72,383. 45
Community equity												
Total community equity	43,406. 00	42,392. 00	44,927. 98	48,305. 00	51,376. 42	54,350. 36	57,255. 13	60,140. 44	63,260. 68	66,354. 16	69,435. 73	72,383. 45

Ratios

	Annual result											
	Jun-21A	Jun-22A	Jun-23B	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F
Operating Surplus Ratio	-14%	-15%	-14%	-14%	-15%	-15%	-15%	-15%	-12%	-12%	-11%	-11%
Asset Sustainability Ratio	-38%	141%	146%	104%	75%	53%	38%	34%	24%	13%	0%	0%
Net Financial Liabilities Ratio	-20%	-28%	-34%	-41%	-49%	-58%	-69%	-81%	-94%	-108%	-123%	-139%