



WODONGA COUNCIL

Operating Budget
by Business Unit
2022-2023

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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: • LGPro membership \$2,600, • AICD \$680, • Executive Assistant Network \$220.
001 Managers' Overheads	All accounts	Summary for all the various managers throughout Council. There are 13 managers in total.
	554 - Memberships	Includes : • Planning Institute of Australia \$670 • CPA Australia \$750 • FinPro (Local Government Finance Professionals) \$250

002 - Executive Services

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 002 - Executive Services
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
Income			
Total Income	0	0	0
Expenses			
203 - Salaries	474,016	474,016	484,293
210 - Oncost	78,642	78,642	80,469
250 - Uniforms	200	200	200
255 - Vehicle Expense	13,040	13,040	13,040
260 - Travel & Accommodation	15,000	15,000	15,000
270 - Fringe Benefits Tax	9,000	9,000	9,000
305 - Information Technology	17,700	17,700	17,700
310 - Payroll / Personnel	2,640	2,640	2,640
315 - Internal Rent	17,260	17,260	17,260
320 - Photocopying - Internal	1,500	1,500	1,500
330 - Financial Services	12,920	12,920	12,920
352 - Telephone - External	2,000	2,000	2,000
360 - Printing & Stationery	200	200	200
370 - Presentations & Gifts	4,000	4,000	6,000
390 - Insurance	5,150	5,150	5,520
395 - Miscellaneous Expenses	1,200	1,200	2,000
400 - Consultancy	500,000	320,000	80,000
425 - Legal	10,000	10,000	10,000
440 - Food & Drink	10,000	10,000	10,000
554 - Memberships	3,440	3,440	3,500
Total Expenses	1,177,908	997,908	773,242
Net Surplus / (Loss)	(1,177,908)	(997,908)	(773,242)

001 – Managers' Overhead

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Managers' Overheads
As at March, 2022


		2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
Income				
Total Income		0	0	0
Expenses				
	203 - Salaries	1,636,671	1,659,433	1,700,802
	210 - Oncost	285,346	285,346	298,425
	250 - Uniforms	150	150	150
	255 - Vehicle Expense	122,187	122,187	138,963
	260 - Travel & Accommodation	5,220	5,220	2,020
	270 - Fringe Benefits Tax	78,675	78,675	86,175
	305 - Information Technology	76,300	76,300	76,300
	310 - Payroll / Personnel	11,830	11,830	11,830
	315 - Internal Rent	33,660	33,660	32,400
	320 - Photocopying - Internal	5,050	5,050	5,050
	330 - Financial Services	34,130	34,130	34,130
	352 - Telephone - External	3,400	3,400	1,100
	360 - Printing & Stationery	300	300	300
	375 - Materials	100	100	0
	390 - Insurance	7,670	16,797	20,220
	395 - Miscellaneous Expenses	100	100	0
	420 - Strategy, Plans and Programs	0	23,949	1,000
	440 - Food & Drink	2,250	2,250	900
	554 - Memberships	1,600	1,600	1,670
Total Expenses		2,304,638	2,360,476	2,411,436
Net Surplus (Loss)		(2,304,638)	(2,360,476)	(2,411,436)

City Growth, Engagement and People

Directorate – Deputy CEO

MISSION

City Growth, Engagement and People directorate's purpose is through collaboration and our commitment to innovate, we support the important work of our staff and together contribute positively to the growth and sustainability of our city and the quality of life experienced by our community.

VALUES

Trust, Respect, Integrity, Learning

RECENT ACHIEVEMENTS

- Strategic focus on the governance and policy framework for wellbeing, health and safety across the organisation.
- Finalised the review and oversight of high quality governance policies, processes and protocols in line with the new Local Government Act 2020.
- Review of Logic strategic intent aligned with successful land sales at Logic
- Repositioning of Economic Development post COVID that focuses on the value proposition of Wodonga in effect of attracting and developing businesses a responsive approach to relationships with local businesses, and industries.
- Successful consultation with community and stakeholders throughout the process of place based strategic planning under the Regional Deal.
- Continued development and review of workplace policies to ensure compliance/responsiveness to COVID19 and a strategic approach to improving the preparedness of the organisation to respond and withstand workforce challenges.

BUSINESS PLANNING CONTEXT

Leadership

- Supporting the Chief Executive Officer and Council in providing strong community leadership and advocacy.
- Working as a collective to manage the organisational impacts of COVID19.
- Contributing to major decision making processes of the organisation through involvement in committees, working parties and strategic planning projects
- Value creation within a tight fiscal environment

Governance

- Managing a changing environment of Government policy and legislative requirements.
- Ensuring appropriate level of support and guidance to newly elected members of council.
- Compliance to the relevant Acts, legislation, local laws and delegations.

Strategic partnerships

- Working with AlburyCity in the management and reporting of the 2C1C partnership under MOU, strategic plan and action plan
- Partnering with the CEO in providing high level involvement in all aspects of the Regional Deal.

- Fostering working relationships with appropriate Government and other industry and business organisations, collaborating towards positive outcomes in an ever changing environment.

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 \$20k Specialist advice for Strategies and Plans \$30k.
015 Governance	240 – Staff development	Increased requirements for Councillor development under the new Local Government Act.
	430 - Allowances	Includes provision made for Deputy Mayor in 2022-2023.
	554 – Memberships	Includes:- • MAV \$38k • Regional Cities \$36k • HRLGN \$1k • Goulburn Broken Greenhouse Alliance (GBGA) \$19k.

019 – Directorate – Deputy CEO

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	304,659	274,659	308,491
210 - Oncost	51,692	51,692	53,133
255 - Vehicle Expense	17,509	17,509	17,509
260 - Travel & Accommodation	5,000	5,000	5,000
270 - Fringe Benefits Tax	9,100	9,100	9,100
305 - Information Technology	16,800	16,800	16,800
310 - Payroll / Personnel	1,760	1,760	1,760
315 - Internal Rent	7,656	7,656	6,396
320 - Photocopying - Internal	1,500	1,500	1,500
330 - Financial Services	9,020	9,020	9,020
352 - Telephone - External	600	600	600
365 - Journals & Manuals	1,000	1,000	1,000
390 - Insurance	4,390	4,390	4,700
395 - Miscellaneous Expenses	1,200	1,200	1,200
400 - Consultancy	50,000	77,600	50,000
425 - Legal	5,000	5,000	5,000
440 - Food & Drink	600	600	600
554 - Memberships	1,000	1,000	600
<i>Total Expenses</i>	488,485	486,085	492,409
Net Surplus / (Loss)	(488,485)	(486,085)	(492,409)

015 – Governance

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 015 - Governance
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
100 - Infringements	0	44,371	0
Total Income	0	44,371	0
<u>Expenses</u>			
240 - Staff Development	31,000	31,000	31,000
255 - Vehicle Expense	27,570	27,570	26,070
260 - Travel & Accommodation	15,000	15,000	15,000
305 - Information Technology	10,200	10,200	10,200
315 - Internal Rent	17,556	17,556	17,556
320 - Photocopying - Internal	1,500	1,500	1,500
330 - Financial Services	9,020	9,020	9,020
352 - Telephone - External	6,000	6,000	5,000
360 - Printing & Stationery	4,000	4,000	1,500
370 - Presentations & Gifts	1,500	1,500	1,000
390 - Insurance	6,130	6,130	6,560
395 - Miscellaneous Expenses	500	500	500
425 - Legal	5,000	5,000	5,000
430 - Allowances	278,723	278,723	306,694
440 - Food & Drink	10,000	10,000	8,000
452 - Civic Expense	10,000	10,000	8,000
453 - Election Expense	0	10,141	0
461 - Contract Payments External	0	0	10,000
554 - Memberships	93,096	93,096	101,700
Total Expenses	526,795	536,936	564,300
Net Surplus / (Loss)	(526,795)	(492,565)	(564,300)

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 2022/2023

- 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 2021/2022 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	Changes in People and Workplace team structure including increase due to EBA and banding increments.
	358 – Rent	Off site meeting rooms for recruitment interviews and internal HR issues. Internal booking of The Cube spaces, will initially be utilised.
	240 – Staff Development	New regulatory requirements for professional engineers to be registered and undergo extensive ongoing training to maintain registration, increase in learning management system licences to cover all staff, and increase funds available to cover all training needs.
	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	Changes in People and Workplace team structure including increase due to EBA offset by decrease in banding increments.
	280 – Medicals and Name badges	Centralised budget from across council.
	461 – Contract payments external	Contains : • \$102k Annual health and wellbeing program • \$3.3k Chemaalert subscription • \$16k EAP Contract • \$2.5k EAP onsite • \$5.8k Injury management software • \$22.5k Flexible work assessments • \$8k provision for vicarious trauma and occupational violence training and emergency management contracting.
	464 – Equipment	Contains : • \$6k equipment provision for all council OHS requirements.

202 - People and Workplace

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
Income			
Total Income	0	0	0
Expenses			
203 - Salaries	321,632	321,632	369,866
210 - Oncost	51,561	51,561	58,913
240 - Staff Development	385,000	432,930	465,000
260 - Travel & Accommodation	1,500	1,500	1,500
305 - Information Technology	20,800	20,800	20,800
310 - Payroll / Personnel	(232,020)	(232,020)	(232,020)
315 - Internal Rent	5,040	5,040	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	0	0	7,000
360 - Printing & Stationery	900	900	900
370 - Presentations & Gifts	12,000	12,000	12,000
395 - Miscellaneous Expenses	500	500	500
425 - Legal	5,000	5,000	5,000
440 - Food & Drink	500	500	500
461 - Contract Payments External	34,000	34,000	34,000
554 - Memberships	400	400	400
Total Expenses	624,012	671,942	770,379
Net Surplus / (Loss)	(624,012)	(671,942)	(770,379)

205 – Occupational Health and Safety

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	192,163	192,163	185,403
210 - Oncost	30,755	30,755	29,506
280 - Medicals & Name Badges	33,700	33,700	30,500
305 - Information Technology	10,400	10,400	10,400
310 - Payroll / Personnel	1,760	1,760	1,760
315 - Internal Rent	2,520	2,520	2,520
320 - Photocopying - Internal	400	400	400
330 - Financial Services	2,050	2,050	2,050
352 - Telephone - External	200	200	200
390 - Insurance	1,850	1,850	2,570
395 - Miscellaneous Expenses	500	500	500
440 - Food & Drink	400	400	400
461 - Contract Payments External	135,500	135,500	163,100
464 - Equipment	12,500	25,000	6,000
<i>Total Expenses</i>	424,698	437,198	435,309
Net Surplus / (Loss)	(424,698)	(437,198)	(435,309)

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.

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
- Increased coverage of capital projects across the city including Baranduda Fields, hockey pavilion, Lawrence St bridge, dog park and playgrounds
- COVID-19 and border closure communications to support community messaging and organisational response
- Support for business and hospitality through campaigns funded by Victorian Government
- Launch of Hyphen branding and website
- Communications and marketing support for events including 16 Days of Activism, Garage Sale Trail, Australia Day, Clean Up Australia Day and new event CoCreate
- Campaign for Deck'd and significant annual calendar dates
- Communications and consultation for various projects including dog parks, land sales, draft Open Space Strategy, Physical Activity Strategy, Place Names committee, Belvoir and Willow Park masterplans, Belvoir Park playground and to inform the next draft budget.
- Continued roll-out of city signage to align with corporate style guide
- Worked in partnership with AlburyCity to undertake the brand refresh for VAW
- Support of council meetings, civic ceremonies and cultural/community development initiatives through livestream formats
- Development of new intranet and new staff communications

Customer Focus

- Continuation of service through the COVID-19 pandemic
- Full implementation of call recording
- Improvements to online payment options and services
- Continual improvement to customer service internal training program
- Secondment of staff to support internal departments

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,

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.

Community satisfaction survey results 2021:

- Overall score of 67 compared to 61 statewide and 61 among regional centres
- Score of 63 satisfied with informing the community
- Score of 60 satisfied with consultation and engagement
- 66 per cent of contact with council is in-person or by telephone
- The preferred form of communication from council is social media (26%, up three points), ahead of newsletter sent via mail (22%, down three points)
- Preferred form of communication among under 50s is social media (39%)
- Preferred form of communication among over 50s is a newsletter sent via mail (37%)

SERVICES

SERVICE	DESCRIPTION
026 Marketing 031 Communications	- 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	- 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.
	355 - Advertising	Advertising expense for LOGIC moved to new cost centre - \$5K
031 Communications	203 - Salaries 210 – Oncost	Increase due to EBA and banding increments.
	461 – Contract Payments external	Reduced expenditure as payment to Albury City for joint Digital Innovations Coordinator no longer required - \$67k.
024 Customer focus	203 - Salaries 210 – Oncost	Increase due to EBA and banding increments.
	376 – Contractors	Trainee position.
	461 –Contract Payments external	Queue management system

026 - Marketing

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 026 - Marketing
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	1,000	1,000	0
096 - Costs Recovered	1,000	1,000	0
Total Income	2,000	2,000	0
<u>Expenses</u>			
203 - Salaries	313,133	313,133	318,167
210 - Oncost	50,297	50,297	50,953
260 - Travel & Accommodation	1,500	1,500	1,500
305 - Information Technology	22,800	22,800	22,800
310 - Payroll / Personnel	3,040	3,040	3,040
315 - Internal Rent	5,040	5,040	5,040
320 - Photocopying - Internal	3,000	500	3,000
330 - Financial Services	10,560	10,560	10,560
352 - Telephone - External	1,500	1,500	1,500
355 - Advertising	146,062	133,387	141,350
360 - Printing & Stationery	20,875	5,000	20,000
390 - Insurance	6,130	6,130	6,560
434 - Marketing / Promotion	259,700	326,500	259,700
440 - Food & Drink	500	500	500
464 - Equipment	2,000	2,000	2,000
466 - Maintenance	10,000	10,000	10,000
Total Expenses	856,137	891,887	856,670
Net Surplus / (Loss)	(854,137)	(889,887)	(856,670)

031 - Communications

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 031 - Communications
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	319,934	219,934	356,227
210 - Oncost	51,657	41,657	57,002
250 - Uniforms	400	400	0
260 - Travel & Accommodation	2,000	2,000	2,000
305 - Information Technology	17,100	17,100	17,100
310 - Payroll / Personnel	3,610	3,610	3,610
315 - Internal Rent	6,035	6,035	7,925
320 - Photocopying - Internal	5,000	5,000	5,000
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	5,000
390 - Insurance	3,240	3,240	3,470
434 - Marketing / Promotion	50,000	50,000	50,000
440 - Food & Drink	1,000	1,000	500
461 - Contract Payments External	87,000	87,000	20,000
464 - Equipment	1,000	1,000	1,000
<i>Total Expenses</i>	560,696	450,696	536,554
Net Surplus / (Loss)	(560,696)	(450,696)	(536,554)

024 - Customer Focus

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	622,460	622,460	631,034
210 - Oncost	99,721	99,721	101,368
245 - Staff Allowances	350	350	350
250 - Uniforms	2,000	2,000	2,000
260 - Travel & Accommodation	800	800	500
305 - Information Technology	52,500	52,500	52,500
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	3,000
330 - Financial Services	10,460	10,460	10,460
352 - Telephone - External	9,000	9,000	9,000
372 - Postage External	84,800	84,800	86,500
376 - Contractors	45,000	45,000	45,000
390 - Insurance	7,580	7,580	8,120
395 - Miscellaneous Expenses	300	300	300
440 - Food & Drink	200	200	200
461 - Contract Payments External	29,346	29,346	29,000
554 - Memberships	550	550	550
<i>Total Expenses</i>	1,040,236	1,040,236	1,052,051
Net Surplus / (Loss)	(1,040,236)	(1,040,236)	(1,052,051)

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

- Supported the business community through the COVID-19 pandemic and border closures by providing clear, regular communication via social media, dedicated Facebook groups and COVID newsletters.
- Supported the business community by engaging, assisting and advising of funding available to businesses.
- Provided marketing collateral to aid recovery through listings, news and interactive business maps.
- With funding from the Victorian Government, ran a marketing campaign promoting getting out in Wodonga, installed additional outdoor dining pods and umbrellas as well as improvements at Gateway Village to support business recovery.
- Continued the Wodonga Innovation Project with an emphasis in supporting start-up and expanding businesses through tech support in conjunction with Hyphen
- Continued with the small business Better Approvals Program supporting new business to establish in the city.

Property

- Realised the sale of Café Grove with Department of Treasury and Finance
- Realised several land sales across the city including parcels on Roche Drive at Logic
- Supported tenants through Victorian Government regulated Commercial Tenancy Relief Scheme.

BUSINESS PLANNING CONTEXT

- The central business area (CBA) is gaining momentum and our community is being attracted to the public open spaces and new businesses. The new Hyphen – Wodonga Library Gallery creates a space for community to congregate as well as providing tech support for small business. It complements the ongoing popularity of Mann Central, Junction Place and Wodonga Plaza.
- The Economic Development team provides a concierge service for new and growing businesses. Many of these business enquiries are to open in the CBA where the vision of

the city is being realised. Although bushfires, COVID-19 and border closure impacted existing business, ongoing interest in Wodonga remained consistent.

- The CBA as a consumer destination is slowly being established. We are seeing this in the way of more service offerings starting leases. While our preference is to see more boutique retail and food offerings in the city, new service businesses will generate foot traffic which will create a more realistic opportunity for retail and food businesses to run successful operations.
- Significant residential development fronts and strong population growth projected.
- Baranduda industrial land proposed to be developed to support Baranduda Leneva residential growth corridor.
- Industrial land at Logic available for development.
- Inland Rail route through Logic has 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.

SERVICES

SERVICE	DESCRIPTION
006 Economic development	To grow, create and maintain Wodonga's economic base in a sustainable manner.
009 Gateway Island	To maintain the strategic direction of the Island as an arts, cultural and recreational precinct and maintain assets at the site.
016 Property management	Managing the divestment, acquisition and leasing of council owned or managed properties.
060 LOGIC	To market, maintain and manage the LOGIC industrial precinct.

BUDGET VARIANCE ANALYSIS

Business Unit	Account	Commentary
006 Economic Development	132 – Grant recurrent	No recurrent grants have been budgeted for in 2022-2023.
	203 – Salaries 210 – Oncost	Staff changes resulting in decrease in banding.
	365 - Journals & Manuals	Forecast.id, Profile.id and REMPLAN subscriptions.
	420 – Strategies, Plans and Programs	Business Recovery Initiatives – Why Leave Town
	552 - Contributions	Contribution to Business Wodonga ceased.
009 Gateway Island	077 - Rent	Lease income from Gateway Island 2022-2023 includes Sustainability centre and Murray Arts Space.
	400 - Consultancy	Consultancy for Gateway Island Precinct Masterplan - \$60k
	425 – Legal fees	Provision for legal expenses.
	461 – Contract payments	Includes \$150k internal recharge from Parks and Gardens. Pest control, fire services, electrical compliance.
	466 - Maintenance	Maintenance for Hothouse Theatre, La Maison storage and Gigs Gallery.
016 Property Management	102 - Leases	2022-2023 contains solar farm rental; increase in grazing licences and phone tower income.
	358 – Rent External	Rent payments for Victrack land used as a car park (transferred from Projects and Design).
	425 - Legal	General provision used across property portfolio.
	461 – Contract payments	Valuations, surveyors, plan of subdivisions expenses.
	470 – Lease payments	Telstra tower leases.
060 LOGIC	098 – Sale of Land	Sale of Land to offset below expenditure.
	355 – Advertising 434 – Marketing / Promotion	Transferred from Marketing.
	400 – Consultancy	Industrial property consultancy for marketing and sales negotiations.
	461 – Contract Payments	Transferred from Parks and Gardens.
	425 – Legal 260 – Travel & Accommodation 440 – Food and Drink	Provision for expenditure.

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
132 - Grant Recurrent	20,000	20,000	0
Total Income	20,000	20,000	0
<u>Expenses</u>			
203 - Salaries	169,930	144,000	163,886
210 - Oncost	27,395	27,395	26,271
255 - Vehicle Expense	9,720	9,720	9,000
260 - Travel & Accommodation	3,000	3,000	1,000
305 - Information Technology	11,800	11,800	11,800
310 - Payroll / Personnel	2,230	2,230	2,230
315 - Internal Rent	5,040	5,040	5,040
320 - Photocopying - Internal	240	240	240
330 - Financial Services	18,040	18,040	18,040
352 - Telephone - External	1,200	1,200	1,500
365 - Journals & Manuals	30,800	30,800	31,000
390 - Insurance	3,580	3,580	3,840
420 - Strategy, Plans and Programs	20,000	20,000	50,000
425 - Legal	2,000	2,000	0
440 - Food & Drink	2,000	2,000	500
552 - Contributions	50,000	50,000	0
554 - Memberships	0	0	200
Total Expenses	356,975	331,045	324,547
Net Surplus / (Loss)	(336,975)	(311,045)	(324,547)

009 - Gateway Island

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
057 - External Contracts	0	0	100,000
077 - Rent	108,000	97,098	135,000
096 - Costs Recovered	0	0	25,000
102 - Leases	0	0	21,852
Total Income	108,000	97,098	281,852
<u>Expenses</u>			
330 - Financial Services	3,790	3,790	3,790
380 - Utilities	4,800	4,800	4,800
383 - Security	0	0	1,200
385 - Cleaning	1,600	1,600	1,600
390 - Insurance	7,090	7,090	7,590
400 - Consultancy	0	0	60,000
425 - Legal	1,000	1,000	26,000
461 - Contract Payments External	16,000	16,000	166,000
466 - Maintenance	75,000	75,000	75,000
475 - Rates Water	5,000	5,000	5,000
Total Expenses	114,280	114,280	350,980
Net Surplus / (Loss)	(6,280)	(17,182)	(69,128)

016 - Property Management

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
102 - Leases	162,360	162,360	586,230
Total Income	162,360	162,360	586,230
<u>Expenses</u>			
203 - Salaries	88,921	88,921	170,578
210 - Oncost	14,338	14,338	27,300
260 - Travel & Accommodation	1,000	1,000	1,000
305 - Information Technology	5,900	5,900	5,900
310 - Payroll / Personnel	700	700	700
320 - Photocopying - Internal	100	100	100
330 - Financial Services	4,200	4,200	4,200
352 - Telephone - External	600	600	600
358 - Rent External	17,220	17,220	0
390 - Insurance	1,430	1,430	1,540
395 - Miscellaneous Expenses	104	104	104
425 - Legal	25,000	25,000	25,000
461 - Contract Payments External	15,000	15,000	15,000
466 - Maintenance	10,000	10,000	10,000
470 - Lease Payments	30,583	30,583	25,800
478 - Fire Services Levy	1,548	1,548	1,600
Total Expenses	216,644	216,644	289,422
Net Surplus / (Loss)	(54,284)	(54,284)	296,808

060 – LOGIC

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 060 - LOGIC
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
098- Sale of Land	0	0	415,000
Total Income	0	0	415,000
<u>Expenses</u>			
260 - Travel & Accommodation	0	0	5,000
355 - Advertising	0	0	5,000
400 - Consultancy	0	0	200,000
425 - Legal	0	0	50,000
434 - Marketing / Promotion	0	0	50,000
440 - Food & Drink	0	0	5,000
461 - Contract Payments External	0	0	100,000
Total Expenses	0	0	415,000
Net Surplus / (Loss)	0	0	0

Finance and Systems

Directorate – Finance and Systems

MISSION

To provide quality leadership and governance in the management of Council's finances, systems and assets, on behalf of the community.

VALUES

Trust, Respect, Integrity, Learning, Probity, Honesty.

RECENT ACHIEVEMENTS

- New Financial Plan 2021-2022 to 2030-2031 adopted, as required by the new Local Government Act 2020
- New Procurement Policy adopted, as required by the new Local Government Act 2020
- Council's statutory Financial Statements and Performance Statement completed with an unqualified audit report
- Delivery of the IT Capital budget
- Continue to comply with Council's financial and record keeping statutory obligations
- Implementation of new Risk Management Framework and system

BUSINESS PLANNING CONTEXT

The new local government act brings a focus on integrated planning. Finance and Systems are looking at improvements to the budget, long term financial plan and capital plan/asset planning to ensure the requirements of the new act can be achieved by the staged implementation timetable. Aligning the budget and long term financial plan with the Council plan and Council Vision will enable the achievement of this goal.

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.

A focus on continuous improvement and increasing the capacity of the organisation to manage risk will continue throughout 2022-2023. A key priority from a continuous improvement approach will be to improve the customer experience when they engage with Council.

Critical issues include:

- Customer service levels and embedding customer centric design into processes
- Sustainability across all council activities
- Investment in staff recruitment, induction, training, ongoing performance management
- Rigorous program of service reviews and service plans
- Funding the infrastructure needs of a growing city, in particular the Baranduda Fields sporting precinct
- Develop better community understanding of need for appropriate asset management, and of the role of borrowings as an appropriate and legitimate funding tool (remove the fear of debt)
- Long term cashflow planning; and
- Business system enhancements and the pace of digital transformation.

Goals for remainder of this Council Plan are:

- Embed Service Planning as a key part of the planning cycle, along with the Council Plan, Long Term Financial Plan and Asset Plans;
- Drive the delivery of Service Reviews across Council's services;
- Driving a culture of probity and excellence in everything that we do;
- National Asset Management Assessment Framework - core competency;
- MAV - Local Government Sustainability index – excellence;
- Risk Management program - culture entrenched

SERVICES

SERVICE	DESCRIPTION
102 Director Finance and Systems	To provide quality leadership and governance in the management of Council's finances, systems and assets, on behalf of the community.

BUDGET VARIANCE ANALYSIS

Business Unit	Account	Commentary
102 Director Finance and Systems	425 - Legal 400 – Consultancy	General provision

102 – Directorate – Finance and Systems

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 102 - Directorate - Finance and Systems
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
Income			
Total Income	0	0	0
Expenses			
203 - Salaries	172,555	172,555	175,397
210 - Oncost	30,644	30,644	31,104
255 - Vehicle Expense	18,104	18,104	18,440
260 - Travel & Accommodation	1,500	1,500	1,500
270 - Fringe Benefits Tax	10,300	10,300	10,300
305 - Information Technology	5,900	5,900	5,900
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	500
360 - Printing & Stationery	100	100	100
365 - Journals & Manuals	0	0	400
390 - Insurance	2,150	2,150	2,310
395 - Miscellaneous Expenses	1,200	1,200	1,200
400 - Consultancy	20,000	20,000	20,000
425 - Legal	2,000	2,000	2,000
440 - Food & Drink	500	500	500
554 - Memberships	1,450	1,450	1,410
Total Expenses	281,769	281,769	285,927
Net Surplus / (Loss)	(281,769)	(281,769)	(285,927)

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

- 2021- 2022 budget completed and adopted by the required date
- 2020-2021 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 2021-2022 is 69%

Asset Management

- Reviewed and updated Asset Management Policy and Strategy was adopted by Council
- Asset Management Steering Group performing well, working towards NAMA core competency. New Building Renewal Sub-committee established, which reports up to the steering group, for improved integration of planning activities
- Investigating asset management systems and development of system specifications for tender process.

Building Maintenance

- Customer service requests continue to be reduced due to programmed maintenance
- Continued roll out of electronic security access to council buildings (Belgrade Avenue 21/22)
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 for plant operators
- Annual plant assessment completed
- Pool vehicles continue changeover to Hybrid technology

Procurement

- Ongoing enhancements made to tender and contracts process through the eBMS system
- Council Procurement Policy reviewed and improved
- Ongoing processes moved online to reduce printing costs and time
- 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.

- Improved procurement and contract data in eBms to allow for more accurate reporting and contract management

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
- Ensure development opportunities for staff
- Support council departments in emergency responses

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 completed refurbishment
- 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
- Inclusion of electric, or electric hybrid vehicles, in the fleet 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
- Investigation of process improvements such as introducing contractor performance reviews
- Investigation of consolidated procurement opportunities across council
- Further developing beneficial relationships with internal and external stakeholders
- Improvements on procurement information provided on council website to be made
- Undertaking market research for industry leading procurement and contract management system improvements.

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	461 – Contract payments external	Includes: - Building Asset Condition Inspection \$70k - Bridge asset condition assessments \$30k
123 Building Maintenance	203 – Salaries 210 – Oncost	Increase due to Building Maintenance Officer as required for additional maintenance requirements in various business units
	315 – Internal rent	Internal rent recovery, increase on prior year due to opening of Library Gallery
	385 - Cleaning	Cleaning contract slight reduction in change of contractors offset by additional graffiti cleaning
	461 – Contract payments	Increase in maintenance expenditure for business units
128 Plant and Fleet Operations	367 - Licences	Decrease in Vic Roads Registration Costs based on number of vehicles.
	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 1.50% from 2021-2022, this is 0.25% lower than the rate cap.
	019 Rates supplementaries	An amount of \$600,000 has been allocated in 2022-2023 to reflect expected supplementary rates.

Business Unit	Account	Commentary
	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 below 1% interest (assuming RBA interest rates remain low).
	136 – Grant appropriation	75% of the 2022-2023 FAS grant was prepaid in April 2022
	425 - Legal	Continued reduced 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 : • \$18k BDO Lease Management; • \$38k service planning contractor; • \$6k CT Mng LTFP annual fees; • \$8k CT Mng SCEM annual fees; • \$8k Enterprise Budgeting 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 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
Income			
Total Income	0	0	0
Expenses			
203 - Salaries	193,350	193,350	194,083
210 - Oncost	31,076	31,076	31,062
255 - Vehicle Expense	4,250	4,250	4,250
260 - Travel & Accommodation	1,000	1,000	1,000
305 - Information Technology	10,600	10,600	10,600
310 - Payroll / Personnel	1,760	1,760	1,760
315 - Internal Rent	5,040	5,040	3,780
320 - Photocopying - Internal	200	200	200
330 - Financial Services	9,530	9,530	9,530
352 - Telephone - External	800	800	1,500
390 - Insurance	3,790	3,790	4,060
400 - Consultancy	0	77,572	0
440 - Food & Drink	500	500	500
461 - Contract Payments External	97,000	197,000	100,000
554 - Memberships	300	300	300
Total Expenses	359,196	536,768	362,625
Net Surplus / (Loss)	(359,196)	(536,768)	(362,625)

123 - Building Maintenance

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
077 - Rent	135,000	135,000	135,000
Total Income	135,000	135,000	135,000
<u>Expenses</u>			
203 - Salaries	168,414	168,414	244,523
210 - Oncost	26,954	26,954	39,135
250 - Uniforms	300	300	500
255 - Vehicle Expense	17,900	17,900	20,060
305 - Information Technology	10,200	10,200	10,200
310 - Payroll / Personnel	1,760	1,760	1,760
315 - Internal Rent	(910,709)	(914,156)	(932,788)
325 - Tip Fees Internal	500	500	0
330 - Financial Services	11,070	11,070	11,070
352 - Telephone - External	0	0	1,000
358 - Rent External	8,000	8,000	0
375 - Materials	50,000	50,000	50,000
380 - Utilities	210,000	210,000	150,000
383 - Security	70,000	70,000	70,000
385 - Cleaning	336,200	336,200	340,000
390 - Insurance	54,920	55,977	57,120
461 - Contract Payments External	395,000	395,000	410,000
469 - Airconditioning	90,000	90,000	90,000
475 - Rates Water	20,000	20,000	20,000
478 - Fire Services Levy	5,000	5,000	0
Total Expenses	565,508	563,118	582,580
Net Surplus / (Loss)	(430,508)	(428,118)	(447,580)

128 - Plant & Fleet Operations

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
Total Income	0	0	0
<u>Expenses</u>			
203 - Salaries	119,279	119,279	118,173
210 - Oncost	19,002	19,002	19,286
245 - Staff Allowances	550	550	550
250 - Uniforms	300	300	200
255 - Vehicle Expense	(636,587)	(636,587)	(664,287)
305 - Information Technology	5,200	5,200	5,200
310 - Payroll / Personnel	880	880	880
315 - Internal Rent	1,260	1,260	1,260
320 - Photocopying - Internal	400	400	400
352 - Telephone - External	1,000	1,000	1,000
360 - Printing & Stationery	200	200	0
367 - Licences	65,000	65,000	60,000
375 - Materials	360,000	360,000	360,000
377 - Plant & Equipment Hire	(2,025,806)	(2,025,806)	(2,132,126)
378 - Plant & Fleet Servicing	320,000	320,000	350,000
390 - Insurance	75,000	75,000	70,600
394 - Plant Hire - External	0	0	115,000
470 - Lease Payments	824,000	824,000	780,000
Total Expenses	(870,322)	(870,322)	(913,863)
Net Surplus / (Loss)	870,322	870,322	913,863

142 - Finance Overhead

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
003 - Rates Residential	30,722,763	30,722,763	31,659,608
005 - Rates Commercial	4,547,098	4,547,098	4,749,346
007 - Rates Rural	1,444,940	1,444,940	1,462,069
010 - Rates Industrial	4,327,191	4,327,191	4,603,171
017 - Rates Development Use	557,686	557,686	544,526
019 - Rates Supplementary	500,000	500,000	600,000
096 - Costs Recovered	63,000	63,000	75,000
112 - Interest Rates	60,000	60,000	0
122 - Interest Investments	80,000	80,000	105,000
136 - Grant Appropriation	2,161,986	6,518,286	1,073,623
Total Income	44,464,664	48,820,964	44,872,343
<u>Expenses</u>			
222 - Workcover Premium	65,000	(0)	0
270 - Fringe Benefits Tax	10,000	10,000	10,000
352 - Telephone - External	0	0	1,000
358 - Rent External	0	0	(13,959)
360 - Printing & Stationery	30,000	30,000	30,000
383 - Security	0	5,800	5,800
405 - Bank / Govt Fees	90,000	90,000	90,000
410 - Audit Fees	62,220	62,220	65,000
425 - Legal	20,000	20,000	20,000
461 - Contract Payments External	40,000	40,000	40,000
470 - Lease Payments	(1,550,133)	(1,550,133)	(1,173,800)
478 - Fire Services Levy	80,000	80,000	85,000
505 - Interest Leases	244,740	244,740	95,000
522 - Depreciation - Plant & Equipment	475,000	475,000	475,000
524 - Depreciation - Land & Building	1,750,000	1,750,000	2,000,000
526 - Depreciation - Office Furniture	490,000	490,000	490,000
528 - Depreciation - Roads Surface	4,120,000	4,120,000	4,120,000
530 - Depreciation - Kerb & Channel	490,000	490,000	490,000
534 - Depreciation - Footpaths	820,000	820,000	820,000
536 - Depreciation - Playgrounds	590,000	590,000	590,000
538 - Depreciation - Drainage Pits	930,000	930,000	930,000
540 - Depreciation - Bridges	200,000	200,000	225,000
545 - Depreciation - Library Books	110,000	110,000	110,000
547 - Amortisation - Leases Property	324,327	324,327	25,000
548 - Amortisation - Leases Vehicles	693,904	693,904	780,000
549 - Amortisation - Leases I.T.	287,162	287,162	290,000
552 - Contributions	0	93,568	0
Total Expenses	10,372,220	10,406,588	10,599,041
Net Surplus / (Loss)	34,092,444	38,414,376	34,273,302

146 - Finance Operations

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
079 - Fees Certificates	45,000	45,000	50,000
110 - Miscellaneous	2,000	2,000	2,000
Total Income	47,000	47,000	52,000
<u>Expenses</u>			
203 - Salaries	861,383	886,383	980,799
210 - Oncost	138,243	138,243	157,282
260 - Travel & Accommodation	1,500	1,500	1,500
305 - Information Technology	41,600	41,600	41,600
310 - Payroll / Personnel	6,190	6,190	6,190
315 - Internal Rent	22,411	22,411	22,411
320 - Photocopying - Internal	2,000	2,000	2,000
330 - Financial Services	(603,130)	(603,130)	(601,070)
385 - Cleaning	5,800	(0)	0
390 - Insurance	3,440	3,440	3,690
395 - Miscellaneous Expenses	750	750	500
400 - Consultancy	8,000	16,440	0
440 - Food & Drink	500	500	500
461 - Contract Payments External	8,000	119,000	78,000
554 - Memberships	3,070	3,070	3,300
Total Expenses	499,757	638,397	696,702
Net Surplus / (Loss)	(452,757)	(591,397)	(644,702)

144 - Debt Servicing

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
Total Income	0	0	0
<u>Expenses</u>			
502 - Interest Loans	1,082,773	1,082,773	1,040,144
Total Expenses	1,082,773	1,082,773	1,040,144
Net Surplus / (Loss)	(1,082,773)	(1,082,773)	(1,040,144)

203 - Council Oncosts

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
096 - Costs Recovered	140,000	140,000	140,000
Total Income	140,000	140,000	140,000
<u>Expenses</u>			
210 - Oncost	(3,303,268)	(3,303,268)	(3,607,577)
220 - Superannuation	1,943,136	1,943,136	2,177,805
222 - Workcover Premium	600,000	1,149,200	611,500
224 - Long Service Leave	400,132	400,132	458,272
232 - Parental Leave	250,000	250,000	250,000
275 - Workcover Claims	250,000	250,000	250,000
Total Expenses	140,000	689,200	140,000
Net Surplus / (Loss)	0	(549,200)	0

607 - Operations Oncosts

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
210 - Oncost	(1,361,995)	(1,361,995)	(1,537,984)
220 - Superannuation	260,000	260,000	400,000
224 - Long Service Leave	61,995	61,995	97,984
226 - Holiday Pay	360,000	360,000	360,000
228 - Public Holidays	170,000	170,000	170,000
230 - Sick Leave	260,000	260,000	260,000
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

- Four year Digital Transformation Strategy developed
- Corporate application upgrades
- IT Security Audit complete
- Information Management Audit complete
- Implementation of K365 integrator to integrate MS Teams with Kapish
- IM Digitisation Plan Complete
- Single sign on and archiving implemented in Technology One Financials
- Three processes digitised with new online customer channels
- Video conferencing installation in Council Chamber, community centres and preschools
- Wi-Fi extended to cover all community centres and preschools for both corporate and public access
- Implemented Automated reporting of Wi-Fi statistics
- Penetration Test completed
- Expansion of MS Azure for single sign on to applications
- ArcGIS public map developed.
- DSPEC developer data validation portal up and running

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	• 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	• 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	Department restructure including increase due to EBA and banding increments.
	305 - Information Technology 320 - Photocopying - Internal	Internal recharge, based on activity of other departments.
	461 – Contract payments external	Increase is for whole of council MS access, which will allow all staff to have a corporate email address. Increase includes the following additional software maintenance and support costs: • Purchase Orders Annual Support: \$20k • Camms Risk OHS Annual Support: \$6k • Intranet SOPE Annual Support: \$14k • DOCS Assembler Annual Support: \$4k • Absorbing a \$4k annual POS system subscription for Cube, Library and Gallery. • Absorbing a \$4k annual Artifax subscription to cover Library and Gallery.
	470 – Lease payments	Increase due to replacement of desktop fleet with mobile devices due to increased staff mobility requirements and mobile inspections.
	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 \$0.9k MAV LGIM \$1.4k

162 - Information Services

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	780,719	780,719	794,502
210 - Oncost	125,434	125,434	127,804
260 - Travel & Accommodation	2,550	2,550	2,550
305 - Information Technology	(1,281,600)	(1,281,600)	(1,262,600)
310 - Payroll / Personnel	6,950	6,950	6,950
315 - Internal Rent	37,051	37,051	38,311
320 - Photocopying - Internal	(93,135)	(90,635)	(93,135)
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	80
375 - Materials	41,500	41,500	42,000
376 - Contractors	0	20,000	18,750
400 - Consultancy	0	65,000	0
440 - Food & Drink	2,000	2,000	1,700
461 - Contract Payments External	1,030,700	1,070,700	1,048,000
470 - Lease Payments	341,000	341,000	368,000
554 - Memberships	3,600	3,600	3,650
<i>Total Expenses</i>	1,063,309	1,190,809	1,163,022
Net Surplus / (Loss)	(1,063,309)	(1,190,809)	(1,163,022)

164 - Information Management

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
Total Income	0	0	0
<u>Expenses</u>			
203 - Salaries	231,699	231,699	242,764
210 - Oncost	37,216	37,216	39,135
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
330 - Financial Services	8,300	8,300	8,300
360 - Printing & Stationery	65,000	65,000	57,000
376 - Contractors	25,000	25,000	25,500
440 - Food & Drink	1,000	1,000	1,000
554 - Memberships	2,300	2,300	2,257
Total Expenses	415,663	415,663	421,103
Net Surplus / (Loss)	(415,663)	(415,663)	(421,103)

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 2021-22
- Performance Statement 2010-2021 completed and no audit recommendations
- Finance Service Review completed
- New 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	• 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 due to filling vacant position - Business Improvement Coordinator and allowance for EBA increase and banding increments.
	390 - Insurance	Increase across council due to new venues, and cost increased in the aftermath of bushfires, post COVID and floods.
	410 – Audit fees	Audit committee member fees and Internal audit fees.
	461 - Contract Payments External	Includes : Under excess claims management \$8.5k

109 – Business Innovation and Assurance

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	85,409	171,610	183,856
210 - Oncost	13,776	25,776	29,425
260 - Travel & Accommodation	1,200	1,200	1,200
305 - Information Technology	11,400	11,400	11,400
310 - Payroll / Personnel	1,760	1,760	1,760
315 - Internal Rent	2,520	2,520	2,520
320 - Photocopying - Internal	200	200	200
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	4,500
390 - Insurance	181,397	87,301	182,141
395 - Miscellaneous Expenses	500	500	500
410 - Audit Fees	66,744	81,744	67,000
425 - Legal	1,500	1,500	1,500
440 - Food & Drink	500	500	500
461 - Contract Payments External	18,500	18,500	8,500
554 - Memberships	300	300	300
<i>Total Expenses</i>	404,236	423,341	509,332
Net Surplus / (Loss)	(404,236)	(423,341)	(509,332)

Community Development

Directorate – Community Development

MISSION

To lead, plan, partner and participate in:

- strategic planning,
- community infrastructure development, and
- service design and delivery that promotes an accessible, inclusive, healthy, active and resourced community with quality of life outcomes for all.

VALUES

Trust, Respect, Integrity, Learning, Equity and Social Justice

RECENT ACHIEVEMENTS

- Social policy, strategies and plans devised and adopted that address community priorities and contribute to quality of life;
- Funding secured for a broad range of projects, programs and campaigns that deliver outcomes to benefit the community;
- Innovations focused on strategic partnerships, planning frameworks, efficiencies and community benefit;
- Continual improvement of services to ensure relevance, effectiveness, efficiencies, quality and access;
- Collective efforts with stakeholders to identify and address social needs, gaps and trends;
- Relationships with key community organisations, committees and groups continue to be strengthened;
- Contributing through memberships to Federal, State and local committee and working groups; and
- Delivery of high quality services, programs and events to the community, with agility and responsiveness in a pandemic and community recovery environment.

BUSINESS PLANNING CONTEXT

In working towards building a resilient community the directorate has a cross organisational and community focus working within a public value framework where people are placed at the centre of policy and service design and delivery.

The directorate strives to be an ethical and high performing directorate, with a culture of integrity, skills, knowledge and experience. It works proudly across the organisation and out into the community to enable and drive the community's vision and values.

The directorate is grounded in the belief that 'community development' is a fundamental requisite to progress strong social, environmental and economic sustainability of a community; involving itself across the organisation and out into community enables a whole of council approach to planning across the city. To varying degrees, the council fulfils the following functions regarding community development/services:

- Provider: of funds and delivery of services, facilities and programs.
- Planner and coordinator: to ensure an equitable, responsive and accessible service system.
- Partner: funds and facilitates the development of strategic partnerships and alliances that support citizens with sustainable, innovative and efficient service delivery models.
- Funder: of other organisations to deliver services and programs through grants and contracts.
- Regulator: has statutory responsibility for monitoring and regulating services and directs activities as required.
- Monitor: undertakes community consultation, research, benchmarking and program evaluation to inform council of community needs and expectations and to ensure service quality is responsive to needs.
- Facilitator: of partnerships with community, organisations, peak bodies and governments to enable responsive and collaborative approaches to emerging issues and trends affecting people; and internal stakeholders to ensure a whole of council approach to the planning and delivery of services.
- Advocate: to the Commonwealth and State governments regarding policy and program reforms to ensure the funding and delivery of a quality service system that is responsive to the increasing demands for services and needs of residents.
- Steward: Councils roles in stewardship encompass a range of functions in the areas of strategic planning, monitoring and evaluation.

Issues and challenges

- Impact of the global pandemic on the community and capacity to respond and recover;
- Planned and coordinated approach to social policy development, across tiers of government and community, within the context of what local government can influence and deliver;
- Funding continuity and security from funding bodies, and in turn sustainability of programs;
- Continued focus on organisation excellence within a changing workforce and work environment;
- Continued strong connection between civic engagement and participatory democracy;
- Harnessing domestic tourism opportunities in a global pandemic environment;
- Greater alignment and integration of a social determinants of health framework across council services and with key strategic partners;
- The use of social data, measures and policy analysis to inform service planning and community infrastructure development;
- Creating an environment of value creation within tight fiscal accountability.

SERVICES

SERVICE	DESCRIPTION
342 Community development directorate	To contribute to the optimal health and wellbeing of our community by facilitating access, equity, connection, participation and knowledge exchange through stewardship of the council plan, health and wellbeing policy and plan, strategy development, community partnerships and service delivery.

BUDGET VARIANCE ANALYSIS

Business Unit	Account	Commentary
342 Community Development directorate	400 - Consultancy	\$20k General provision.

342 - Community Development

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 342 - Directorate - Community Development
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	159,747	159,747	167,335
210 - Oncost	27,944	27,944	29,758
255 - Vehicle Expense	12,364	12,364	12,400
260 - Travel & Accommodation	2,000	2,000	2,000
270 - Fringe Benefits Tax	7,000	7,000	7,000
305 - Information Technology	5,700	5,700	5,700
310 - Payroll / Personnel	880	880	880
315 - Internal Rent	5,136	5,136	5,136
320 - Photocopying - Internal	1,500	1,500	1,500
330 - Financial Services	10,560	10,560	10,560
352 - Telephone - External	500	500	200
390 - Insurance	1,840	1,840	1,970
395 - Miscellaneous Expenses	1,200	1,200	1,200
400 - Consultancy	20,000	20,000	20,000
440 - Food & Drink	500	500	500
554 - Memberships	400	400	0
<i>Total Expenses</i>	257,271	257,271	266,139
Net Surplus / (Loss)	(257,271)	(257,271)	(266,139)

Community Development & Wellbeing

MISSION

Build a stronger, healthier & more inclusive community through services, programs and advocacy that engage, empower, support and connect people in Wodonga.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

Hyphen

- Hyphen Library Gallery opened in August 2021.
- Since August 2021 the gallery opened as a 7 day a week operation. In November 2021 the Library also opened as a 7 day a week operation, responding to the community's interests.
- Hyphen has remained open for majority of the financial year, whilst experiencing some COVID-19 related challenges including shutdowns, capped visitor numbers and the requirement for all visitors to be vaccinated.
- Hyphen has delivered over 150 programs since opening, including Storytimes, STEAM programs, Seniors digital literacy programs and The Big Summer Read.
- Hyphen has played a critical role throughout the pandemic recovery, particularly by supporting more vulnerable community members to access their digital health record online. These programs, along with the digital literacy programs for seniors have assisted almost 200 community members since opening.
- The Exhibition program continues to be a drawcard for both community members and visitors to Wodonga.
- Since opening, it is estimated Hyphen generated \$3.7m for the local economy.
- Visitation continues to build in a reduced COVID-19 restrictions environment, seeing over 46,000 visitors since opening.
- As at March 2022, Hyphen is still required to check the vaccination status of all visitors which continues to be a barrier to a portion of our visitors and community.
- Based on 8 months reporting (July – February) online resource usage continues to increase. At present E-Loan usage is up 23.72% on 20-21.

Population Health and Community Wellbeing

- The Disability Action Plan 2022 - 2025 was developed, endorsed and adopted with the establishment of a Disability Action Team to drive implementation across the Wodonga City Council.
- In partnership with Albury City, Wodonga City Council held a celebratory event for International Day of People with Disability featuring Dylann Alcott, in late 2021.
- The Ageing Well in Wodonga project is underway with the development and approval of the Ageing Well in Wodonga Community Action Plan. The Action Plan is being implemented by the newly established Ageing Well in Wodonga Community Action Team. The project focuses on increasing pathways for community connection for older people living in Wodonga.
- A Harmony Day event was delivered to the Wodonga community in celebration of cultural diversity through a Memorandum of Understanding (MOU) with the Albury Wodonga Ethnic Communities Council. The event was held in March 2022 in Wodonga.
- The Wodonga Access Advisory Group has continued to meet and be a consultative platform for people living with disability to advise on access issues within the Wodonga community. An Expression of Interest was advertised resulting in additional members providing further opportunities for connection and access.

- Gender equality and equity was embedded into Wodonga City Council policy and decision making through the provision of staff training and the adoption of the Diversity Equity and Inclusion Policy and Gender Impact Assessments.
- The Resilience Project was delivered to Wodonga primary and secondary schools as well as the community in February 2022 to promote environments that support mental health and build community resilience.
- The Dry Access Shower Pilot Program was established in collaboration with Uniting and Aligned Leisure. Wodonga residents experiencing homelessness are able access the Wodonga Aligned Leisure Centre during dedicated time slots to utilise showering facilities at no cost.
- Safety, Inclusion and Equity Strategy 2016-2021 implemented and reviewed. Focus areas include family violence, alcohol and other drugs, homelessness, and inclusion and disability.
- Voluntary Affordable Housing Agreements report completed exploring current and future demand for social and affordable housing and levers that council can utilise for advocacy, planning and intervention for more social and affordable housing.
- Advocating with Homes Victoria's Big Housing Build on the \$30 million minimum guaranteed spend on social and affordable housing in Wodonga.
- Completed a community facility audit and needs assessment on council owned and/or managed community infrastructure.

Community Impact Grants

- Promoted the community grants to broad range of community groups from various interest areas including cultural groups, sports and community organisations.
- Grant categories include Community Impact, Community Impact Infrastructure, Community Impact Partnership and Community Sponsorship and Donations.
- Panel committee assessed 39 grant applications from community, community groups and not-for-profit organisations through the two grant rounds.

Community Development and Youth Services

- Wodonga Youth Strategy with a focus on improving health and wellbeing of young people over a five year period. Focus areas include – being heard and considered, connected and included, healthy and well, and prepared.
- Successfully supported programs and events that are aligned with the objectives in the strategy, working with over 450 young people from diverse backgrounds.
- 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 end 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.
- Hosted an online 'Stream JAM' delivered as part of Engage program, involving 352 young participants online, showcasing local young musicians.
- The Wide Horizons Youth Empowerment program delivered in partnership with the Australian Centre for Rural Entrepreneurship (ACRE) and the Social Enterprise Academy Australia (SEAA) - supported 13 young people to build and practice their leadership skills over a series of virtual and face-to-face workshops and excursions. Participants of Wide Horizons reported improved confidence and leadership skills.
- The Youth Team worked with the top musical talents to perform at The Push 'All Ages Tour' for an estimated 400-500 attendees from Wodonga and surrounding regions, and planned workshops for up an estimated 30 young people.
- Partnered with the Felldimber Community Centre and headspace Albury-Wodonga to establish a youth drop-in program (see Baranduda and Felldimber Community Centres for further details).
- The North East Skate series was part of a wider Eastern Regional Skate Park League series, hosted by YMCA Victoria. The Wodonga event sat across the two Skate Park Series events and had participation by approximately 80 young people (of various genders and backgrounds) who competed across the three categories.

- In partnership with the Hyphen, provided opportunities for young people to show their art pieces in the Hallway Gallery and Library space, as well as the opportunity to work with established artists. We had 6 artists apply in the Hallway Gallery EOI. 1 Artist was accepted for the exhibition, and 5 Artists will enter our mentorship program.
- In partnership with Hyphen, Catalyst will be a professional development opportunity for emerging young artists. Artists will learn about the EOI process for selection of artwork for display and will be supported through the process of presenting their work in a professional exhibition environment at Hyphen.

Baranduda and Felltimber Community Centres

- The Baranduda and Felltimber Community Centres are a welcoming space and work in partnership with organisations, community groups and not-for-profits to provide information, support, education, referral and social opportunities that foster health and wellbeing.
- They are a central and vital point in linking the community with information, providing a safe space for social connection, and facilitating place-based programming.
- They focus on building community capacity, increasing partnerships with other stakeholders and increasing volunteers to support programs and services offered through the Community Centres
- They explore approaches to maximise use by a wider section of the community, specifically looking to activate the space for young people.
- The community centres house the MCH programs and the playgroups per state government regulations, successfully adapting programming and facilities to meet changing safety regulations and health requirements.
- After adapting programming and services in the environment of the COVID-19 pandemic, the community centres have recommenced programming and are running sold-out activities (such as the pop-up Italian Café and the 'Knit n a Cuppa' programs). Community is re-engaging with the Community Centre activities and room bookings are returning to pre-COVID-19 levels.
- In collaboration with headspace Albury-Wodonga and the Felltimber Community Centre, the Youth Hangout Session program provides a safe, inclusive and low-pressure space for young people to socialise and build trust with positive adult-role models. Weekly drop-in sessions from May 2021 – June 2022, involving (to date) 14 distinct young people in safe after-school activities and providing mentoring opportunities.
- Established highly-praised and well-utilised food-share program at Felltimber Community Centre in partnership with Foodshare Albury-Wodonga.
- Completed a state-funded 'Reducing gambling harm' program which involved bringing the community together for social engagement and community-building activities and connecting with area service providers.

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 for the benefit of the local community
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 and resources 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 Arts Space Wodonga	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 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 Felltimber 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.
361 Community Development	To strengthen the community in all that we do.

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 2022-2023.
376 Inclusive and safer communities	132 – Grant Recurrent	No longer eligible for Aged Care Support Funding.
	203 – Salaries 210 – Oncost	Decrease due to restructure - Aboriginal Community Development Co-ordinator moving to Community Development.
393 Community Impact Grants	203 – Salaries 210 – Oncost	Increase due to EBA and banding increments.
	552 - Contributions	In line with prior year expenditure. Includes: • Infrastructure grants \$35k, • Community Impact grants \$35k • Community Partnership grants \$45k • MOUs \$87k – Hothouse, Murray Arts. • Sponsorships \$15k
360 Youth Services	132 - Grant Recurrent	Freeza grants received for youth events - \$35k. Offset below.
	203 – Salaries 210 – Oncost	Program restructure, youth officer role included.
	420 - Strategy, Plans and Programs	Includes : • \$35k Freeza • \$10k Young Achievers • \$2k Youth week • \$1k planning.
014 Library	32 - Grant Recurrent	State funding no CPI increase has been included.
	203 – Salaries 210 – Oncost	Staffing structure change with staff moved to Arts Space. Increased expenditure due to additional weekend operating hours.
	305 - Information Technology	Reduced resources required in line with staff structure change.
	358 - Rent External	New Library Gallery venue, temporary library on High St and additional storage shed lease finished.
	385 - Cleaning	Increase based on usage of new Library Gallery venue and larger footprint.
	480 - Stock	Books, ebooks, newspapers, Magazines, Storytime Anytime.
035 Arts Space Wodonga	203 – Salaries 210 – Oncost 250 - Uniforms	Additional resources required for redistribution of programming staff and additional weekend operating hours.

Business Unit	Account	Commentary
	305 - Information Technology	Additional devices for new venue to accommodate increased staffing levels
	385 – Cleaning	Increase based on usage of new Library Gallery venue and larger footprint.
	438 – Events and Festivals	Increase in exhibition costs due to four gallery spaces and increased programming expenditure.
	480 - Stock	Increase in Library Gallery stock for shop.
381 Baranduda community centre	132 – Grant recurrent	DFFH Neighbourhood House participation funding.
	203 – Salaries 210 – Oncost	Costs decrease as Coordinator role sits with Felldtimber community centre.
	385 - Cleaning	Increased due to weekend cleaning.
382 Felldtimber community centre	132 – Grant recurrent	DFFH Neighbourhood House participation funding.
	203 – Salaries 210 – Oncost	Costs increase as Coordinator role sits with Felldtimber community centre.
	385 - Cleaning	Increased due to weekend cleaning.
361 – Community Development	203 – Salaries 210 – Oncost	Restructure of Community Development resulting in new Team Leader Position and alignment of Aboriginal Community Development Officer
	400 - Consultancy	Increased for consultancy to meet Reconciliation Action Plan requirements.

350 – Funded Community Projects

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
110 - Miscellaneous	0	9,091	0
132 - Grant Recurrent	0	23,200	0
Total Income	0	32,291	0
<u>Expenses</u>			
203 - Salaries	0	145,690	0
210 - Oncost	0	24,538	0
315 - Internal Rent	1,260	1,260	0
330 - Financial Services	2,060	2,060	0
390 - Insurance	1,880	1,880	0
420 - Strategy, Plans and Programs	0	119,368	0
Total Expenses	5,200	294,796	0
Net Surplus / (Loss)	(5,200)	(262,505)	0

393 – Community Impact Grants

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
Total Income	0	0	0
<u>Expenses</u>			
203 - Salaries	18,938	18,938	19,363
210 - Oncost	3,052	3,052	3,099
260 - Travel & Accommodation	500	500	300
360 - Printing & Stationery	100	100	150
390 - Insurance	0	1,362	1,790
434 - Marketing / Promotion	500	500	500
440 - Food & Drink	750	750	2,000
552 - Contributions	208,000	208,000	216,505
Total Expenses	231,840	233,202	243,706
Net Surplus / (Loss)	(231,840)	(233,202)	(243,706)

376 - Inclusive and Safer Communities

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
132 - Grant Recurrent	8,784	8,784	0
Total Income	8,784	8,784	0
<u>Expenses</u>			
203 - Salaries	243,430	222,013	174,017
210 - Oncost	39,044	39,044	27,851
240 - Staff Development	1,000	1,000	0
260 - Travel & Accommodation	600	600	600
305 - Information Technology	15,600	15,600	15,600
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	2,000
330 - Financial Services	3,080	3,080	3,080
352 - Telephone - External	1,500	1,500	1,500
360 - Printing & Stationery	100	100	100
390 - Insurance	1,770	1,770	1,900
400 - Consultancy	0	0	110,000
440 - Food & Drink	800	800	800
461 - Contract Payments External	8,284	9,299	0
Total Expenses	321,108	300,706	341,348
Net Surplus / (Loss)	(312,324)	(291,922)	(341,348)

360 - Youth Services

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	500	500	500
132 - Grant Recurrent	44,833	48,033	37,500
172 - Contributions	0	9,545	0
Total Income	45,333	58,078	38,000
<u>Expenses</u>			
203 - Salaries	75,006	120,033	76,722
210 - Oncost	12,099	20,997	12,279
255 - Vehicle Expense	11,040	11,040	10,740
260 - Travel & Accommodation	600	600	300
305 - Information Technology	5,200	5,200	5,200
310 - Payroll / Personnel	2,640	2,640	2,640
315 - Internal Rent	2,925	2,925	2,925
320 - Photocopying - Internal	1,000	1,000	1,000
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	3,380	3,380	3,620
420 - Strategy, Plans and Programs	53,833	61,883	48,500
438 - Events & Festivals	0	15,646	0
440 - Food & Drink	500	500	500
554 - Memberships	575	575	575
Total Expenses	177,678	255,299	173,881
Net Surplus / (Loss)	(132,345)	(197,221)	(135,881)

014 - Library

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 014 - Library
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	19,835	14,835	21,500
096 - Costs Recovered	1,000	1,000	500
132 - Grant Recurrent	314,161	328,300	314,000
172 - Contributions	1,000	1,880	1,200
Total Income	335,996	346,015	337,200
<u>Expenses</u>			
203 - Salaries	678,914	761,892	555,555
210 - Oncost	108,862	110,576	88,850
250 - Uniforms	3,000	3,000	3,000
260 - Travel & Accommodation	4,000	(0)	4,000
305 - Information Technology	110,400	110,400	88,800
310 - Payroll / Personnel	8,130	8,130	8,130
315 - Internal Rent	115,000	115,000	115,000
320 - Photocopying - Internal	250	250	250
330 - Financial Services	7,480	7,480	7,480
352 - Telephone - External	5,800	5,800	5,800
358 - Rent External	18,800	23,535	0
360 - Printing & Stationery	3,100	6,100	4,000
367 - Licences	0	88	0
375 - Materials	10,000	6,850	10,000
376 - Contractors	12,000	5,850	12,000
380 - Utilities	32,800	64,000	64,000
383 - Security	2,435	8,600	4,000
385 - Cleaning	32,579	24,200	32,579
390 - Insurance	10,630	10,630	11,380
395 - Miscellaneous Expenses	500	650	500
405 - Bank / Govt Fees	500	500	500
438 - Events & Festivals	41,000	41,000	0
440 - Food & Drink	1,800	1,800	1,800
461 - Contract Payments External	21,810	25,460	34,670
464 - Equipment	16,000	16,000	16,000
466 - Maintenance	5,000	7,579	5,000
475 - Rates Water	0	400	250
480 - Stock	149,087	164,617	151,555
554 - Memberships	5,516	5,428	5,600
Total Expenses	1,405,392	1,535,814	1,230,699
Net Surplus / (Loss)	(1,069,396)	(1,189,799)	(893,499)

035 – Arts Space Wodonga

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 035 - Arts Space Wodonga
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	22,300	22,300	24,500
096 - Costs Recovered	7,718	2,000	5,000
098 - Sale Of Goods	80,000	40,000	47,750
106 - Refundable Income	4,000	4,000	0
170 - Donations	2,500	(0)	0
172 - Contributions	2,500	(0)	0
Total Income	119,018	68,300	77,250
<u>Expenses</u>			
203 - Salaries	335,250	296,532	486,564
210 - Oncost	53,358	47,503	77,580
250 - Uniforms	2,100	1,700	1,750
260 - Travel & Accommodation	1,800	1,000	1,800
305 - Information Technology	38,600	38,600	46,400
310 - Payroll / Personnel	2,320	2,320	2,320
315 - Internal Rent	115,000	115,000	115,000
320 - Photocopying - Internal	800	800	800
330 - Financial Services	2,050	2,050	2,050
352 - Telephone - External	800	800	800
358 - Rent External	200	500	0
360 - Printing & Stationery	2,800	2,800	2,800
367 - Licences	900	900	1,300
372 - Postage External	100	100	0
375 - Materials	2,000	3,600	10,000
380 - Utilities	16,610	64,000	64,000
383 - Security	1,170	1,170	1,000
385 - Cleaning	38,000	25,200	32,000
390 - Insurance	5,510	5,510	5,900
395 - Miscellaneous Expenses	220	220	220
405 - Bank / Govt Fees	1,500	1,500	1,500
438 - Events & Festivals	50,000	99,981	105,000
440 - Food & Drink	3,200	2,000	3,200
464 - Equipment	5,043	5,043	10,000
466 - Maintenance	2,500	2,500	2,500
475 - Rates Water	2,500	2,500	2,500
480 - Stock	40,000	15,500	25,000
554 - Memberships	1,380	1,380	1,500
Total Expenses	725,711	740,709	1,003,484
Net Surplus / (Loss)	(606,693)	(672,409)	(926,234)

361 – Community Development

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	0	0	168,792
210 - Oncost	0	0	27,014
260 - Travel & Accommodation	0	0	600
352 - Telephone - External	0	0	2,400
360 - Printing & Stationery	0	0	700
400 - Consultancy	0	0	50,000
420 - Strategy, Plans and Programs	0	0	1,000
440 - Food & Drink	0	0	500
<i>Total Expenses</i>	0	0	251,006
Net Surplus / (Loss)	0	0	(251,006)

381 - Baranduda Community Centre

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	10,400	10,400	10,400
077 - Rent	12,400	6,944	6,944
132 - Grant Recurrent	88,909	89,252	88,909
Total Income	111,709	106,596	106,253
<u>Expenses</u>			
203 - Salaries	69,177	49,256	44,702
210 - Oncost	10,987	7,718	7,116
250 - Uniforms	250	250	350
260 - Travel & Accommodation	600	600	600
305 - Information Technology	10,200	10,200	10,200
310 - Payroll / Personnel	790	790	790
315 - Internal Rent	19,665	19,665	19,665
320 - Photocopying - Internal	2,500	2,500	2,500
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	8,606	6,000
376 - Contractors	8,000	8,000	8,000
380 - Utilities	3,570	3,570	3,570
383 - Security	2,800	2,800	2,800
385 - Cleaning	32,200	27,087	32,200
390 - Insurance	2,870	2,870	3,080
395 - Miscellaneous Expenses	500	500	500
405 - Bank / Govt Fees	600	600	600
440 - Food & Drink	1,000	1,000	1,000
466 - Maintenance	3,000	3,000	3,000
475 - Rates Water	820	820	820
554 - Memberships	300	300	350
Total Expenses	181,608	155,911	153,623
Net Surplus / (Loss)	(69,899)	(49,315)	(47,370)

382 - Felltimber Community Centre

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
062 - External	0	0	3,500
076 - Fees General	6,900	6,900	6,900
077 - Rent	24,000	13,557	15,000
132 - Grant Recurrent	86,909	88,252	88,909
Total Income	117,809	108,709	114,309
<u>Expenses</u>			
203 - Salaries	81,449	103,878	107,868
210 - Oncost	12,979	16,740	17,226
250 - Uniforms	250	250	300
260 - Travel & Accommodation	600	600	600
305 - Information Technology	15,200	15,200	15,200
310 - Payroll / Personnel	790	790	790
315 - Internal Rent	34,560	34,560	34,560
320 - Photocopying - Internal	3,700	3,700	3,700
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	10,000	7,000
376 - Contractors	6,300	6,300	7,000
380 - Utilities	4,290	4,290	4,290
383 - Security	1,100	1,100	1,100
385 - Cleaning	27,100	18,000	27,100
390 - Insurance	2,530	2,530	2,710
395 - Miscellaneous Expenses	500	500	500
405 - Bank / Govt Fees	600	600	600
440 - Food & Drink	1,000	1,000	1,000
466 - Maintenance	1,100	1,100	1,100
475 - Rates Water	1,230	1,230	1,230
554 - Memberships	500	500	350
Total Expenses	209,758	229,848	241,203
Net Surplus / (Loss)	(91,949)	(121,139)	(126,894)

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

- Completed the redevelopment and upgrade of the Kelly Park Soccer and Cricket Pavilion.
- Civil works underway for Stage 1 of the Baranduda Fields Sporting Complex. Tender awarded for construction of the \$8.4 million Football (Soccer) pavilion and grandstand.
- Completed the Albury Wodonga Regional Cricket Hub outdoor cricket nets and training area at Birallee Park.
- Adoption of the Wodonga Physical Activity Strategy 2021 - 2026.
- Completed Female Friendly Facilities at Martin Park Les Cheesley Oval,
- Construction of second netball court and sports field lighting upgrade at Birallee Park,
- LED lighting upgrade Kelly Park soccer fields.
- Design and Construct tender awarded for Belvoir Park Playground stage 2; Planning and community engagement has commenced.
- Commenced review of the Belvoir and Willow Park Masterplans.
- Extended and upgraded the Belvoir Park dog Park.
- Commenced works on the combined Sport and Recreation Strategy with Albury City.
- Secured and additional \$1.6 million funding for Wodonga Hockey Pavilion at Birallee Park from Sport and Recreation Victoria through the Community Sports Infrastructure Stimulus Program.
- Installation of a further 10 solar lights Winterbottom Park and Belgrade Drive.
- Completed roofing repair works and an upgrade to the sauna at the Wodonga Sports and Leisure Centre.
- Undertook renewal works at Branko Palavestra and Bill Black playground.
- Installation of shade sails at Baranduda, Belvoir Park and Willow Park.
- Completed stage 2 works at the Birallee Park Pump Track.
- Secured \$1.9 million dollars in funding for emergency response centre infrastructure improvements to the Wodonga Exhibition Centre.
- There are 232 enrolled council volunteers, 46 active volunteers.
- Delivered 3 capacity building programs for clubs and community organisations.
- The sport and recreation team continued to supported local clubs and organisations in the completion of and implementation of their COVID-19 return to plan requirements.

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.
385 Volunteer Coordination	Encourage volunteers in the community.

BUDGET VARIANCE ANALYSIS

Business Unit	Account	Commentary
377 Recreation	172 - Contributions	Albury City contribution to 2C1C - Combined Sport and Recreation Facility Plan – consultancy below.
	203 - Salaries 210 - Oncost	New limited tenure Team Leader Sport and Recreation role for Baranduda Fields.
	434 - Marketing / Promotions	Walk to School marketing and promotion costs, decreased year on year as a result of grant decrease above.
	438 - Events	Ride to Work Day.
	461 – Contract payments external	Scheduled increase in contract fees: • WSLC and WAVES \$949k • Wodonga Exhibition Centre \$113k
	466 - Maintenance	Provision for ageing infrastructure requirements, minor maintenance and works requirements at Wodonga Tennis Centre, Birallee and Martin Park.
385 Volunteer Coordination	Expenses	No material changes year on year.

377 - Recreation

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 377 - Recreation
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
077 - Rent	96,468	96,468	105,888
096 - Costs Recovered	6,000	6,000	6,000
134 - Grant Capital	110,000	0	0
172 - Contributions	0	0	25,000
Total Income	212,468	102,468	136,888
<u>Expenses</u>			
203 - Salaries	292,784	182,784	349,311
210 - Oncost	46,834	46,834	55,947
250 - Uniforms	100	100	100
255 - Vehicle Expense	9,680	9,680	9,440
260 - Travel & Accommodation	3,000	3,000	3,000
305 - Information Technology	10,400	10,400	10,400
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	2,500
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	58,490	58,490	62,600
400 - Consultancy	0	148,390	0
422 - Design	25,000	54,933	25,000
425 - Legal	3,000	3,000	5,000
434 - Marketing / Promotion	5,000	5,000	0
438 - Events & Festivals	5,000	5,000	5,000
440 - Food & Drink	1,000	1,000	1,000
461 - Contract Payments External	1,058,598	1,086,098	1,062,789
466 - Maintenance	65,000	65,000	74,000
475 - Rates Water	8,000	8,000	8,000
478 - Fire Services Levy	7,000	7,000	0
554 - Memberships	600	600	600
Total Expenses	1,623,646	1,719,469	1,696,347
Net Surplus / (Loss)	(1,411,178)	(1,617,001)	(1,559,459)

385 – Volunteer Coordination

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	49,398	49,398	50,533
210 - Oncost	7,968	7,968	8,088
260 - Travel & Accommodation	400	400	400
305 - Information Technology	5,200	5,200	5,200
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	400
360 - Printing & Stationery	500	500	500
375 - Materials	6,000	6,000	6,000
390 - Insurance	650	650	700
434 - Marketing / Promotion	4,000	4,000	4,000
438 - Events & Festivals	8,500	8,500	8,500
440 - Food & Drink	300	300	300
554 - Memberships	300	300	300
<i>Total Expenses</i>	90,856	90,856	92,160
Net Surplus / (Loss)	(90,856)	(90,856)	(92,160)

Cultural Services and Tourism

MISSION

The Cultural Services unit works to showcase Wodonga's strengths and build upon the city's 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)

- Secured grant 'Regional Digital Fund' to improve connectivity by installing microwave tower on site at BME;
- Secured a RDV grant for the Upgrade to the Rail Trail & ID Cards Exhibition;
- In 2020-2021 BME 5,345 visitors through the Welcome Centre, hosted 4 events and 119 tours.
- Memorial plaque purchases, reached 1319 units, with 186 new plaque applications in 2020-21.

Community Cultural Development

- In 2020-2021 the *Cultural Development Program* (Little Gifts) delivered *Open Galleries* light box installations at The Cube and Waves as well as a street art piano installation.
- Through the Working for Victoria Program, council secured Mural Artist Kasper (Luke Phillips) who created ten wall murals across Wodonga.
- Public Art - 3 major mural artworks were created for Upstream 2021 and two new sculptures were installed; Yvonne George's "Suitcases" at the Bonegilla Siding and Dean Bowen installed two 'Smiling Kookaburra's' on High Street.
- **Three Professional Development courses were run in conjunction with Murray Arts, supported by Wodonga Council.**

Events / Event Attraction

- Council's calendar of events for 2020-2021 delivered a program of live and online events; 10 events for the Wodonga community; including, NAIDOC, Wodonga Carols, Upstream Festival of Art + Culture, Sustainable Living Festival, Australia Day and 6 Community Pizza Oven bakes. In addition, Wodonga also hosted the 2021 Inland Rail Conference in conjunction with AlburyCity.
- The events and activities attracted approximately 13,950 people over the year.
- The Event Attraction Program supported only two events in 2020-2021 due to the impact of COVID, the estimated total direct and indirect effect of \$1.96 million to the Albury Wodonga economy.
- Professional development: council supported a Community Capacity Building Workshop on Marketing and Social Media.

The Cube Wodonga

- The Cube Wodonga (TCW) held over 260 events with over 11,187 registered in person participants, 25,987 online attendees and saw over 15,923 guests come through the venue across the year.
- The venue was closed due to Covid lockdowns for approximately 4 months and only open to full capacity 2 months with heavy restrictions on performance and room capacities.
- The Cube Wodonga presented 16 Season shows with standout performances being:
 - Projection Dance Gala – the first performance to return in 2020;
 - Cube Live Stream events including Cube Couch Sessions and the Live @ The Cube series;
 - The Hungry Caterpillar; and
 - 91 Storey Treehouse.

Tourism

- Delivery of the joint Albury Wodonga Destination Management Plan 2019 – 2023;
- In 2020 the economic impact of tourism was \$518 million, this was a significant drop from 2019 where tourism attributed \$1 billion to the local economy;
- Due to COVID there were 301,000 overnight visitors to Albury Wodonga. The impacts of travel restrictions saw a 63% reduction in overnight visitors to Albury Wodonga; and
- In 2020 there were 686,000 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
- COVID impact on visitation numbers and cancellation of tours.

Opportunities

- Need to drive visitors back to the site, create targeted marketing campaigns designed to capture interstate and intrastate visitors;
- Link the BME experience with complimentary visitor experiences, ie. food offerings and the rail trail; and
- Completion of Federally funded capital upgrades ie WiFi and emergency response system, Rail Trail upgrade and new ID Cards Exhibition.

Community Cultural Development

Critical Issues

- Sustainability of Gateway Village precinct;
- Preservation of heritage; and
- Impacts of COVID and Bushfires on the creative industry, need to rebuild the capacity of community cultural organisations.

Opportunities

- Harness community interest and connection with local history; and
- Support artists and community art organisations in the COVID recovery through Community Impact Grants, advice and advocacy.

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 on events and festivals with cancellations and limited 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 recovery through Community Impact Grants, advice and advocacy.

The Cube Wodonga

Critical Issues

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

Opportunities

- Attract large commercial standing room only performances;
- Remodelling the commercial catering, café and bar services;
- Hire out commercial kitchen on short term limited contracts.

Tourism

Critical Issues

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

Opportunities

- Draw on the domestic tourism market;
- Continue to deliver actions from the Destination Management Plan; 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 Arts 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	All income and expenses	The Cube has seen a 25% reduction in events due to COVID. The 2022-2023 income and expenditure reflects this reduction.
027 Event program	203 - Salaries 210 – Oncost	Team Leader hours increased. Increase due to EBA and banding increments
	438 – Events and Festivals	Includes : • \$12k 1000 Play Street • \$20k Australia Day • \$4k Sustainability festival (joint with AlburyCity) • \$30k Food and Wine MOU • \$120k CoCreate activation events in the cultural precinct. • \$15k Senior week program • \$11k NYE MOU • \$33k Carols by Candlelight • \$34.5k Xmas Lighting • \$4k Gold Cup VIP • \$4k Civic events / opening events • \$13k ANZAC day • \$3k Pizza oven • \$10k NAIDOC
029 Bonegilla Migrant Experience	203 – Salaries 210 – Oncost	Increase in staffing hours to support additional operating hours, offset by increase in income.
	438 – Events and Festivals	Increase due to 75 th Anniversary Event
030 Arts development	203 – Salaries 210 – Oncost	Increase due to EBA and banding increments
	438 – Events & Festivals	Increase expenditure for Indigenous and Heritage projects and Projector programming
	552 - Contributions	One off contribution to Fruit Flying Foundation to support Borderville event.

Business Unit	Account	Commentary
		Prior year one off contribution towards Rotary Peace Bell
028 Tourism	554 - Memberships	Murray River Tourism annual membership no longer paid through Albury City
037 Event Attraction	505 – Events & Festivals	Support for major events and drive visitation campaigns

012 -The Cube Wodonga

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	230,200	98,000	173,400
096 - Costs Recovered	101,315	104,994	101,315
098 - Sale Of Goods	500	20,500	500
102 - Leases	30,000	0	25,000
132 - Grant Recurrent	80,000	80,000	80,000
Total Income	442,015	303,494	380,215
<u>Expenses</u>			
203 - Salaries	525,039	525,039	504,859
210 - Oncost	84,462	84,462	81,120
250 - Uniforms	500	500	500
260 - Travel & Accommodation	3,000	3,000	3,000
305 - Information Technology	37,800	37,800	37,800
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	1,000	1,400
365 - Journals & Manuals	450	450	450
367 - Licences	1,200	4,097	1,200
375 - Materials	10,200	6,000	10,200
376 - Contractors	63,000	108,003	73,000
380 - Utilities	85,000	50,000	65,000
383 - Security	5,000	5,000	5,000
385 - Cleaning	53,060	43,060	53,060
390 - Insurance	22,830	22,830	24,430
394 - Plant Hire - External	8,000	6,000	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	16,188	13,500
464 - Equipment	12,000	12,000	12,000
466 - Maintenance	26,000	26,000	26,000
475 - Rates Water	5,500	5,500	5,500
480 - Stock	20,000	10,000	15,000
554 - Memberships	2,180	2,180	2,180
Total Expenses	1,073,238	1,062,226	1,036,316
Net Surplus / (Loss)	(631,223)	(758,732)	(656,101)

027 - Events Program

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	2,100	2,100	2,100
096 - Costs Recovered	1,000	1,000	1,000
132 - Grant Recurrent	5,000	5,000	5,000
172 - Contributions	8,200	34,750	8,200
Total Income	16,300	42,850	16,300
<u>Expenses</u>			
203 - Salaries	251,586	251,586	261,192
210 - Oncost	40,657	40,657	41,845
255 - Vehicle Expense	11,820	11,820	11,820
260 - Travel & Accommodation	1,200	1,200	1,200
305 - Information Technology	16,500	16,500	16,500
310 - Payroll / Personnel	3,930	3,930	3,930
315 - Internal Rent	6,030	6,030	7,290
320 - Photocopying - Internal	1,980	1,980	1,980
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	4,100	4,100	5,500
370 - Presentations & Gifts	500	500	500
380 - Utilities	1,800	1,800	1,800
390 - Insurance	3,800	3,800	4,070
395 - Miscellaneous Expenses	200	200	0
438 - Events & Festivals	292,500	201,241	313,500
440 - Food & Drink	3,000	3,000	3,000
464 - Equipment	6,000	6,000	6,000
Total Expenses	666,783	575,524	701,307
Net Surplus / (Loss)	(650,483)	(532,674)	(685,007)

029 - Bonegilla Migrant Experience

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	9,000	22,500	37,000
077 - Rent	3,800	3,800	4,700
098 - Sale Of Goods	30,500	28,500	33,000
102 - Leases	11,175	11,175	17,000
110 - Miscellaneous	2,000	2,000	500
Total Income	56,475	67,975	92,200
<u>Expenses</u>			
203 - Salaries	102,944	185,822	198,009
210 - Oncost	16,450	16,450	31,563
250 - Uniforms	500	500	500
255 - Vehicle Expense	9,760	9,760	9,760
260 - Travel & Accommodation	1,500	0	1,500
305 - Information Technology	18,200	18,200	18,200
310 - Payroll / Personnel	1,900	1,900	1,900
320 - Photocopying - Internal	600	600	600
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	758
375 - Materials	500	500	500
380 - Utilities	11,275	13,275	13,275
383 - Security	2,059	2,059	2,100
385 - Cleaning	13,675	18,675	16,073
390 - Insurance	10,750	10,750	11,510
395 - Miscellaneous Expenses	500	500	500
400 - Consultancy	0	30,000	0
405 - Bank / Govt Fees	720	720	720
438 - Events & Festivals	6,000	6,000	36,000
440 - Food & Drink	1,000	1,000	1,000
461 - Contract Payments External	32,231	37,231	37,826
464 - Equipment	5,000	5,000	5,000
466 - Maintenance	33,000	78,000	83,000
478 - Fire Services Levy	925	925	0
480 - Stock	26,400	26,400	26,400
554 - Memberships	350	350	350
Total Expenses	308,358	476,735	508,404
Net Surplus / (Loss)	(251,882)	(408,759)	(416,204)

030 - Arts Development

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE
Business Unit: 030 - Arts Development
As at March, 2022


	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
Income			
Total Income	0	0	0
Expenses			
203 - Salaries	92,377	75,612	88,740
210 - Oncost	14,951	13,590	14,253
260 - Travel & Accommodation	1,200	0	1,200
305 - Information Technology	10,400	10,400	5,200
310 - Payroll / Personnel	880	880	880
315 - Internal Rent	1,260	1,260	1,260
320 - Photocopying - Internal	900	900	900
330 - Financial Services	8,410	8,410	8,410
352 - Telephone - External	1,500	1,500	1,500
358 - Rent External	15,525	15,525	15,525
375 - Materials	500	500	500
390 - Insurance	3,290	3,290	3,530
394 - Plant Hire - External	1,000	1,000	1,000
395 - Miscellaneous Expenses	100	100	100
402 - Contributions Expenditure	23,500	23,500	23,500
438 - Events & Festivals	22,000	22,000	27,000
440 - Food & Drink	2,000	1,000	2,000
464 - Equipment	1,000	1,000	1,000
552 - Contributions	30,000	30,000	20,000
554 - Memberships	1,000	1,000	1,000
Total Expenses	231,793	211,467	217,498
Net Surplus / (Loss)	(231,793)	(211,467)	(217,498)

028 – Tourism

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 028 - Tourism
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
358 - Rent External	4,000	4,000	4,000
390 - Insurance	2,090	2,090	2,240
400 - Consultancy	0	0	35,000
434 - Marketing / Promotion	85,000	102,000	85,000
438 - Events & Festivals	11,000	11,000	11,000
461 - Contract Payments External	182,700	182,700	168,196
554 - Memberships	0	0	25,926
<i>Total Expenses</i>	284,790	301,790	331,362
Net Surplus / (Loss)	(284,790)	(301,790)	(331,362)

037 – Event Attraction

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	9,600	9,600	9,600
132 - Grant Recurrent	0	25,792	0
Total Income	9,600	35,392	9,600
<u>Expenses</u>			
203 - Salaries	78,391	78,391	80,167
210 - Oncost	12,640	12,640	12,830
260 - Travel & Accommodation	500	500	500
305 - Information Technology	5,900	5,900	5,900
310 - Payroll / Personnel	880	880	880
315 - Internal Rent	2,700	2,700	2,050
320 - Photocopying - Internal	100	100	100
330 - Financial Services	2,050	2,050	2,050
390 - Insurance	1,030	1,030	1,110
438 - Events & Festivals	53,000	48,792	53,000
461 - Contract Payments External	3,000	3,000	3,000
Total Expenses	160,191	155,983	161,587
Net Surplus / (Loss)	(150,591)	(120,591)	(151,987)

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 preschools.

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 Belgrade Childrens Centre – upgraded to two unit kindergarten with capacity for an additional 66 children.
- Implementation of School Readiness Funding (SRF) model including Access to Early Learning in SRF
- New manager in role following Nola Bales' resignation

Maternal and Child Health (MCH)

- There were 276 birth notices for July – Sept 21. This extrapolates to 552 for the financial year – this is below average. In 2020-2021 580 birth notifications were received.
- Ongoing MCH funding of \$89 421 has been provided for the state-wide MCH Sleep and Settling Program.
- Completion of training in Aboriginal Cultural Awareness (20 hours per person) and Sleep and Settling (20 hours per person)
- 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. Remote outreach was provided during COVID pandemic.
- Access to Early Learning supported 16 children to engage in preschool in 2021. Remote learning and outreach completed at times as required during COVID

Enhanced Maternal and Child Health (EMCH)

- EMCH reached full-allocation of staged approach increased Department of Health funding to provide 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 2377 hours of service to vulnerable families in the first half of 2021-2022 financial year.

Early Years Coordination

- Transition of staff under EBA to EEEA – ongoing salary increases in line with EEEA agreement throughout 2022.
- School readiness Funding implementation Year One complete, increased funding and associated staffing resources for 2022 and beyond.
- Aboriginal traineeship program – first trainee completing with ongoing employment planned.
- Universal 3 year old kindergarten planning and implementation – administrative process review

Preschools

- National Quality Framework - Rating and Assessment – ongoing review and preparation for next scheduled assessments
- Compliance visits completed for Felltimber Children's Centre (Dec 2021)
- Belgrade Ave Children's Centre expansion, opened as 2 unit preschool in Feb 2022.

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	The purpose of preschool is to engage children in quality learning experiences in a community and centre based environment. Preschool aims to give each child a broad and well-rounded experience by providing the opportunity to develop a diverse range of skills. These skills build

	confidence; enabling children to become effective and engaged learners that will carry them forward into school work and life. To work with other service providers to improve children's early experience of school by sharing information and approaches that ensures a smooth and seamless transition to school. Preschool is operated on six sites – Baranduda Community Centre, Belgrade Children's Centre, Felltimber Children's Centre, Jamieson Court Children's Centre, Southern Rise Children's Centre and Stanley St Children's Centre. Preschool is funded by DET.
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 Mungabareena Aboriginal Corporation and the Flexible Learning centre. This program is funded under a Memorandum of Understanding between DH and Local Government.
348 Early home learning study	<i>Access to Early Learning</i> (AEL) provides support to three-year-old children in kindergarten to enrol and engage with preschool and provides in home educational support. It is fully funded by the Department of Education and Training (DET). AEL is cost neutral to council.
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. It also provides administration assistance to the Portsea Camp.

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.

Business Unit	Account	Commentary
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 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 275 - Preschools
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	462,057	408,765	442,119
132 - Grant Recurrent	2,942,619	2,767,507	3,235,916
Total Income	3,404,676	3,176,272	3,678,035
<u>Expenses</u>			
203 - Salaries	2,388,453	2,190,776	2,643,499
210 - Oncost	385,468	359,341	427,891
250 - Uniforms	12,250	12,250	12,250
260 - Travel & Accommodation	8,800	8,800	5,000
280 - Medicals & Name Badges	5,625	5,625	0
305 - Information Technology	67,700	67,700	67,700
310 - Payroll / Personnel	16,110	16,110	16,110
315 - Internal Rent	138,564	138,564	148,396
320 - Photocopying - Internal	6,000	6,000	6,000
325 - Tip Fees Internal	400	400	0
330 - Financial Services	20,030	20,030	20,030
352 - Telephone - External	11,500	11,500	11,500
360 - Printing & Stationery	3,000	3,000	3,000
365 - Journals & Manuals	2,000	2,000	2,000
375 - Materials	34,560	34,560	34,560
380 - Utilities	25,000	25,000	15,000
383 - Security	2,744	2,744	4,700
385 - Cleaning	134,000	121,000	113,280
390 - Insurance	30,050	30,050	32,450
405 - Bank / Govt Fees	800	800	800
420 - Strategy, Plans and Programs	0	16,802	0
440 - Food & Drink	33,000	33,000	33,000
464 - Equipment	45,000	53,400	48,000
466 - Maintenance	20,000	20,000	20,000
475 - Rates Water	5,000	5,000	5,000
554 - Memberships	7,800	7,800	7,800
Total Expenses	3,403,855	3,192,253	3,677,966
Net Surplus / (Loss)	821	(15,981)	69

341 - School Readiness

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
132 - Grant Recurrent	512,442	512,442	640,255
Total Income	512,442	512,442	640,255
<u>Expenses</u>			
203 - Salaries	350,039	350,039	397,270
210 - Oncost	56,693	56,693	64,352
250 - Uniforms	0	0	400
255 - Vehicle Expense	0	0	8,560
260 - Travel & Accommodation	0	0	1,500
352 - Telephone - External	0	0	1,000
375 - Materials	0	0	9,000
420 - Strategy, Plans and Programs	0	0	135,643
461 - Contract Payments External	105,710	174,890	21,430
464 - Equipment	0	0	1,100
Total Expenses	512,442	581,622	640,255
Net Surplus / (Loss)	(0)	(69,180)	(0)

345 - Enhanced Maternal and Child Health

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
132 - Grant Recurrent	390,034	511,323	512,791
Total Income	390,034	511,323	512,791
<u>Expenses</u>			
203 - Salaries	270,229	343,970	368,071
210 - Oncost	41,128	41,128	57,920
250 - Uniforms	800	800	800
255 - Vehicle Expense	25,860	25,860	25,680
260 - Travel & Accommodation	1,600	1,600	2,500
305 - Information Technology	17,000	17,000	17,000
310 - Payroll / Personnel	2,200	2,200	2,200
315 - Internal Rent	6,480	6,480	6,480
320 - Photocopying - Internal	500	500	500
330 - Financial Services	4,100	4,100	4,100
352 - Telephone - External	2,000	2,000	2,000
355 - Advertising	200	200	0
375 - Materials	500	500	4,500
380 - Utilities	753	753	750
385 - Cleaning	3,360	3,360	3,360
390 - Insurance	4,130	4,130	4,419
461 - Contract Payments External	7,744	447,069	11,760
464 - Equipment	1,000	1,000	1,000
475 - Rates Water	450	450	500
Total Expenses	390,034	903,100	513,540
Net Surplus / (Loss)	(0)	(391,777)	(749)

347 - Maternal & Child Health

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
132 - Grant Recurrent	441,069	491,339	445,269
Total Income	441,069	491,339	445,269
<u>Expenses</u>			
203 - Salaries	671,439	721,709	716,632
210 - Oncost	103,370	103,370	108,817
250 - Uniforms	1,500	1,500	0
255 - Vehicle Expense	25,860	25,860	17,120
260 - Travel & Accommodation	3,000	3,000	0
305 - Information Technology	31,200	31,200	31,200
310 - Payroll / Personnel	4,500	4,500	4,500
315 - Internal Rent	29,626	29,626	29,626
320 - Photocopying - Internal	2,000	2,000	2,000
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	300
375 - Materials	5,000	5,000	5,000
380 - Utilities	4,000	4,000	2,500
383 - Security	885	885	1,000
385 - Cleaning	27,123	27,123	24,000
390 - Insurance	8,200	8,200	8,780
395 - Miscellaneous Expenses	1,000	1,000	1,000
420 - Strategy, Plans and Programs	0	23,903	0
440 - Food & Drink	2,000	2,000	2,000
461 - Contract Payments External	7,000	7,000	7,000
464 - Equipment	3,500	3,500	3,500
466 - Maintenance	1,000	1,000	1,000
475 - Rates Water	2,016	2,016	500
554 - Memberships	1,000	1,000	0
Total Expenses	958,619	1,032,792	989,575
Net Surplus / (Loss)	(517,550)	(541,453)	(544,306)

348 - Early Home Learning Study

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
132 - Grant Recurrent	271,538	273,888	279,358
Total Income	271,538	273,888	279,358
<u>Expenses</u>			
203 - Salaries	163,436	163,436	166,805
210 - Oncost	25,137	25,137	25,890
250 - Uniforms	800	800	800
255 - Vehicle Expense	17,820	17,820	26,320
260 - Travel & Accommodation	1,000	1,000	1,000
305 - Information Technology	17,500	17,500	17,500
310 - Payroll / Personnel	2,200	2,200	2,200
315 - Internal Rent	6,764	6,764	6,764
320 - Photocopying - Internal	1,000	1,000	1,000
330 - Financial Services	4,200	4,200	4,200
352 - Telephone - External	2,500	2,500	2,000
355 - Advertising	200	200	0
358 - Rent External	4,000	4,000	4,000
360 - Printing & Stationery	1,000	1,000	700
375 - Materials	2,000	2,000	3,500
380 - Utilities	1,472	1,472	1,000
385 - Cleaning	5,410	5,410	2,250
390 - Insurance	4,130	4,130	4,420
420 - Strategy, Plans and Programs	4,320	166,322	4,000
440 - Food & Drink	4,000	4,000	4,000
464 - Equipment	2,000	2,000	2,000
475 - Rates Water	300	300	0
554 - Memberships	350	350	0
Total Expenses	271,538	433,540	280,349
Net Surplus / (Loss)	(0)	(159,652)	(991)

365 - Early Years Co-Ordination

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
096 - Costs Recovered	3,750	0	0
132 - Grant Recurrent	91,850	128,240	136,388
136 - Grant Appropriation	0	0	20,928
Total Income	95,600	128,240	157,316
<u>Expenses</u>			
203 - Salaries	201,695	231,742	246,110
210 - Oncost	32,284	38,491	39,389
260 - Travel & Accommodation	1,500	1,500	1,500
305 - Information Technology	11,100	11,100	11,100
310 - Payroll / Personnel	880	880	880
315 - Internal Rent	2,520	2,520	3,780
320 - Photocopying - Internal	3,000	3,000	3,000
330 - Financial Services	4,410	4,410	4,410
352 - Telephone - External	1,800	1,800	1,500
375 - Materials	1,200	1,200	1,000
390 - Insurance	2,000	2,000	2,140
395 - Miscellaneous Expenses	250	386	250
438 - Events & Festivals	11,700	10,950	11,700
440 - Food & Drink	800	800	800
Total Expenses	275,139	310,779	327,558
Net Surplus / (Loss)	(179,539)	(182,539)	(170,242)

Planning and Infrastructure

Directorate – Planning and Infrastructure

MISSION

To provide timely, consistent and professional statutory and strategic responses to city planning, planning and implementing infrastructure and public amenity projects and maintaining the city's built and natural assets in association with other units within the organisation for the benefit of the community. The directorate also has carriage of the sustainability task to ensure the council's compliance of its obligations with regard to climate change.

The directorate is made up by the units of infrastructure & projects, planning & building, outdoor operations and environment & community protection and sustainability.

VALUES

Trust, Respect, Integrity, Learning.

RECENT ACHIEVEMENTS

The planning and infrastructure directorate continues to advance the policies, strategies and capital investment and asset renewal programs of the council. Since 1 July 2021, it has also formally held the responsibility of the sustainability task for the council.

Despite the challenges posed by COVID-19, related challenges posed by labour and material shortages, the directorate still managed to commence, progress and complete a range of projects, the more significant being:

Planning & Building

- In the 2021 calendar year, the building team approved approximately 1200 building permits, an increase in activity of approximately 35% over 2020;
- Over \$225 million of building work (an increase of approximately 30%) was approved in 2021.
- The registration and inspections of swimming pools and spas continued;
- In the 2021 calendar year, the statutory planning team received and processed approximately \$300 million worth of planning application, an increase of almost 250% over the corresponding period in 2020;
- The statutory planning team also assisted in producing approximately 1150 residential lots during 2021, an increase of some 18% over 2020;
- The strategic planning team significantly progressed the Open Space Strategy; the Albury Wodonga Integrated Transport Strategy and completed a number of planning scheme amendments and review, assessment and approval of various development plans; and
- Reviewed the Wodonga Planning Scheme.

Infrastructure & Projects

- The unit successfully delivered the majority of the (infrastructure) capital budget;
- The more significant infrastructure projects delivered during 2021/2022 included, but were not limited to:
 - Baranduda Fields Stage 1 (ongoing),
 - Murray River Walking Trail,
 - Burraja Refurbishment,

- High Country Rail Trail,
- Martin Park Pavilion,
- Kelly Park Pavilion,
- Birallee Park Pump Track,
- Belgrade Avenue Preschool Refurbishment
- Successfully delivered the road, footpath and building renewal programs;

Outdoor Operations

- Maintained and improved 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 road maintenance activities 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 three or four significant rain event mid-way through the financial year, and made significant improvements to council's piped and open stormwater systems.

Environment & Community Protection

- Undertook significant safety upgrade works to the skip loading bays at the Waste Transfer Station and improved worked practices to enhance safety of staff and visitors to the facility;
- Completed a number of sub-plans for the Municipal Emergency Management Plan;
- Was responsible for the successful enactment of the Council's Pandemic Plan which was largely limited to the COVID-19 pandemic;
- Commenced the review and rewrite of the tender documentation for the combined-council's Kerbside Waste Collection Service, due for commencement in July 2024;
- Successfully partnered with the Albury City Council to provide and manage an animal pound service to the city;
- Commenced a formal review of the Domestic Animal Management Plan; and
- Drafted a new Domestic Wastewater Management Plan.

Sustainability

- The Climate Change Policy was reviewed and adopted by the Council;
- Significant work has commenced on both the Sustainability Strategy as well as the Climate Change Adaptation Action Plan (CCAAP) with both projects nearing completion in draft form and being readied for public consultation;
- The council converted to the multi-council VECO project, benefitting from a renewable ene5rgy supply contract which effectively reduces the council's greenhouse gas emissions by approximately 80%;
- The unit continues to implement and monitor the Single Use Plastic Policy with Albury Council;
- The sustainability task was significantly enhanced with a Working for Victoria resource during the pandemic period, managing to undertake a number of operational projects.

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 concluded a significant 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 assess 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 2024;
- Investigate efficiency gains and service provision improvements at the Waste Transfer Station; and
- Investigate the provision of a glass collection/recycling opportunity at the Waste Transfer Station.

Environmental Sustainability

- Embed sustainability and address climate change as "business as usual" across all units of council;
- Review and prepare the Sustainability Strategy 2021-2026;
- Review and prepare 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.

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; • 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.
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BUDGET VARIANCE ANALYSIS

Business Unit	Account	Commentary
050 Infrastructure and planning management	400 – Consultancy	Consisting of - \$20k general provision and \$30k Strategic planning
	425 - Legal	General provision

050 - Infrastructure and Planning Management

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	209,916	209,916	213,061
210 - Oncost	34,039	34,039	34,549
260 - Travel & Accommodation	1,000	1,000	1,000
305 - Information Technology	5,700	5,700	5,700
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	2,000	2,000	1,600
390 - Insurance	2,090	2,090	2,240
395 - Miscellaneous Expenses	1,200	1,200	1,200
400 - Consultancy	190,000	190,000	50,000
402 - Contributions Expenditure	0	2,400	0
425 - Legal	5,000	5,000	5,000
440 - Food & Drink	500	500	500
461 - Contract Payments External	0	0	5,000
554 - Memberships	400	400	0
<i>Total Expenses</i>	461,352	463,752	329,356
Net Surplus / (Loss)	(461,352)	(463,752)	(329,356)

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), Murray River Walking Trail, Burraja Refurbishment, High Country Rail Trail, Martin Park Pavilion, Kelly Park Pavilion, Birallee Park Pump Track, Belgrade Avenue Preschool Refurbishment

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	Department restructure including increase due to EBA and banding increments.
	380 - Utilities 466 – Maintenance	Decrease in utilities costs is related to the LED street lighting project where lights throughout the public lighting network have been replaced with energy efficient LED's.

058 - Projects and Design

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 058 - Projects and Design
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 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	950,808	950,808	1,028,848
210 - Oncost	155,132	155,132	167,090
250 - Uniforms	1,000	1,000	1,500
255 - Vehicle Expense	56,284	56,284	55,600
260 - Travel & Accommodation	2,000	2,000	1,500
270 - Fringe Benefits Tax	7,140	7,140	7,140
305 - Information Technology	59,800	59,800	59,800
310 - Payroll / Personnel	9,770	9,770	9,770
315 - Internal Rent	27,939	27,939	27,939
320 - Photocopying - Internal	3,000	3,000	3,000
330 - Financial Services	21,830	21,830	21,830
352 - Telephone - External	3,500	3,500	2,500
360 - Printing & Stationery	200	200	0
380 - Utilities	810,000	810,000	750,000
390 - Insurance	16,890	16,890	18,080
400 - Consultancy	0	156,882	0
440 - Food & Drink	200	200	200
464 - Equipment	1,000	1,000	1,000
466 - Maintenance	25,000	25,000	30,000
560 - Transfer To Reserves	200,000	200,000	200,000
Total Expenses	2,351,493	2,508,375	2,385,797
Net Surplus / (Loss)	(1,901,493)	(2,058,375)	(1,935,797)

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

- Approved 699 building permits in Wodonga, 175 elsewhere in Victoria and 179 in NSW in the 2021 calendar year. This represents an increase of 17% on permits issued in 2020 and a 32% increase compared to 2019.
- Over \$223m of building work was approved within the city in 2021.
- Implementation of a fully electronic mobile inspection service.
- Implementation and maintenance of the mandatory swimming pool registration and inspection regime.
- The registration of over 2,500 swimming pools into the new pool register.

Strategic Planning

- Approval of Development Plans: Lot 33 Castle Creek Road (DPO2); Lot A Lot 1 North Leneva (DPO19)
- Completion of Planning Scheme Amendments: C133 Corrections of irregularities and anomalies; C134 Planning Policy Framework Translation; C135 Riverside Estate; C136 Victory Lutheran College; C137 Minor Technical Amendment;
- Completion of Strategic Projects: Heritage Study; Review of Environmental Planning Controls; Review of Resources for Management of Wodonga's Environmental Estate; Planning Scheme Review
- Welcoming of new team members: two Strategic Planners and a Natural Resources Planner

Statutory Planning

- 197 planning permits issued in the 2021 calendar year.
- 414 new lots released in the 2021 calendar year.
- Estimated value of works assessed over \$300 million.
- 256 per cent growth in the estimated value of buildings and works assessed – 2021 compared to 2020.
- First Leneva Baranduda PSP subdivision permit granted (600-lots on Beechworth-Wodonga Road and first stage certified)
- 350-lot subdivision permit granted for Avalon Park, Baranduda
- 100-unit retirement village permit granted in PSP on Ellen McDonald Drive, Baranduda
- CBA multi-premise commercial development granted on Jack Hoare Way, Wodonga

- Developed and launched a new module in Pathway for non-statutory applications relating to covenant variations, building envelope variations, and Section 173 Agreements that will allow better tracking and processing of these applications.

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.
- Succession planning needed to ensure continued capability to service community demands.

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	The unit consists of seven FTEs. Increase due to EBA and banding increments.
	400 – Consultancy	General provision for the assessment of complex planning permits \$15k. 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	Account	Commentary
		business unit, and legal representation for VCAT and Supreme Court appearances which tend to arise spontaneously.
055 Strategic planning	203 – Salaries 210 – Oncost	The unit consists of four FTEs and one casual employee, whose position is offset by a reduction in consultancy fees. Includes EBA and banding increments.
	425 - Legal	Legal costs associated with planning scheme amendments including legal representation at Planning Panels and an upcoming VCAT case to review the decision to refuse a Development Plan application.
	471 - Panel Costs & Fees	It is anticipated that there will be a requirement to fund up to two panels in the 2022-2023 year.
056 Building services	203 – Salaries 210 – Oncost 250 – Uniforms	Increase due to trainee Building Surveyor, offset by expected increase in income. Includes EBA and banding increments.
	554 – Memberships	Registrations in NSW x5, VIC x7, Victorian Municipal Building Surveyors Group x4, Australian Institute of Building Surveyors x4, Association of Accredited Certifiers x1.

054 - Statutory Planning

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	13,000	13,000	10,459
081 - Fees Permits	250,000	250,000	265,970
096 - Costs Recovered	28,500	28,500	21,342
Total Income	291,500	291,500	297,771
<u>Expenses</u>			
203 - Salaries	644,636	644,636	713,865
210 - Oncost	104,145	104,145	114,551
245 - Staff Allowances	650	650	0
250 - Uniforms	1,500	1,500	1,050
255 - Vehicle Expense	10,680	10,680	10,080
260 - Travel & Accommodation	2,000	2,000	2,000
280 - Medicals & Name Badges	0	0	50
305 - Information Technology	32,200	32,200	32,200
310 - Payroll / Personnel	3,470	3,470	3,470
315 - Internal Rent	7,560	7,560	7,560
320 - Photocopying - Internal	1,500	1,500	1,500
330 - Financial Services	8,410	8,410	8,410
352 - Telephone - External	180	180	600
360 - Printing & Stationery	0	0	500
365 - Journals & Manuals	1,200	1,200	1,200
390 - Insurance	5,280	5,280	5,650
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	2,000	2,000	8,760
Total Expenses	873,411	873,411	959,446
Net Surplus / (Loss)	(581,911)	(581,911)	(661,675)

055 - Strategic Planning

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	3,380	3,380	6,860
Total Income	3,380	3,380	6,860
<u>Expenses</u>			
203 - Salaries	409,003	409,003	466,447
210 - Oncost	65,606	65,606	74,761
250 - Uniforms	200	200	600
260 - Travel & Accommodation	500	500	1,600
280 - Medicals & Name Badges	0	0	50
305 - Information Technology	22,800	22,800	22,800
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	2,000
330 - Financial Services	6,360	6,360	6,360
352 - Telephone - External	200	200	1,300
360 - Printing & Stationery	2,000	2,000	1,000
390 - Insurance	8,100	8,100	8,670
400 - Consultancy	0	324,719	100,000
402 - Contributions Expenditure	10,000	20,000	0
425 - Legal	20,000	20,000	20,000
440 - Food & Drink	500	500	500
471 - Panel Costs & Fees	40,000	40,000	40,000
554 - Memberships	6,100	6,100	5,740
Total Expenses	603,108	937,827	761,567
Net Surplus / (Loss)	(599,728)	(934,447)	(754,707)

056 - Building Services

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
062 - External	116,900	116,900	80,000
079 - Fees Certificates	27,500	27,500	31,000
082 - Fees Inspection	882,000	882,000	990,000
083 - Fees Lodgement	140,000	140,000	165,500
132 - Grant Recurrent	0	0	75,000
Total Income	1,166,400	1,166,400	1,341,500
<u>Expenses</u>			
203 - Salaries	765,466	765,466	903,586
210 - Oncost	124,130	124,130	145,889
250 - Uniforms	3,000	3,000	2,000
255 - Vehicle Expense	41,280	41,280	38,700
260 - Travel & Accommodation	2,100	2,100	1,500
280 - Medicals & Name Badges	0	0	100
305 - Information Technology	38,400	38,400	38,400
310 - Payroll / Personnel	4,780	4,780	4,780
315 - Internal Rent	10,080	10,080	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	3,600
360 - Printing & Stationery	300	300	200
365 - Journals & Manuals	2,500	2,500	2,500
375 - Materials	250	250	200
390 - Insurance	7,220	7,220	7,730
395 - Miscellaneous Expenses	1,000	1,000	500
440 - Food & Drink	700	700	500
461 - Contract Payments External	0	38,568	0
554 - Memberships	14,000	14,000	14,620
Total Expenses	1,041,516	1,080,084	1,200,115
Net Surplus / (Loss)	124,884	86,316	141,385

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.
- Continue construction of retaining wall and rock beaching around Belvoir Park lake.

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.
- Aging workforce.
- 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	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. To offer horticultural advice and information as requested by council and our community. To provide quality sporting surfaces for active recreational casual users and user groups. To create civic pride and a sense of community ownership in the appearance of our parks, gardens and public open spaces.
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	Additional position due to increased requirements for Gateway Island. Additional position for noxious weeds coordinator. Includes EBA and banding increments.
	376 - Contractors	Increase due to additional requirements at Gateway Island and recognising operating expense from various projects
502 Outdoor Operations Management	203- Salaries 210-Oncost	Increase due to EBA and banding increments.
505 Roads Maintenance	358 - Rent External	Rent removed due to proposed purchase of Depot.
	081 - Fees Permits	Slight reduction in revenue based on current activity.
	132 - Grant Recurrent	75% of the 2022-2023 roads grant was prepaid in April 2022.
	203 - Salaries 201 – Oncost 376 - Contractors	Roads restructure, new role to follow up permits. Increased contractor expenses for: - \$150k Bridge Maintenance - \$100k Emergency Road Works - \$100k Flood Events – Drainage - \$150k Creek line works
506 Parks and Gardens	203 - Salaries 201 - Oncost	Addition of an Arborist assistant. Increase due to EBA and banding increments.
	375 – Materials 376 – Contractors	Includes increase from Operating Projects into regular operating program. Partially offset by recharging maintenance costs to LOGIC and Gateway Island.
513 Lake Hume Reserve		No material variances.
801 WRENS	122 - Interest Investments	Interest rate decreases, and lower WRENS investment balance over time

374 - Environment Lands

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
102 - Leases	26,400	26,400	26,000
132 - Grant Recurrent	0	10,529	10,000
Total Income	26,400	36,929	36,000
<u>Expenses</u>			
203 - Salaries	124,711	124,711	252,146
210 - Oncost	54,587	54,587	111,741
305 - Information Technology	5,700	5,700	5,700
310 - Payroll / Personnel	2,640	2,640	2,640
320 - Photocopying - Internal	50	50	50
330 - Financial Services	6,150	6,150	6,150
352 - Telephone - External	1,500	1,500	1,500
375 - Materials	39,265	39,265	40,000
376 - Contractors	237,543	248,072	388,000
377 - Plant & Equipment Hire	57,678	57,678	61,458
390 - Insurance	3,820	3,820	4,090
394 - Plant Hire - External	3,000	3,000	3,000
400 - Consultancy	0	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	2,000
Total Expenses	548,944	584,473	913,775
Net Surplus / (Loss)	(522,544)	(547,544)	(877,775)

502 – Outdoor Operations Management

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
096 - Costs Recovered	5,100	5,100	0
Total Income	5,100	5,100	0
<u>Expenses</u>			
203 - Salaries	539,562	539,562	549,258
210 - Oncost	86,571	86,571	88,235
250 - Uniforms	32,000	62,000	32,000
260 - Travel & Accommodation	3,500	3,500	3,500
305 - Information Technology	202,700	202,700	202,700
310 - Payroll / Personnel	42,330	42,330	42,330
320 - Photocopying - Internal	1,200	1,200	1,200
325 - Tip Fees Internal	10,200	10,200	0
330 - Financial Services	92,870	92,870	92,870
352 - Telephone - External	10,000	10,000	10,000
358 - Rent External	354,550	354,550	0
360 - Printing & Stationery	500	500	500
367 - Licences	7,200	7,200	10,000
375 - Materials	5,000	20,000	5,000
376 - Contractors	5,000	20,000	5,000
380 - Utilities	44,000	44,000	25,000
385 - Cleaning	22,000	22,000	22,000
390 - Insurance	66,220	66,220	70,860
440 - Food & Drink	1,500	1,500	1,500
Total Expenses	1,526,903	1,586,903	1,161,953
Net Surplus / (Loss)	(1,521,803)	(1,581,803)	(1,161,953)

505 - Roads Maintenance

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
081 - Fees Permits	130,000	130,000	120,000
132 - Grant Recurrent	353,303	1,094,079	188,225
Total Income	483,303	1,224,079	308,225
<u>Expenses</u>			
203 - Salaries	955,211	910,211	1,046,453
210 - Oncost	424,748	424,748	464,719
375 - Materials	450,000	382,000	450,000
376 - Contractors	510,000	408,000	1,010,000
377 - Plant & Equipment Hire	513,478	513,478	607,082
394 - Plant Hire - External	90,000	175,000	125,000
461 - Contract Payments External	(170,000)	(170,000)	(170,000)
464 - Equipment	10,000	10,000	8,000
Total Expenses	2,783,437	2,653,437	3,541,255
Net Surplus / (Loss)	(2,300,134)	(1,429,358)	(3,233,030)

506 - Parks & Gardens

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
057 - External Contracts	74,500	74,500	74,000
132 - Grant Recurrent	16,700	16,700	17,200
Total Income	91,200	91,200	91,200
<u>Expenses</u>			
203 - Salaries	1,881,529	1,798,529	2,050,151
210 - Oncost	828,987	858,987	907,884
255 - Vehicle Expense	64,027	64,027	64,975
375 - Materials	419,000	482,000	419,000
376 - Contractors	533,000	553,000	608,000
377 - Plant & Equipment Hire	1,136,288	1,136,288	1,160,308
394 - Plant Hire - External	8,000	78,000	8,000
464 - Equipment	7,700	12,700	7,700
475 - Rates Water	310,000	310,000	310,000
Total Expenses	5,188,531	5,293,531	5,536,018
Net Surplus / (Loss)	(5,097,331)	(5,202,331)	(5,444,818)

513 - Lake Hume Reserves

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 513 - Lake Hume Reserves
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
057 - External Contracts	41,000	41,000	42,000
Total Income	41,000	41,000	42,000
<u>Expenses</u>			
203 - Salaries	0	4,500	0
210 - Oncost	0	500	0
375 - Materials	10,000	10,000	10,000
376 - Contractors	20,000	5,000	5,000
380 - Utilities	2,200	2,200	0
383 - Security	29,400	29,400	29,400
385 - Cleaning	12,000	12,000	12,000
390 - Insurance	513	513	0
394 - Plant Hire - External	4,300	4,300	4,300
461 - Contract Payments External	0	10,000	10,000
Total Expenses	78,413	78,413	70,700
Net Surplus / (Loss)	(37,413)	(37,413)	(28,700)

801- WRENS

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 801 - WRENS
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
122 - Interest Investments	12,000	12,000	10,000
199 - Transfer From Reserves	291,989	291,989	289,426
Total Income	303,989	303,989	299,426
<u>Expenses</u>			
203 - Salaries	121,465	121,465	121,191
210 - Oncost	53,672	53,672	53,639
305 - Information Technology	5,700	5,700	5,700
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	25,000
376 - Contractors	35,007	35,007	35,000
377 - Plant & Equipment Hire	41,458	41,458	41,458
390 - Insurance	2,220	2,220	2,380
394 - Plant Hire - External	2,566	2,566	2,500
440 - Food & Drink	300	300	0
464 - Equipment	5,100	5,100	0
Total Expenses	303,989	303,989	298,368
Net Surplus / (Loss)	0	0	1,058

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

- 30% Increase of patronage through the transfer station as a result of Covid-19 restrictions.
- Maintained a less than 1% contamination from the Kerbside organic waste collection
- Wodonga was listed in the top 3 of the State under state reporting for contamination in kerbside waste services
- State Government announcement to implement a Victorian CDS model by 2023
- Recycle Victoria released the Circular economy policy which will see the introduction of a four-bin waste and recycling system
- Waste collection will become an essential service, with the establishment of a new authority to govern this

Environmental Health

- Continued the employment of a student Environmental Health Officer for 12 months
- Returned septic tank inspection program in-house
- Commenced development of a Domestic Waste Water Management Plan
- Exceeded national vaccination targets

Civic Services

- A reduced number of fire related infringements were issued
- Commenced development of a Domestic Animal Management Plan
- Pound service provider providing a good level of service with very few complaints
- Implementation of body worn cameras for enforcement officers resulting in reduced abusive behaviour

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

- Work toward embedding sustainability and addressing climate change as “business as usual” across all units
- Continue implementation of the Sustainability Strategy 2014-2020

- 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 towards the reduction of single use plastics within council operations.

BUSINESS PLANNING CONTEXT

Waste Management

- Numerous new items have been prohibited from landfill
- New requirements due to China Sword bans - eg future 4th bin for glass
- Likely changes due to introduction of CDS
- Extended the number of Public Place Recycling stations

Environmental Health

- Deal with Pandemic (COVID) implications
- 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 this role

Environmental Sustainability

- Work toward embedding sustainability as “business as usual” across all units
- Continue implementation of the Sustainability Strategy 2014- 2020
- 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	Increased for fee increase for pet registrations.
	076 - Fees General 081 – Fees Permits	Local Law fees and permits (eg advertising A- frames) anticipated to return pre COVID levels.
	096 – Costs recovered	Fines Vic recovery \$50k, Bylaws \$37k, Animal control \$6k.
	100 - Infringements	Fee unit based, so slight increase. 2022-2023 will see parking enforcement reintroduced.
	203 – Salaries 210 – Oncost	School Crossing supervisor award changes prescribe minimum shift.
	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 CPI
	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	Increase due to EBA and banding increments. WTS Site supervisor banding increase.
	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). Increased maintenance scheduling, gas bottle de-commissioning, audit actions for combustibles project.
	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	Project Officer position included.
	400 – Consultancy	Hovell Street Office Carpark Solar Investigation
378 Waste management	107 – Garbage charges	Bin charges and waste management levy reflect actual costs of waste services

Business Unit	Account	Commentary
	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. \$10k Kerbside reform planning via NEVRRG
	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.
	552 – Contributions	The North East Waste and Resource Recovery Group (NEWRRG) is now a state agency and contribution is no longer required.
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 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
072 - Fees Registrations	477,000	477,000	491,000
076 - Fees General	6,000	6,000	6,500
081 - Fees Permits	0	10,120	18,300
096 - Costs Recovered	122,000	75,500	93,000
098 - Sale Of Goods	7,500	7,500	5,000
100 - Infringements	79,000	89,000	92,500
132 - Grant Recurrent	139,000	149,500	142,000
Total Income	830,500	814,620	848,300
<u>Expenses</u>			
203 - Salaries	998,571	983,571	973,833
210 - Oncost	154,961	154,961	154,569
245 - Staff Allowances	15,000	25,000	30,000
250 - Uniforms	6,450	6,450	6,650
255 - Vehicle Expense	60,620	60,620	60,920
260 - Travel & Accommodation	3,500	1,500	3,500
305 - Information Technology	39,700	39,700	39,700
310 - Payroll / Personnel	20,900	20,900	20,900
315 - Internal Rent	7,560	7,560	7,560
320 - Photocopying - Internal	5,000	5,000	5,000
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	7,500	7,500	8,000
376 - Contractors	15,500	26,000	18,500
385 - Cleaning	500	500	0
390 - Insurance	12,320	12,320	13,190
395 - Miscellaneous Expenses	5,250	5,250	5,250
405 - Bank / Govt Fees	42,000	42,000	43,000
425 - Legal	82,200	45,200	86,200
440 - Food & Drink	2,300	2,300	3,800
461 - Contract Payments External	164,000	154,000	166,000
464 - Equipment	6,500	6,500	6,000
466 - Maintenance	4,500	1,500	4,500
554 - Memberships	5,000	3,000	3,500
Total Expenses	1,700,142	1,651,642	1,700,882
Net Surplus / (Loss)	(869,642)	(837,022)	(852,582)

190 - Waste Transfer Station

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
076 - Fees General	475,000	510,000	485,000
098 - Sale Of Goods	195,000	265,000	215,000
132 - Grant Recurrent	0	56,546	0
Total Income	670,000	831,546	700,000
<u>Expenses</u>			
203 - Salaries	620,358	605,358	684,270
210 - Oncost	94,894	94,894	107,560
245 - Staff Allowances	0	0	1,496
250 - Uniforms	2,700	2,700	2,700
255 - Vehicle Expense	11,200	11,200	10,240
305 - Information Technology	15,900	15,900	15,900
310 - Payroll / Personnel	5,410	5,410	5,410
320 - Photocopying - Internal	1,000	1,000	1,000
325 - Tip Fees Internal	(502,100)	(502,100)	(540,000)
330 - Financial Services	34,850	34,850	34,850
352 - Telephone - External	500	500	5,000
375 - Materials	7,000	23,000	7,000
376 - Contractors	10,000	10,000	10,000
377 - Plant & Equipment Hire	56,140	56,140	57,160
383 - Security	6,200	6,200	6,200
385 - Cleaning	25,500	25,500	25,500
390 - Insurance	8,290	8,290	8,880
394 - Plant Hire - External	25,000	42,000	25,000
405 - Bank / Govt Fees	940	940	940
440 - Food & Drink	500	500	500
461 - Contract Payments External	768,200	807,746	786,200
466 - Maintenance	40,000	40,000	40,000
Total Expenses	1,232,481	1,290,027	1,295,805
Net Surplus / (Loss)	(562,482)	(458,482)	(595,805)

192 – Emergency Management

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
132 - Grant Recurrent	80,000	33,200	93,000
Total Income	80,000	33,200	93,000
<u>Expenses</u>			
203 - Salaries	66,012	66,012	67,005
210 - Oncost	10,565	10,565	10,724
245 - Staff Allowances	20,856	20,856	22,464
250 - Uniforms	300	300	300
260 - Travel & Accommodation	1,200	1,200	1,200
305 - Information Technology	5,200	5,200	5,200
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	14,300	6,100
390 - Insurance	850	850	910
440 - Food & Drink	450	450	450
464 - Equipment	300	300	300
Total Expenses	117,443	125,643	120,263
Net Surplus / (Loss)	(37,443)	(92,443)	(27,263)

362 - Environmental Health

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
072 - Fees Registrations	142,000	167,000	143,000
081 - Fees Permits	2,500	2,500	5,500
096 - Costs Recovered	181,891	181,891	218,946
100 - Infringements	1,000	1,000	500
108 - Waste Water Levy	40,132	0	0
132 - Grant Recurrent	50,000	67,000	74,128
Total Income	417,523	419,391	442,074
<u>Expenses</u>			
203 - Salaries	628,158	719,173	688,965
210 - Oncost	101,022	101,022	110,627
245 - Staff Allowances	600	600	800
250 - Uniforms	1,400	1,400	1,400
255 - Vehicle Expense	38,012	38,012	44,600
260 - Travel & Accommodation	1,700	1,700	1,400
305 - Information Technology	39,700	39,700	39,700
310 - Payroll / Personnel	14,250	14,250	14,250
315 - Internal Rent	13,275	13,275	15,795
320 - Photocopying - Internal	5,265	5,265	5,265
330 - Financial Services	17,020	17,020	17,020
352 - Telephone - External	3,700	3,700	3,700
358 - Rent External	15,000	15,000	16,200
360 - Printing & Stationery	220	220	220
375 - Materials	6,300	6,300	4,100
376 - Contractors	72,832	12,287	38,700
385 - Cleaning	2,000	2,000	2,000
390 - Insurance	7,040	7,040	7,540
395 - Miscellaneous Expenses	1,600	1,600	1,580
400 - Consultancy	0	0	500
405 - Bank / Govt Fees	0	0	3,000
425 - Legal	3,000	3,000	3,000
440 - Food & Drink	1,150	1,150	1,150
464 - Equipment	11,800	13,800	17,000
480 - Stock	18,000	18,000	18,300
554 - Memberships	1,820	1,820	0
Total Expenses	1,004,865	1,037,335	1,056,812
Net Surplus / (Loss)	(587,342)	(617,944)	(614,738)

375 – Sustainability

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 375 - Sustainability
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
<i>Total Income</i>	0	0	0
<u>Expenses</u>			
203 - Salaries	117,402	117,402	191,490
210 - Oncost	18,942	18,942	30,647
250 - Uniforms	250	250	250
260 - Travel & Accommodation	1,000	1,000	500
305 - Information Technology	5,900	5,900	5,900
310 - Payroll / Personnel	590	590	590
315 - Internal Rent	1,260	1,260	1,260
320 - Photocopying - Internal	500	500	500
330 - Financial Services	7,380	7,380	7,380
352 - Telephone - External	700	700	350
375 - Materials	1,000	1,000	1,500
390 - Insurance	1,950	1,950	2,090
400 - Consultancy	0	65,263	20,000
440 - Food & Drink	2,500	2,500	1,500
461 - Contract Payments External	34,150	34,150	33,598
464 - Equipment	4,000	4,000	4,000
<i>Total Expenses</i>	197,524	262,787	301,554
Net Surplus / (Loss)	(197,524)	(262,787)	(301,554)

378 - Waste Management

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

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



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
107 - Garbage Charges	6,259,766	6,323,364	6,485,284
132 - Grant Recurrent	0	25,000	0
199 - Transfer From Reserves	104,064	104,064	104,064
Total Income	6,363,830	6,452,428	6,589,348
<u>Expenses</u>			
203 - Salaries	94,436	84,436	97,001
210 - Oncost	15,296	15,296	15,524
250 - Uniforms	250	250	250
260 - Travel & Accommodation	1,000	1,000	1,000
305 - Information Technology	5,200	5,200	5,200
310 - Payroll / Personnel	300	300	300
315 - Internal Rent	2,520	2,520	2,520
325 - Tip Fees Internal	460,000	460,000	505,000
330 - Financial Services	27,470	27,470	27,470
352 - Telephone - External	1,800	1,800	1,800
375 - Materials	250	250	250
376 - Contractors	35,000	25,000	25,000
390 - Insurance	35,760	35,760	38,270
395 - Miscellaneous Expenses	350	350	350
400 - Consultancy	0	25,490	0
405 - Bank / Govt Fees	4,064	4,064	4,064
425 - Legal	5,000	5,000	10,000
434 - Marketing / Promotion	2,000	2,000	2,000
440 - Food & Drink	300	300	300
461 - Contract Payments External	4,308,840	4,358,933	4,505,254
552 - Contributions	43,050	43,050	0
554 - Memberships	2,000	2,000	2,000
Total Expenses	5,044,885	5,100,468	5,243,553
Net Surplus / (Loss)	1,318,945	1,351,960	1,345,795

507 - Street Garbage

PROPOSED BUDGET 2022/23 OPERATING INCOME & EXPENDITURE

Business Unit: 507 - Street Garbage
As at March, 2022



	2021/22 Adopted Budget	2021/22 Revised Forecast	2022/23 Proposed Budget
<u>Income</u>			
096 - Costs Recovered	20,000	7,000	10,000
Total Income	20,000	7,000	10,000
<u>Expenses</u>			
203 - Salaries	256,423	236,423	235,523
210 - Oncost	37,850	37,850	34,601
250 - Uniforms	900	900	0
310 - Payroll / Personnel	1,760	1,760	1,760
325 - Tip Fees Internal	31,000	31,000	35,000
330 - Financial Services	5,330	5,330	5,330
352 - Telephone - External	200	200	200
375 - Materials	40,000	40,000	40,000
376 - Contractors	5,000	10,000	5,000
377 - Plant & Equipment Hire	220,764	220,764	204,660
390 - Insurance	4,240	4,240	4,540
461 - Contract Payments External	12,800	7,800	12,800
464 - Equipment	250	250	250
Total Expenses	616,517	596,517	579,663
Net Surplus / (Loss)	(596,517)	(589,517)	(569,663)

Waste Levy Reconciliation

	Reference Business unit	Note
\$1,345,795	378 Waste Management	
(\$595,805)	190 Waste Transfer Station	
(\$596,663)	507 Street Garbage	
(\$86,327)	194 Mgr Environment and Community Protection – 45% of manager costs are waste related	Included in Manager overheads
(\$67,000)	Litter in parks + Lake Hume, stormwater litter traps	Included in Parks and Lake Hume
\$0	Net waste related budgets	