

Strathbogie Shire Council

Draft Annual Budget Report

2023 - 2024

Acknowledgement of Country

Strathbogie Shire Council acknowledges the traditional custodians of the lands on which we strive, the peoples of the rivers and the hills of the Strathbogie Shire region who walked these lands for generations.

We pay our respects to the elders of the past, and the speakers of the first words, who lived in harmony with this country.

We acknowledge the elders of the present, who seek to regain their culture, and to teach the elders of the future their law, their history and their language.

We pay our respects to them and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

We honour their spirit – and the memory, culture, art and science of the world's oldest living culture through 60,000 years.

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Mayor's Message

Strathbogie Shire Council is pleased to release the 2023/2024 Budget, which maintains financial stability while recognising the challenging financial environment faced not only by our organisation but also the ongoing impacts of cost-of-living pressures being experienced by our community.



We recognise that inflation remains high, materials and labour remain in short supply and that there is still much to do to rebuild our infrastructure and buildings following the October 2022 flood. In preparing the 2023/2024 Budget, we have considered these factors alongside the need to ensure we continue to deliver a long term sustainable financial position.

Council and our administration have worked hard to minimise the increase to the overall rate base in recognition of the pressures faced by our community. I am pleased to announce that we have set the overall increase to our rate base at a 3 per cent increase for this new financial year. Our goal was to carefully consider our funding priorities to achieve an overall rate rise below the Fair Go Rates system rating cap set by the State Government of 3.5 per cent.

Waste collection and disposal charges will also rise by 3 per cent in recognition of the pressures faced by the waste sector in terms of fuel prices and increases in State Government landfill levies.

We acknowledge that the rate impact for individual properties will vary, as rates are calculated on the value of property as at January 1, 2023, which is the date set by the Valuer General for the 2023 general valuation. Any changes to an individual property's value, whether it be up or down, after this date will be reflected in future valuation cycles.

After a significant review of our services and funding priorities, I am confident that the overall rate base increase allows for the continued delivery of the Community Vision and strategies outlined in the 2021-25 Council Plan. Our budget maintains existing service levels while funding new initiatives and allocation of additional funds for the continued strategic renewal of Council's infrastructure and buildings.

The 2023/2024 Budget provides for operating expenditure of \$34.2 million on services with new initiatives including:

- funding dedicated to the repair of roads, bridges and culverts following the October 2022 flood event
- additional resources for our Operations team to support road, culvert and drainage repairs and maintenance
- scoping for traffic and parking management options in the Buckley Park precinct, Nagambie
- funding for a number of footpath projects and funding for the review of our Tracks and Trails Strategy to improve connectivity and physical activity across the Shire, and
- continued investment in our Streetscape improvement programs.

Once again, Council has set aside \$300,000 to fund a number of community projects under our Pitch My Project program. I want to thank the community for taking the time to submit project ideas – your submissions provide Council with insights as to what projects our community wants to see and how we can best be of service to our community.

The 2023/2024 Budget details the resources required over the next year to fund the over 100 different services we provide to our community. This Budget provides a significant amount for renewal of existing assets as well as the creation of new assets. Included in our 2023/24 Capital Works Program is:

- construction of Saleyard Road (Bank to Hovel Streets) Avenel
- upgraded construction standards for Weir Road/Reedy Lake Road Kirwans Bridge to mitigate future flood impacts
- upgrades to the Nagambie Locksley Road bridge
- drainage design for Shiffner Street, Violet Town
- relocation of the truck wash at the Euroa Saleyards, and
- continued investment in our swimming pools.

Council will continue to provide significant funding for renewal works on our ageing and outdated infrastructure, based on the requirements of the Road Management Plan whilst considering our financial constraints.

The 2023/2024 Budget provides for a \$12.71 million capital works program, together with \$3.49 million carried forward from 2022/2023. In addition to the four-year period covered by this Budget, Council's Long Term Financial Plan has been extended to cover a 10-year period which allows for a total expenditure on capital works over that period of \$92.21 million.

Council appreciates the input provided by the community over the past few months which has enabled us to create a budget that balances the need for investment in strategies and infrastructure with maintaining the current levels of service we provide to our community. I want to sincerely thank all who gave their time to participate in the 2023/24 Budget process and encourage you to provide feedback on this draft budget.

Have your say: Council invites members of the public to make a written submission on the Proposed Budget and Fees and Charges 2023-24. Submissions must be received by 5pm Wednesday, May 31, 2023. Council encourages submissions through:

- online at www.sharestrathbogie.vic.gov.au
- email to info@strathbogie.vic.gov.au. Or
- in writing to: Julie Salomon, Chief Executive Officer, Strathbogie Shire Council, PO Box 177 Euroa 3666.

Please also note that you may also ask for an opportunity to make a verbal presentation to Council in support of your written submission. You may also appoint someone to make this presentation on your behalf.

An Extraordinary Council Meeting has been set aside to submissions on the Proposed Budget and Fees and Charges on Tuesday 6 June 2023, commencing at 6pm in the Euroa Community Centre. The meeting will also be streamed online and people unable to attend in person may make their presentation to Council virtually.

I commend the 2023/24 Strathbogie Shire Council Budget to the community.



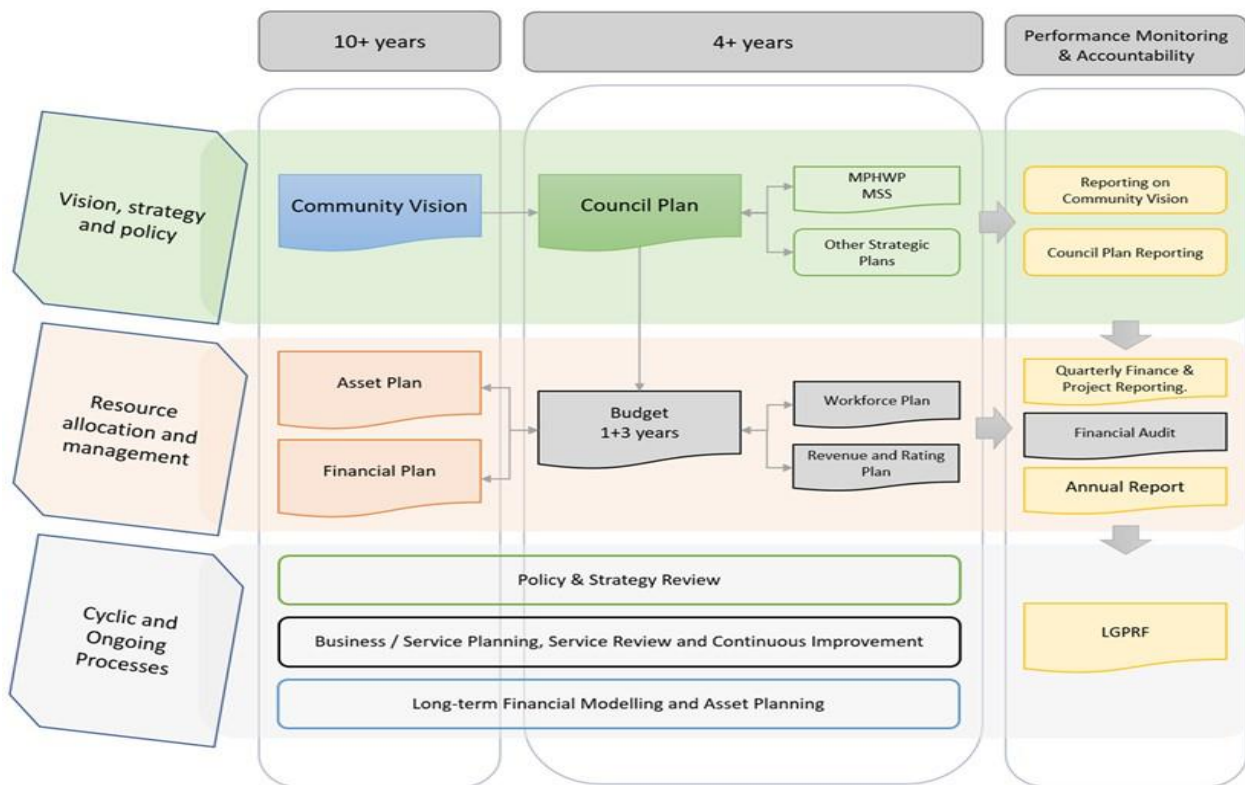
Cr Laura Binks
Mayor | Strathbogie Shire Council

1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Budget links to the achievement of the 2030 Community Vision and 2021-25 Council Plan, within an overall integrated strategic planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the 2021-25 Council Plan. The diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria. At each stage of the integrated strategic planning and reporting framework there are opportunities for community and stakeholder engagement and input. This is vital to ensure we are responding to community needs, while being transparent and accountable to our municipal community.



Source: Department of Jobs, Precincts and Regions

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

1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services, such as animal management, local roads, food safety and statutory planning, most of the services we provide are not legally mandated such as libraries, community development activities and sporting facilities. We also know that over time, the needs and expectations of communities will change. This means Council needs a robust framework in place to support continuous improvement and efficiency gains, supported by service planning and review, so that we achieve value for money while meeting community needs. We will continually engage with our community to determine how to prioritise resource allocation to services with meeting other responsibilities such as asset maintenance and capital works.

Community engagement to support the preparation of all key strategic planning documents will be guided by our Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our Vision

The Strathbogie Shire is a region of natural beauty with vibrant communities who are respectful, optimistic and inclusive. We have a strong sense of belonging and of our collective history. We care deeply for Country and First Nations people. We are bold. We embrace opportunities. We welcome you.

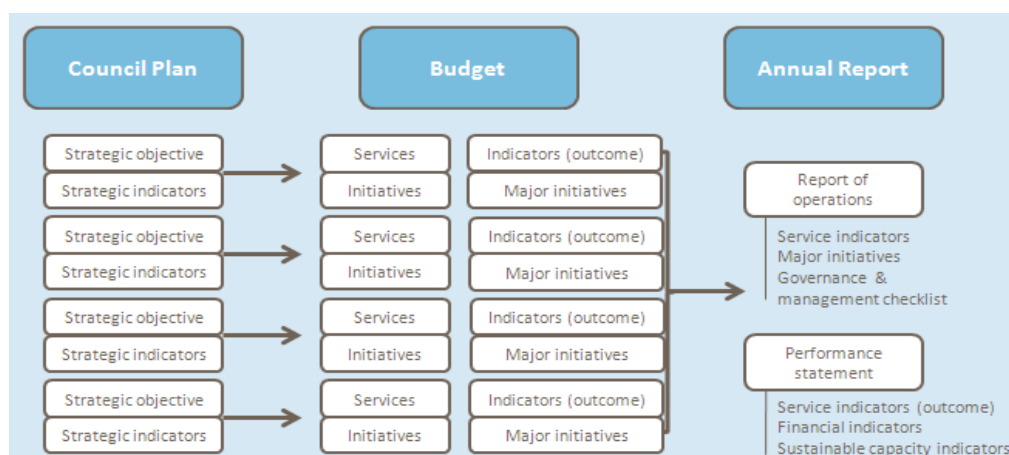
1.3 Strategic objectives

Following Strategic Focus Areas are major pillars of the 2021-25 Council Plan, which incorporates the 2030 Community Vision:

Strategic Objective	Description
1. Engage. Create. Unite	In the future we foster and support creative responses in the community.
2. Live. Access. Connect.	In the future our people and places are connected.
3. Protect. Enhance. Adapt.	In the future we consider Climate Change in everything we do.
4. Inclusive. Productive. Balanced.	In the future we involve the community in decisions that affect them.
5. Strong. Healthy. Safe.	In the future our communities are filled with happy, healthy people.
6. Accountable. Transparent. Responsible.	We will achieve the highest levels of good governance, responsive customer service, be accountable for the decisions we make, maximise public transparency, be financially responsible and embed gender equity principles in everything we do.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2023/24 financial year and how these will contribute to achieving the strategic objectives outlined in our 2021-25 Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. We are required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in our Annual Report to support public transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below:



Source: Department of Jobs, Precincts and Regions

2.1 Strategic Focus Area 1

Engage. Create. Unite.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Euroa Community Cinema	Euroa Community Cinema regularly screens a mix of mainstream, blockbuster and quality art-house movies.	<i>Inc</i>	5	35	35
		<i>Exp</i>	(28)	(59)	(66)
		<i>Surplus / (deficit)</i>	33	94	101
Communications & Engagement	Management of Council's communications and media and oversees the delivery of community engagement programs.	<i>Inc</i>	40	0	0
		<i>Exp</i>	(635)	(679)	(722)
		<i>Surplus / (deficit)</i>	675	679	722

Major Initiatives

- 1) Establish a joint consultative team with the Taungurung Land and Waters Council to review, monitor and provide feedback on the implementation of infrastructure projects.
- 2) Prepare and adopt a Social Inclusion Strategy which adopts an intersectionality approach to identify the guiding principles to promote equal rights and opportunities for everyone, redressing social and economic inequalities.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Art Centres and Libraries	Community Satisfaction Survey Rating - Art Centres and Libraries	67	70	71
Communications & Engagement	Community Satisfaction Survey Rating - Lobbying	51	54	56
Communications & Engagement	Community Satisfaction Survey Rating - Community Decisions	52	55	57
Governance	Community Satisfaction Survey Rating - Consultation and Engagement	52	55	57
Communications & Engagement	Community Satisfaction Survey Rating - Informing the Community	56	59	60
Community Planning	Meetings conducted with the eight Action Groups	One meeting per group	One meeting per group	Increase

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic Focus Area 2

Live. Access. Connect.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Asset management	Manages Council's assets, undertakes drainage and infrastructure studies and conditions assessments to inform ongoing asset management plans and capital works programs.	<i>Inc</i>	120	129	60
		<i>Exp</i>	(961)	(1,111)	(1,029)
		<i>Surplus/ (deficit)</i>	1,082	1,240	1,089
Operations (roads and maintenance)	Maintains Council roads, drains, parks, buildings and other Council assets.	<i>Inc</i>	5,974	4,015	4,575
		<i>Exp</i>	(5,712)	(5,825)	(6,363)
		<i>Surplus/ (deficit)</i>	11,687	9,840	10,938
Project design and delivery	Design and delivery of new community assets and major projects.	<i>Inc</i>	701	2,784	1,902
		<i>Exp</i>	(813)	(1,075)	(1,104)
		<i>Surplus/ (deficit)</i>	1,514	3,859	3,006
Procurement and tender oversight	Oversight of procurement and tender process for goods and services purchased by Council.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(110)	(115)	(120)
		<i>Surplus/ (deficit)</i>	110	115	120
Community Development	Coordination of activities promoting access and inclusion, committee of management support, community planning and other activities designed to strengthen communities.	<i>Inc</i>	8	1	20
		<i>Exp</i>	(406)	(599)	(633)
		<i>Surplus/ (deficit)</i>	414	600	653

Major Initiatives

- 1) Review and implement the Tracks and Trails Strategy to improve connectivity and physical activity across the municipality.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Roads	Condition - Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal).	92%	89%	86%
Roads and footpaths	Community Satisfaction Survey rating - local streets and footpaths	52	55	57
Communications & Engagement	Community Satisfaction Survey rating - lobbying	51	54	56
Project design and delivery	Percentage completion - projects delivered in capital expenditure budget	85%	85%	87%
Asset management	Infrastructure per head of municipal population	\$23,056	Increase	Increase
Asset management	Asset renewal and asset upgrade as a percentage of depreciation	108%	Increase	Increase
Communications & Engagement	Success of Top 5 asks in Council's Advocacy Ask document	Funding allocated by State and Federal Governments	Funding allocated by State and Federal Governments	Funding allocated by State and Federal Governments

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic Focus Area 3

Protect. Enhance. Adapt.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Waste management	Kerbside garbage and recycling collections, transfer station operations and waste management of public areas.	<i>Inc</i>	382	508	176
		<i>Exp</i>	(1,697)	(4,182)	(4,377)
		<i>Surplus/ (deficit)</i>	2,078	4,690	4,553
Resource recovery centres	Provides the community with hard rubbish collection services and a recovery shop.	<i>Inc</i>	224	190	170
		<i>Exp</i>	(354)	(344)	(392)
		<i>Surplus/ (deficit)</i>	578	534	562
Environmental education programs	Run education programs to minimise waste and promote reuse and recycling.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(47)	(50)	(52)
		<i>Surplus/ (deficit)</i>	47	50	52
Emergency management planning and response	Emergency management planning, fire prevention activities and flood risk planning and mitigation.	<i>Inc</i>	26	801	46
		<i>Exp</i>	(62)	(831)	(74)
		<i>Surplus/ (deficit)</i>	88	1,632	119

Major Initiatives

- 1) Prepare a planning scheme amendment to include an environmentally sustainable development policy that responds to climate change and minimises adverse environmental impacts created by new development.
- 2) Strengthen project scoping and design outcomes to maximise environmental benefit, including the management of stormwater to improve water quality.
- 3) Implement actions from the Domestic Wastewater Management Plan to support growth within existing townships and mitigate health risks from wastewater.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Waste management	Waste diversion - Kerbside collection waste diverted from landfill (percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill).	71%	72%	73%
Waste management	Contamination rate in our organics stream	2%	2%	2%
Environment	Community Satisfaction Survey rating - environmental sustainability	57	62	63
Environment	Delivery of progress report - Climate Change Action Plan Implementation	N/A	All actions to be delivered during 2022-23 delivered	All actions to be delivered during 2023-24 delivered

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic Focus Area 4

Inclusive. Productive. Balanced.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Project design and delivery	Design and delivery of new community assets and major projects.	<i>Inc</i>	701	2,784	1,902
		<i>Exp</i>	(813)	(1,075)	(1,104)
		<i>Surplus/ (deficit)</i>	1,514	3,859	3,006
Asset management	Manages Council's assets, undertakes drainage and infrastructure studies and conditions assessments to inform ongoing asset management plans and capital works programs.	<i>Inc</i>	120	129	60
		<i>Exp</i>	(961)	(1,111)	(1,029)
		<i>Surplus/ (deficit)</i>	1,082	1,240	1,089
Economic Development	Supports business development and strategic economic opportunities across the Shire.	<i>Inc</i>	624	622	630
		<i>Exp</i>	(646)	(920)	(687)
		<i>Surplus/ (deficit)</i>	1,270	1,541	1,317
Arts & Culture	Includes library services and a community cinema in Euroa.	<i>Inc</i>	0	104	0
		<i>Exp</i>	(50)	(71)	(71)
		<i>Surplus/ (deficit)</i>	50	175	71
Tourism and Events	Facilitates local events, promotes the Shire and supports local tourism bodies.	<i>Inc</i>	234	47	50
		<i>Exp</i>	(431)	(594)	(626)
		<i>Surplus/ (deficit)</i>	665	640	676
Customer Service	Delivers our frontline customer service response, VicRoads agency and management of customer requests.	<i>Inc</i>	1	1	1
		<i>Exp</i>	(277)	(274)	(281)
		<i>Surplus/ (deficit)</i>	278	276	283
Strategic and Statutory Planning	Provides strategic planning and statutory planning services (planning permit application processing).	<i>Inc</i>	616	792	484
		<i>Exp</i>	(951)	(1,353)	(1,320)
		<i>Surplus/ (deficit)</i>	1,567	2,144	1,804
Caravan parks	The Euroa Caravan Park is managed by private operators under a lease agreement.	<i>Inc</i>	142	120	94
		<i>Exp</i>	(19)	(121)	(31)
		<i>Surplus/ (deficit)</i>	161	241	125

Major Initiatives

- 1) Develop and adopt a Tourism and Events Strategy to broaden and diversify the calendar of events, with a focus on eco-tourism.
- 2) Upgrade of online and automated processes for approvals and permits through the Regional Digital Transformation Project in partnership with Benalla, Murrindindi and Mansfield Shire Councils.
- 3) Review the Avenel 2030 Strategy and Violet Town District Development Plan to guide future development while maintaining local character.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Libraries	Participation - Library membership (Percentage of the population that are registered library members)	18.87%	24%	24%
Tourism and Events	Community Satisfaction Survey rating - tourism development	61	64	65
Tourism and Events	Average monthly visitation to the Nagambie Lakes and Euroa Visitor Information Centres	300 per month	Increase	Increase
Statutory Planning	Planning applications decided within required timeframes (percentage of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits)	78.95%	80%	75%
Statutory Planning	Median number of days to decide on a planning permit application	44 days	Decrease	Decrease
Asset Management	Asset renewal and asset upgrade as a percentage of depreciation	107.16	Increase	Increase

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic Focus Area 5

Strong. Healthy. Safe.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Maternal and Child Health centres	Family outreach visiting and centre based maternal and child health services.	<i>Inc</i>	418	299	294
		<i>Exp</i>	(364)	(392)	(417)
		<i>Surplus/ (deficit)</i>	782	692	711
Youth services	Youth facilities and a range of recreation and education based youth activities. Programs include Freeza, National Youth Week and L2P driving experience program.	<i>Inc</i>	163	115	115
		<i>Exp</i>	(201)	(205)	(213)
		<i>Surplus/ (deficit)</i>	363	320	328
Frontline Customer Service	Delivers our frontline customer service response, VicRoads agency and management of customer requests.	<i>Inc</i>	1	1	1
		<i>Exp</i>	(277)	(274)	(281)
		<i>Surplus/ (deficit)</i>	278	276	283
Local Laws	Management of domestic animals though registration , education and enforcement. Processing of permit applications and enforcement of Council's Community Local Law.	<i>Inc</i>	306	332	284
		<i>Exp</i>	(806)	(982)	(975)
		<i>Surplus/ (deficit)</i>	1,112	1,314	1,258
Emergency management planning and response	Emergency management planning, fire prevention activities and flood risk planning and mitigation.	<i>Inc</i>	26	801	46
		<i>Exp</i>	(62)	(831)	(74)
		<i>Surplus/ (deficit)</i>	88	1,632	119
People & Culture	Management of recruitment, employment matters, staff development and training, maintenance of our risk management framework and oversight of our Workforce Plan and Gender Equity Action Plans.	<i>Inc</i>	0	0	0
		<i>Exp</i>	0	(80)	(51)
		<i>Surplus/ (deficit)</i>	0	80	51

Major Initiatives

- 1) Review and implement the Public Open Space Contributions Policy.
- 2) Deliver community led actions through the implementation of the Domestic Animal Management Plan, which may include further off leash dog parks.
- 3) Develop and implement a communication and engagement plan to promote the health and wellbeing benefits of volunteering.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Aquatic Facilities	Utilisation - Number of visits to aquatic facilities per head of population	1.64	2	2.2
Animal Management	Health and safety - Percentage of animal management prosecutions which are successful.	0	0	0
Food safety	Health and safety - Percentage of critical and major non-compliance outcome notifications that are followed up by Council	100%	100%	100%
Maternal and Child Health	Participation - Percentage of children enrolled who participate in the MCH service	74%	75%	76%
Maternal and Child Health	Participation - Percentage of Aboriginal children enrolled who participate in the MCH service	87%	88%	89%
Maternal and Child Health	Participation - Percentage of infants enrolled in Maternal Child Health Services who participate in 4-week key stage visits	90%	91%	92%
Parks and Gardens	Community Satisfaction Survey rating - appearance of public areas	74	77	78
Recreational facilities	Community Satisfaction Survey rating - recreational facilities	65	68	69
Aquatic Facilities	Annual total attendance figures for all aquatic facilities	11,851	Increase	Increase
Environmental Health	Number of completed tobacco sale audits to under 18's	0	Increase	Increase

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic Focus Area 6

Accountable. Transparent. Responsible.

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Records Management	Management of Council information, development of our electronic documentation management system, including the Staff, Councillor and Audit and Risk information portals.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(213)	(146)	(168)
		<i>Surplus/ (deficit)</i>	213	146	168
Freedom of Information Officers	Provision of advice around access to Council information and processing of FOI requests.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(77)	(88)	(92)
		<i>Surplus/ (deficit)</i>	77	88	92
Governance & Council	Office of the Chief Executive Officer, Mayor and Councillors, Council plan development and reporting, policy and procedure development, regulatory reporting, delegation management, and other Executive Management costs which cannot be easily attributed to direct service provision areas.	<i>Inc</i>	13	2	2
		<i>Exp</i>	(683)	(1,361)	(1,370)
		<i>Surplus/ (deficit)</i>	696	1,363	1,372
Finance	Financial advice and support for the organisation, budget preparation, long term financial planning, financial reporting and processing of debtor and creditor payments.	<i>Inc</i>	5,095	4,787	4,929
		<i>Exp</i>	(2,545)	(1,065)	(1,334)
		<i>Surplus/ (deficit)</i>	7,641	5,853	6,263
Information and Communication Technology and Geographical Information Systems	Maintenance and development of Council's information technology systems, including telephones, Wi-Fi connections to remote offices, aerial photography and geographic information development.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(1,018)	(1,268)	(1,205)
		<i>Surplus/ (deficit)</i>	1,018	1,268	1,205
Audit and Risk Committee Support	Manages the Audit and Risk Committee meeting and agenda process, manages the Internal Audit Service provider, coordinates external audits by the Victorian Auditor General's Office, audit and risk biannual and annual report preparation and maintenance of all audit and risk registers.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(73)	(50)	(50)
		<i>Surplus/ (deficit)</i>	73	50	50
Risk management	Maintenance and development of our risk management framework including Strategic and Operational risk registers, development and implementation of our occupational health and safety systems and oversight of insurance matters.	<i>Inc</i>	154	125	125
		<i>Exp</i>	(851)	(815)	(854)
		<i>Surplus/ (deficit)</i>	1,005	940	979
People and Culture – human resources	Management of recruitment, employment matters, staff development and training, maintenance of our risk management framework and oversight of our Workforce Plan and Gender Equity Action Plans.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(376)	(547)	(707)
		<i>Surplus/ (deficit)</i>	376	547	707

Major Initiatives

- 1) Develop and implement an Information Technology Strategy to support the Regional Digital Transformation Project and to develop a suite of fully integrated systems to maximise operational efficiency.
- 2) Complete an audit of Council's property portfolio to identify options to maximise community benefit.
- 3) Review our Customer Service Charter in partnership with a Community Panel to refine our service standards and response times.
- 4) Implement an ongoing good governance training program for Councillors and staff, including self assessment elements, which is monitored by the Audit and Risk Committee.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Governance	Community Satisfaction Survey Rating - Consultation and Engagement	52	55	57
Customer Service	Community Satisfaction Survey Rating - Customer Service	69	72	73
Procurement	Percentage of staff with procurement responsibilities that have completed procurement and probity training	70%	80%	85%
Governance & Council	Community Satisfaction Survey Rating - Overall performance	57	60	62
Governance & Council	Community Satisfaction Survey Rating - Value for Money	41	44	45
Governance & Council	Community Satisfaction Survey Rating - Community Decisions	52	55	57
Finance	Expenses per head of municipal population	\$2,647.81	Maintain or lower	Maintain or lower
Finance	Recurrent grants per head of municipal population	\$766.72	Increase	Increase

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.3 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Income / Revenue
	\$'000	\$'000	\$'000
Strategic focus area 1	(753)	(788)	35
Strategic focus area 2	(2,692)	(9,249)	6,557
Strategic focus area 3	(4,502)	(4,894)	392
Strategic focus area 4	(1,929)	(5,149)	3,220
Strategic focus area 5	(1,272)	(2,011)	740
Strategic focus area 6	(724)	(5,781)	5,056
Total	(11,872)	(27,872)	15,999
Expenses added in:			
Depreciation	(6,168)		
Finance costs	(188)		
Others	(182)		
Surplus/(Deficit) before funding sources	(18,410)		
Funding sources added in:			
Rates and charges revenue	18,911		
Waste charge revenue	2,924		
Total funding sources	21,834		
Operating surplus/(deficit) for the year	3,424		

3. Financial Statements

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

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

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

Comprehensive Income Statement

For the four years ending 30 June 2027

		Forecast Actual	Budget	Projections		
		2022/23	2023/24	2024/25	2025/26	2026/27
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue						
Rates and charges	4.1.1	21,125	22,135	22,771	23,327	23,805
Statutory fees and fines	4.1.2	693	679	710	720	742
User fees	4.1.3	682	686	714	742	772
Grants - operating	4.1.4	9,010	7,288	7,623	8,072	8,329
Grants - capital	4.1.4	7,362	5,543	2,349	3,599	2,766
Contributions - monetary	4.1.5	425	128	128	128	128
Contributions - non-monetary	4.1.5	-	250	450	450	450
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		50	50	49	51	49
Share of net profits (or loss) of associates and joint ventures		-	-	-	-	-
Other income	4.1.6	849	885	885	885	885
Total income / revenue		40,195	37,644	35,679	37,974	37,925
Expenses						
Employee costs	4.1.7	12,162	13,363	13,764	14,174	14,599
Materials and services	4.1.8	15,806	13,980	14,687	14,967	15,416
Depreciation	4.1.9	6,017	6,108	6,254	6,392	6,564
Amortisation - intangible assets	4.1.10	60	60	60	60	60
Amortisation - right of use assets	4.1.11	184	182	164	-	-
Bad and doubtful debts - allowance for impairment losses		5	1	1	1	1
Borrowing costs		85	175	167	158	349
Finance costs - leases		11	13	7	-	-
Other expenses	4.1.12	331	338	347	356	366
Total expenses		34,659	34,219	35,450	36,108	37,355
Surplus/(deficit) for the year		5,536	3,424	228	1,866	570
Other comprehensive income		-	-	-	-	-
Total comprehensive result		5,536	3,424	228	1,866	570

Balance Sheet

For the four years ending 30 June 2027

		Forecast Actual	Budget	Projections		
		2022/23	2023/24	2024/25	2025/26	2026/27
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
		5,786	5,970	5,163	5,564	4,705
		2,522	3,386	3,284	3,288	3,276
		11,000	3,000	2,000	1,000	-
		16	16	16	16	16
		-	-	-	-	-
		400	400	400	400	400
Total current assets	4.2.1	19,724	12,772	10,863	10,268	8,397
Non-current assets						
		22	22	22	22	22
		2	2	2	2	2
		261	261	261	261	261
		335,954	345,978	347,147	353,955	357,811
	4.2.4	271	92	(0)	(6)	(6)
		187	187	187	187	187
Total non-current assets	4.2.1	336,697	346,541	347,618	354,421	358,277
Total assets		356,420	359,313	358,481	364,689	366,674
Liabilities						
Current liabilities						
		2,888	2,870	2,141	2,689	2,469
		635	635	635	635	635
		84	84	-	-	-
		3,179	3,189	3,200	3,212	3,225
	4.2.3	162	170	179	373	484
	4.2.4	178	106	6	-	-
Total current liabilities	4.2.2	7,126	7,054	6,161	6,910	6,813
Non-current liabilities						
		53	53	53	53	53
		1,405	1,216	1,212	1,207	1,203
	4.2.3	3,376	3,206	3,027	6,654	8,170
	4.2.4	113	13	29	-	-
Total non-current liabilities	4.2.2	4,947	4,488	4,320	7,914	9,425
Total liabilities		12,073	11,542	10,481	14,823	16,238
Net assets		344,347	347,772	348,000	349,866	350,436
Equity						
		117,829	121,253	121,481	123,347	123,918
		226,519	226,519	226,519	226,519	226,519
Total equity		344,347	347,772	348,000	349,866	350,436

* Surplus cash are invested in short term fixed deposits (\$11m in forecast year and \$3m 23/24, \$2m in 24/25 and \$1m in 25/26). Redeemed fixed deposits are used to pay for expenses. Please refer explanatory notes in Statement of cash flow.

Statement of Changes in Equity

For the four years ending 30 June 2027

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2023 Forecast Actual					
Balance at beginning of the financial year		338,811	112,292	226,317	201
Surplus/(deficit) for the year		5,536	5,536	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		344,347	117,829	226,317	201
2024 Budget					
Balance at beginning of the financial year		344,347	117,829	226,317	201
Surplus/(deficit) for the year		3,424	3,424	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	347,772	121,253	226,317	201
2025					
Balance at beginning of the financial year		347,772	121,253	226,317	201
Surplus/(deficit) for the year		228	228	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		348,000	121,481	226,317	201
2026					
Balance at beginning of the financial year		348,000	121,481	226,317	201
Surplus/(deficit) for the year		1,866	1,866	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		349,866	123,347	226,317	201
2027					
Balance at beginning of the financial year		349,866	123,347	226,317	201
Surplus/(deficit) for the year		570	570	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		350,436	123,918	226,317	201

Statement of Cash Flows

For the four years ending 30 June 2027

	Notes	Forecast Actual 2022/23	Budget 2023/24	Projections		
		\$'000	\$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		21,419	21,259	22,799	23,371	23,793
Statutory fees and fines		693	679	710	720	742
User fees		1,232	686	714	742	772
Grants - operating		8,529	7,288	7,623	8,072	8,329
Grants - capital		4,770	5,543	2,265	3,599	2,766
Contributions - monetary		425	128	128	128	128
Interest received		350	400	400	400	400
Net trust funds and deposits paid/refunded		-	-	-	-	-
Net GST refund / payment		1,837	1,625	809	1,265	1,047
Other receipts		499	485	485	485	485
Employee costs		(12,094)	(13,293)	(13,692)	(14,100)	(14,522)
Materials and services		(17,706)	(14,248)	(15,481)	(14,486)	(15,705)
Other payments		(336)	(338)	(347)	(357)	(366)
Net cash provided by/(used in) operating activities	4.4.1	9,617	10,214	6,412	9,840	7,868
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(19,342)	(17,745)	(8,094)	(14,448)	(11,255)
Proceeds from sale of property, infrastructure, plant and equipment		240	240	375	375	250
Payments for investments*		(11,000)	8,000	1,000	1,000	1,000
Proceeds from sale of investments		-	-	-	-	-
Net cash provided by/ (used in) investing activities	4.4.2	(30,102)	(9,505)	(6,719)	(13,073)	(10,005)
Cash flows from financing activities						
Finance costs		(85)	(175)	(167)	(158)	(349)
Proceeds from borrowings		3,500	-	-	4,000	2,000
Repayment of borrowings		(153)	(162)	(170)	(179)	(373)
Interest paid - lease liability		(11)	(13)	(7)	-	-
Repayment of lease liabilities		(184)	(175)	(157)	(29)	-
Net cash provided by/(used in) financing activities	4.4.3	3,067	(525)	(501)	3,634	1,277
Net increase/(decrease) in cash & cash equivalents		(17,418)	184	(808)	402	(859)
Cash and cash equivalents at the beginning of the financial year		23,204	5,786	5,970	5,163	5,564
Cash and cash equivalents at the end of the financial year		5,786	5,970	5,163	5,564	4,705

* Surplus cash are invested in short term fixed deposits (\$11m invested in forecast year, \$8m spent in 23/24, \$1m spent in 24/25, 25/26 and 26/27). Remaining balance of fixed deposits are shown in the Balance Sheet. Please refer explanatory notes in Balance Sheet.

Statement of Capital Works

For the four years ending 30 June 2027

	NOTES	Forecast Actual	Budget	Projections		
		2022/23	2023/24	2024/25	2025/26	2026/27
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Buildings		881	975	380	5,612	3,203
Total property		881	975	380	5,612	3,203
Plant and equipment						
Plant, machinery and equipment		803	1,125	805	1,102	919
Computers and telecommunications		510	690	468	841	329
Total plant and equipment		1,313	1,815	1,273	1,943	1,248
Infrastructure						
Roads		5,516	8,315	2,969	2,765	3,506
Bridges		172	1,417	500	550	550
Footpaths and cycleways		508	465	349	251	378
Drainage		75	855	210	815	930
Recreational, leisure and community facilities		4,867	1,429	1,483	1,049	268
Waste management		3,125	413	-	-	-
Parks, open space and streetscapes		1,128	448	195	150	150
Total infrastructure		15,390	13,341	5,706	5,580	5,781
Total capital works expenditure	4.5.1	17,584	16,132	7,358	13,134	10,232
Represented by:						
New asset expenditure		357	1,712	518	5,629	3,060
Asset renewal expenditure		9,524	7,658	5,499	6,232	5,549
Asset upgrade expenditure		3,682	6,178	1,341	1,273	1,622
Asset expansion expenditure		4,020	584	-	-	-
Total capital works expenditure	4.5.1	17,584	16,132	7,358	13,134	10,232
Funding sources represented by:						
Grants		7,362	5,543	2,349	3,599	2,766
Contributions		240	240	375	375	250
Council cash		6,482	10,349	4,634	5,160	5,216
Borrowings		3,500	-	-	4,000	2,000
Total capital works expenditure	4.5.1	17,584	16,132	7,358	13,134	10,232 -

Statement of Human Resources

For the four years ending 30 June 2027

	Forecast Actual	Budget	Projections		
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	12,162	13,363	13,764	14,174	14,599
Employee costs - capital	-	-	-	-	-
Total staff expenditure	12,162	13,363	13,764	14,174	14,599
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	133.1	134.8	134.8	134.8	134.8
Total staff numbers	133.1	134.8	134.8	134.8	134.8

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

Department	Budget	Comprises			
	2023/24	Permanent		Casual	Temporary
	\$'000	Full Time	Part time	\$'000	\$'000
People & Governance	2,938	1,902	1,037	0	-
Sustainable Infrastructure	6,572	5,978	561	32	-
Corporate Leadership	968	736	232	-	-
Community & Planning	2,885	2,025	799	61	-
Mayor & Councillors	-	-	-	-	-
Total staff expenditure	13,363	10,641	2,629	93	-
Other employee related expenditure	-				
Capitalised labour costs	-				
Total expenditure	13,363				

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

Department	Budget	Comprises			
	2023/24	Permanent		Casual	Temporary
		Full Time	Part time		
People & Governance	26.7	16.0	10.7	-	-
Sustainable Infrastructure	75.3	63.0	11.6	0.7	-
Corporate Leadership	7.2	5.0	2.2	-	-
Community & Planning	25.6	15.0	9.3	1.3	-
Mayor & Councillors	-	-	-	-	-
Total staff	134.8	99.0	33.8	2.0	-

Summary of Planned Human Resources Expenditure
For the four years ending 30 June 2027

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
People & Governance				
Permanent - Full time	1,902	1,959	2,017	2,078
Women	1,385	1,426	1,469	1,513
Men	517	532	548	565
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,037	1,068	1,100	1,133
Women	1,037	1,068	1,100	1,133
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Total People & Governance	2,938	3,026	3,117	3,210
Sustainable Infrastructure				
Permanent - Full time	5,978	6,157	6,340	6,530
Women	1,039	1,070	1,102	1,135
Men	4,939	5,087	5,238	5,395
Persons of self-described gender	0	0	0	0
Permanent - Part time	561	578	596	613
Women	214	220	226	233
Men	348	358	369	380
Persons of self-described gender	0	0	0	0
Total Sustainable Infrastructure	6,539	6,735	6,936	7,144
Corporate Leadership				
Permanent - Full time	736	758	781	804
Women	736	758	781	804
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Permanent - Part time	232	239	246	253
Women	232	239	246	253
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Total Corporate Leadership	968	997	1,027	1,058
Community & Planning				
Permanent - Full time	2,025	2,086	2,148	2,212
Women	1,160	1,195	1,231	1,268
Men	865	891	917	945
Persons of self-described gender	0	0	0	0
Permanent - Part time	799	823	848	873
Women	711	732	754	776
Men	89	92	94	97
Persons of self-described gender	0	0	0	0
Total Community & Planning	2,824	2,909	2,996	3,086
Total - Mayor & Councillors	0	0	0	0
Casuals, temporary and other expenditure	93	96	99	102
Capitalised labour costs	0.0	0.0	0.0	0.0
Total staff expenditure	13,363	13,764	14,174	14,599

	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE
People & Governance				
Permanent - Full time	16.0	16.0	16.0	16.0
Women	12.0	12.0	12.0	12.0
Men	4.0	4.0	4.0	4.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	10.7	10.7	10.7	10.7
Women	10.7	10.7	10.7	10.7
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total People & Governance	26.7	26.7	26.7	26.7
Sustainable Infrastructure				
Permanent - Full time	63.0	63.0	63.0	63.0
Women	8.0	8.0	8.0	8.0
Men	55.0	55.0	55.0	55.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	11.6	11.6	11.6	11.6
Women	1.6	1.6	1.6	1.6
Men	10.0	10.0	10.0	10.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Sustainable Infrastructure	74.6	74.6	74.6	74.6
Corporate Leadership				
Permanent - Full time	5.0	5.0	5.0	5.0
Women	5.0	5.0	5.0	5.0
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	2.2	2.2	2.2	2.2
Women	2.2	2.2	2.2	2.2
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Corporate Leadership	7.2	7.2	7.2	7.2
Community & Planning				
Permanent - Full time	15.0	15.0	15.0	15.0
Women	8.0	8.0	8.0	8.0
Men	7.0	7.0	7.0	7.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	9.3	9.3	9.3	9.3
Women	9.3	9.3	9.3	9.3
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Community & Planning	24.3	24.3	24.3	24.3
Total - Mayor & Councillors	0.0	0.0	0.0	0.0
Casuals and temporary staff	2.0	2.0	2.0	2.0
Capitalised labour	0.0	0.0	0.0	0.0
Total staff numbers	134.8	134.8	134.8	134.8

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges must be disclosed in the budget under the Local Government Act 2020 (the Act) and the Local Government (Planning and Reporting) Regulations 2020 (the Regulations).

To support the preparation of the Budget, Council has adopted a Revenue and Rating Plan, which is a four year plan for how we will generate income to deliver the initiatives outlined in the 2021-25 Council Plan, our services and capital works commitments over this timeframe.

In developing the Budget, rates and charges are an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) developed by the State government sets out the maximum amount councils may increase rates in a year. For 2023/24 the rating cap has been set by the Government at 3.50%. This cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and delivering a strong capital expenditure program, Council has decided that the average general rate and the municipal charge will only increase by 3.00% in recognition of the cost of living pressures facing our community and our continued recovery from the October 2022 flood event.

This will raise total rates and charges for 2023/24 to \$22,135,000.

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

	2022/23	2023/24	Change	%
	Forecast Actual	Budget		
	\$'000	\$'000	\$'000	
General rates*	18,043	18,911	868	4.81%
Waste management charge	2,800	2,924	124	4.42%
Service rates and charges	218	233	15	6.79%
Supplementary rates and rate adjustments	20	20	0	2.00%
Interest on rates and charges	113	111	2	-2.20%
Revenue in lieu of rates	45	47	2	4.44%
Total rates and charges	21,239	22,245	1,006	4.74%

*These items are subject to the rate cap established under the Fair Go Rates System. The current rate base subject to rate cap is \$18,359,763, which includes supplementary rates that will be subject to full rates in 2023/24. Total rates (\$18,359,763 x 3% increase = \$18,910,630).

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

Type or class of land	2022/23 cents/\$CIV*	2023/24 cents/\$CIV*	Change
General rate for rateable residential properties	0.0036881	0.0030937	-16.12%
General rate for rateable vacant residential properties	0.0077451	0.0064967	-16.12%
General rate for rateable farm properties	0.0029505	0.0024749	-16.12%
General rate for rateable commercial properties	0.0044258	0.0037124	-16.12%
General rate for rateable vacant commercial properties	0.0077451	0.0064967	-16.12%

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

Type or class of land	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Residential	8,027	7,686	(342)	-4.26%
Residential - vacant	991	1,416	424	42.81%
Farm	8,200	8,926	726	8.86%
Commercial	808	854	46	5.75%
Commercial - Vacant	16	28	12	76.95%
Total amount to be raised by general rates	18,043	18,911	868	4.81%

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

Type or class of land	2022/23	2023/24	Change	
	Number	Number	Number	%
Residential	4,833	4,879	46	0.95%
Residential - vacant	433	469	36	8.31%
Farm	2,276	2,284	8	0.35%
Commercial	309	310	1	0.32%
Commercial - Vacant	8	8	0	0.00%
Total number of assessments	7,859	7,950	91	1.16%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV).

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

Type or class of land	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Residential	2,176,399	2,484,309	307,910	14.15%
Residential - vacant	127,986	217,936	89,950	70.28%
Farm	2,779,096	3,606,713	827,617	29.78%
Commercial	182,676	230,153	47,477	25.99%
Commercial - Vacant	2,103	4,358	2,255	107.23%
Total value of land	5,268,260	6,543,469	1,275,209	24.21%

4.1.1(g) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year is outlined below:

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24	Change	
	\$	\$	\$	%
<i>Kerbside Collection- 80Litre</i>	403	415	12	2.98%
<i>Kerbside Collection- 120Litre</i>	403	415	12	2.98%
<i>Kerbside Collection- 240Litre</i>	803	827	24	2.99%
<i>Recycling-120Litre</i>	191	197	6	3.14%
<i>Recycling-240Litre</i>	191	197	6	3.14%
<i>Recycling-360Litre</i>	191	197	6	3.14%
<i>Tree Management Service Charge</i>	31	32	1	3.23%
<i>Kerbside/Recycling/Organics</i>	594	612	18	3.03%

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

Type of Charge	2022/23	2023/24	Change	
	\$	\$	\$	%
<i>Kerbside/Recycling/Organics</i>	2,086,686	2,189,164	102,478	4.91%
<i>Kerbside</i>	526,166	540,602	14,436	2.74%
<i>Recycling</i>	187,180	194,045	6,865	3.67%
<i>Tree Management Service Charge</i>	217,735	232,961	15,226	6.99%
Total	3,017,767	3,156,772	139,005	4.61%

4.1.1(i) The estimated total amount to be raised by all rates and charges compared with the previous financial year is outlined below:

	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
<i>General Rates</i>	18,043	18,911	868	4.81%
<i>Kerbside Collection/Recycling/Organics</i>	2,800	2,924	124	4.42%
<i>Tree Management Service Charge</i>	218	233	15	7.01%
Total Rates and charges	21,061	22,067	1,007	4.78%

4.1.1(j) Fair Go Rates System Compliance

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

	2022/23	2023/24
Total Rates	\$ 18,042,646	\$ 18,910,630
Number of rateable properties	7,859	7,950
Base Average Rate	\$ 2,296	\$ 2,379
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$ 2,296	\$ 2,462
Maximum General Rates and Municipal Charges Revenue	\$ 18,042,646	\$ 19,572,502
Budgeted General Rates and Municipal Charges Revenue	\$ 18,042,646	\$ 18,910,630
Budgeted Supplementary Rates	\$ 20,000	\$ 20,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 18,062,646	\$ 18,930,630

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

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

- The making of supplementary valuations (2023/24: estimated \$20,000 and 2022/23: \$20,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(l) Differential rates

The Strathbogie Shire Council rating structure comprises five differential rates (residential or general, residential vacant, commercial/industrial, commercial/industrial vacant and farm). Differentials applied based on the purpose for which the property is used. That is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Local Government Act 1989, s.94(2) of the Local Government Act 2020, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently proposed as follows:

- Residential 100%
- Residential Vacant 210%
- Commercial / Industrial 120%
- Commercial/Industrial vacant 210%
- Farm land 80%.

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is: Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)

4.1.2 Statutory fees and fines

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Building fees	117	114	(4)	-3.22%
Planning fees	347	300	(47)	-13.54%
Health registrations	82	102	20	24.27%
Animal registrations	111	114	3	2.52%
Land information certificates	21	22	1	4.76%
Infringements and costs	14	27	13	92.86%
Total statutory fees and fines	693	679	(14)	-2.02%

4.1.3 User fees

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Tip fees	190	170	(20)	-10.53%
Nagambie Lakes events	40	40	0	0.00%
Saleyard operations revenue	359	359	0	0.00%
Swimming pools revenue	10	10	(0)	-2.91%
Rent/lease Charges	-	-	0	#DIV/0!
Euroa Cinema	35	35	0	0.00%
Septic tank fees	25	47	22	88.00%
Other user charges and contributions	23	25	3	12.14%
Total user fees	682	686	4	0.65%

4.1.4 Grants

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

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	10,711	10,984	273	3%
State funded grants	5,660	1,827	(3,834)	-68%
Total grants received	16,371	12,811	(3,560)	-22%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	6,286	6,342	56	1%
Recurrent - State Government				
Beach Cleaning Subsidy	4	4	0	0%
Roadside Weeds and Pest Management	66	65	(1)	-1%
Maternal & Child Health - Universal	87	78	(9)	-10%
Maternal & Child Health - Enhanced	135	132	(3)	-2%
Workforce Support	2	2	0	3%
Sleep and Settling Consults	17	16	(1)	-6%
Supported Play Group	59	59	0	0%
Youth Week	2	2	0	0%
Youth FreeZa	36	36	0	0%
VicRoads L2P	28	28	0	0%
Engage Youth	50	50	0	0%
MAV Tobacco	3	3	0	0%
Boat Ramp Maintenance	9	0	(9)	-100%
School Crossing Supervision	38	0	(38)	-100%
Municipal Emergency Management	60	60	0	0%
Vulnerable Persons Register	19	19	0	0%
Total recurrent grants	6,899	6,894	(5)	0%

Non-recurrent - State Government

Rural Roads Support Program	35	0	(35)	-100%
Greening Euroa	1	0	(1)	-100%
Growing Cooler Green Urban Spaces	9	0	(9)	-100%
Nagambie Growth Plan	310	0	(310)	-100%
Euroa Rail Precinct Master Plan	80	0	(80)	-100%
Kindergarten Central Enrolment Grant	0	7	7	100%
Waterways Management	59	0	(59)	-100%
Women Building Surveyors Program	0	50	50	100%
Regional Tourism Project	106	274	168	158%
Flood Support Fund - October 2022 Flood	1,500	0	(1,500)	-100%
Risk and Resilience Grant	10	0	(10)	-100%
Other Grants	1	0	(1)	-100%
Tree Planting	0	43	43	100%
Total non-recurrent grants	2,111	374	(1,737)	-82%
Total operating grants	9,010	7,268	(1,741)	-19%

(b) Capital Grants**Recurrent - Commonwealth Government**

Roads to recovery	1,440	1,764	324	23%
Total recurrent grants	1,440	1,764	324	23%

Non-recurrent - Commonwealth Government

Local Roads & Community Infrastructure - Stage 1	627	0	(627)	-100%
Local Roads & Community Infrastructure - Stage 2	622	0	(622)	-100%
Local Roads & Community Infrastructure - Stage 3	1,440	1,440	0	0%
Local Roads & Community Infrastructure - Stage 4	0	1,440	1,440	100%
<i>Nagambie Foreshore Walk</i>	298	0	(298)	-100%

Non-recurrent - State Government

Regional Infrastructure Fund - Nagambie Industrial Precinct Expansion - Habel Road	0	900	900	100%
Fixing Country Roads	13	0	(13)	-100%
Resale shop	72	0	(72)	-100%
Transfer Station Upgrade	290	0	(290)	-100%
Nagambie Foreshore Walk	2,298	0	(2,298)	-100%
Balmattum Hill Mountain Bike Trail Planning	159	0	(159)	-100%
Creative Neighbourhood Program	104	0	(104)	-100%
Total non-recurrent grants	5,922	3,779	(2,143)	-36%
Total capital grants	7,362	5,543	(1,819)	-25%
Total Grants	16,371	12,811	(3,560)	-22%

4.1.5 Contributions

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Monetary	425	128	(297)	-69.89%
Non-monetary	-	250	250	100.00%
Total contributions	425	378	(47)	-11.03%

4.1.6 Other income

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Interest	471	517	46	9.79%
Investment property rental	120	94	(26)	-22.00%
Workcover and income protection	125	125	0	0.00%
<i>Other</i>	134	150	16	12.10%
Total other income	849	885	36	4.22%

4.1.7 Employee costs

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Wages and salaries	10,937	11,765	828	7.58%
WorkCover	245	282	37	15.10%
Superannuation	980	1,316	336	34.29%
Total employee costs	12,162	13,363	1,201	9.88%

* Budgeted employee cost includes EA increase, banding increase and growth.

4.1.8 Materials and services

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Building maintenance	712	647	(65)	-9.09%
General maintenance	5,078	5,140	61	1.21%
Utilities	301	301	0	0.00%
Office administration	2,404	2,310	(94)	-3.92%
Information technology	833	881	48	5.80%
Insurance	500	575	75	15.00%
Consultants	1,435	1,272	(163)	-11.38%
Legal fees	224	213	(11)	-4.92%
Emergency expenses	1,504	-	(1,504)	-100.00%
Waste management	2,815	2,643	(173)	-6.14%
Total materials and services	15,806	13,980	(1,825)	-11.55%

4.1.9 Depreciation

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Property	1,214	1,212	(2)	-0.16%
Plant & equipment	75	75	0	0.00%
Infrastructure	4,476	4,569	93	2.08%
Furniture & equipment	252	252	0	0.00%
Total depreciation	6,017	6,108	91	1.52%

4.1.10 Amortisation - Intangible assets

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Intangible assets	60	60	-	0.00%
Total amortisation - intangible assets	60	60	-	0.00%

4.1.11 Amortisation - Right of use assets

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Property	10	20	10	100.00%
Plant and Equipment	174	162	(12)	-6.65%
Total amortisation - right of use assets	184	182	(2)	-0.84%

4.1.12 Other expenses

Add additional tables for each material component of the Comprehensive Income Statement

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Auditors' remuneration - external	45	45	0	0.00%
Auditors' remuneration - internal	50	50	0	0.00%
Councillors' allowances	217	222	4	2.00%
Other Councillor expenses	19	21	2	11.24%
Total other expenses	331	338	6	1.95%

4.2 Balance Sheet

4.2.1 Assets

Current assets are projected to decrease by \$7.33 million. These resources are used to fund capital works and reflects continuing strong commitment to infrastructure asset renewal.

4.2.2 Liabilities

Liabilities are budgeted to be maintained at current levels and expected to decrease slightly due to repayment of borrowings.

4.2.3 Borrowings

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

	Forecast Actual 2022/23	Budget 2023/24	2024/25	Projections 2025/26	2026/27
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	191,425	3,538,668	3,376,470	3,206,162	7,027,339
Amount proposed to be borrowed	3,500,000	0	0	4,000,000	2,000,000
Amount projected to be redeemed	(152,757)	(162,198)	(170,308)	(178,823)	(373,134)
Amount of borrowings as at 30 June	3,538,668	3,376,470	3,206,162	7,027,339	8,654,206

\$3.5million borrowing is for Violet Town Town landfill rehabilitation and saleyard truckwash development. Proposed borrowing in 2025/26 and 2026/27 relates to civic centre redevelopment following the feasibility, community consultation and concept design being completed in 2023/24.

4.2.4 Leases by category

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

	Forecast Actual 2022/23	Budget 2023/24
	\$	\$
Right-of-use assets		
Property	10,000	10,000
Plant and equipment	260,670	81,670
Total right-of-use assets	270,670	91,670
Lease liabilities		
Current lease Liabilities		
Property	10,000	10,000
Plant and equipment	168,000	96,000
Total current lease liabilities	178,000	106,000
Non-current lease liabilities		
Property	10,000	10,000
Plant and equipment	103,000	3,000
Total non-current lease liabilities	113,000	13,000
Total lease liabilities	291,000	119,000

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 3.79%.

4.3 Statement of changes in Equity

4.3.1 Reserves

There are no material changes.

4.3.2 Equity

The movement in equity reflects the budgeted operating surplus for 2023/24.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Net cash provided by operating activities is budgeted to be \$9.95 million.

4.4.2 Net cash flows provided by/used in investing activities

Net cash used in the investing activities is budgeted to be \$17.58 million. The capital works program of \$17.92 million (includes GST) is funded from this.

4.4.3 Net cash flows provided by/used in financing activities

Financing activities budgeted to be outflow of \$0.52 million. This includes repayment of borrowings.

4.5 Capital works program

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

4.5.1 Summary

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Property	881	337	- 544	-61.70%
Plant and equipment	1,313	1,547	235	17.89%
Infrastructure	15,390	10,757	- 4,633	-30.10%
Total	17,584	12,642	- 4,942	-28.10%

	Project Cost*	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	975	367	25	-	584	-	-	975	-
Plant and equipment	1,815	361	1,454	-	-	-	240	1,575	-
Infrastructure	13,341	984	6,179	6,178	-	5,543	-	7,798	-
Total	16,132	1,712	7,658	6,178	584	5,543	240	10,349	-

*Total projects cost (\$16,199,103) include new projects (\$12,709,651) and carry forward projects from 2022/23 financial year (\$3,348,452).

4.5.2 Current Budget

Capital Works Area	Asset expenditure types					Summary of Funding Sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Buildings									
<i>Civic Centre - New Building (Options & development)</i>	250	250	-	-	-	-	-	250	-
Building Improvements									
<i>Caravan Park Lease agreement commitments</i>	60	60	-	-	-	-	-	60	-
<i>Euroa Shire Office - regulatory access upgrade</i>	25	-	25	-	-	-	-	25	-
TOTAL PROPERTY	335	310	25	-	-	-	-	335	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
<i>Plant and Equipment</i>	857	-	857	-	-	-	240	617	-
Computers and Telecommunications									
<i>Information Technology</i>	329	-	329	-	-	-	-	329	-
<i>Regional Council Digital Transformation Project</i>	361	361	-	-	-	-	-	361	-
TOTAL PLANT AND EQUIPMENT	1,547	361	1,186	-	-	-	240	1,307	-
INFRASTRUCTURE									
Roads									
<i>Reseal Program</i>	827	-	827	-	-	501	-	326	-
<i>Rehabilitation Program</i>	1,128	-	1,128	-	-	1,000	-	128	-
<i>Gravel Road Resheeting Program</i>	550	-	550	-	-	550	-	-	-
<i>O'Connors Road, Mangalore - table drain</i>	23	-	23	-	-	23	-	-	-
<i>Town Entry Sign Upgrades</i>	60	-	-	60	-	-	-	60	-
<i>Mitchell Street, Violet Town - (stabilising gravel pavement + seal - 480m)</i>	65	-	-	65	-	65	-	-	-
<i>White St, Euroa Pavement widening - Kerb & Channel & asphalt surface</i>	80	-	-	80	-	80	-	-	-
<i>Baxters Rd-(stabilising gravel pavement+seal-675m south of Goulburn Weir Rd)</i>	110	-	-	110	-	110	-	-	-
<i>Streetscapes</i>	400	-	-	400	-	400	-	-	-
<i>Flood recovery - Transport infrastructure</i>	898	-	-	898	-	-	-	898	-
<i>Habel Road</i>	1,634	-	-	1,634	-	1,160	-	474	-
<i>Upgrade urban gravel roads</i>	200	-	-	200	-	-	-	200	-
<i>Taungurung Land and Waters Council Land use agreement fees</i>	300	300	-	-	-	-	-	300	-
<i>Weir Road/Reedy Lake Road, Kirwans Bridge</i>	796	-	796	-	-	-	-	796	-
<i>Blayney lane parking study</i>	100	-	100	-	-	-	-	100	-

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Capital Works Area	Project Cost		Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bridges									
<i>Bridges & Major Culverts various locations</i>	300	-	300	-	-		-	300	
<i>Nagambie Locksley Road bridge</i>	900	-	-	900	-	900	-	-	
Footpaths and Cycleways									
<i>Walking Tracks</i>	13	-	13	-	-	-	-	13	
<i>Footpaths</i>	31	-	31		-	-	-	31	
<i>Active and Connected Cycling and Walking Strategy (Work on Arbortum will be undertaken in 2022/23 and continue in 2023/24)</i>	150	-	-	150	-	-	-	150	
Drainage									
<i>Nagambie Industrial Area Scoping</i>	200	-	200		-	-	-	200	
<i>High St / Irwin Street, Violet Town - Minor box culvert replacement</i>	35	-	-	35	-	35	-	-	
<i>Drainage strategy</i>	52	-	-	52	-	52	-	-	
<i>Pipe Lake to Nagambie Rec Reserve</i>	70	-	-	70	-	-	-	70	
<i>Burns Ave outfall to Atkins Street, Euroa - Stage 1 Drainage extension</i>	130	-	-	130	-	130	-	-	
<i>Burns Ave outfall to Atkins Street, Euroa - Stage 2 Drainage extension</i>	115	-	-	115	-	115	-	-	
<i>Burns Ave outfall to Atkins Street, Euroa- Stage 3 Drainage extension</i>	70	-	-	70	-	70	-	-	
<i>Caulfield St, Violet Town - Open Drain Construction</i>	70	-	-	70	-	70	-	-	
<i>Hurley Street Longwood - Drainage Improvement Works</i>	15	-	-	15	-	15	-	-	
<i>1-3 Kennedy Street, Euroa Drainage expansion</i>	22	-	-	22	-	22	-	-	
<i>Hill Street, Longwood -Drainage Improvements</i>	45	-	-	45	-	45	-	-	
Recreational, Leisure & Community Facilities									
<i>Swimming Pool works</i>	219	-	219	-	-	-	-	219	
<i>Swimming Pool works LRCIP (Local Roads and Community Infrastructure Program)</i>	200	-	200	-	-	200	-	-	
<i>Prepare Developer Contribution Schemes</i>	20	-	20	-	-	-	-	20	
<i>Nagambie Recreation Reserve lighting</i>	447	-	-	447	-	-	-	447	
<i>Sporting Fields & Courts strategy</i>	34	-	34	-	-	-	-	34	
<i>Pick my project</i>	300	300	-	-	-	-	-	300	
Parks, Open Space and Streetscapes									
<i>Play & Recreation spaces - various</i>	150	-	-	150	-	-	-	150	
TOTAL INFRASTRUCTURE	10,757	600	4,440	5,717	-	5,543	-	5,215	
TOTAL NEW CAPITAL WORKS	12,640	1,271	5,651	5,717	-	5,543	240	6,857	

4.5.3 Works carried forward from the 2022/23 year

Capital Works Area	Project Cost \$'000	New \$'000	Asset expenditure types			Summary of Funding Sources			
			Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Building Improvements									
<i>Euroa Saleyards relocation of truck wash</i>	584	-	-	-	584	-	-	584	-
<i>Caravan Park Lease agreement commitments</i>	54	54	-	-	-	-	-	54	-
TOTAL PROPERTY	638	54	-	-	584	-	-	638	-
	-							-	
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
<i>Plant and Equipment</i>	268	-	268	-	-	-	-	268	-
TOTAL PLANT AND EQUIPMENT	268	-	268	-	-	-	-	268	-
INFRASTRUCTURE									
Roads									
<i>Saleyard Road Avenel - Road Construction (Bank to Hovel)</i>	18	-	18	-	-	-	-	18	-
<i>Gross Pollutant Trap at Blayney Lane Nagambie Outlet</i>	160	-	160	-	-	-	-	160	-
<i>Weir Road/Reedy Lake Road, Kirwans Bridge</i>	966	-	966	-	-	-	-	966	-
Bridges									
<i>Kirwans Bridge (reserve)</i>	54	-	54	-	-	-	-	54	-
<i>Nagambie Locksley Rd bridge</i>	163	-	-	163	-	-	-	163	-
Footpaths and Cycleways									
<i>Balmattum Hill Mountain Bike feasibility study</i>	272	272	-	-	-	-	-	272	-
Drainage									
<i>Shiffner Street, Violet Town Drainage design</i>	31	-	31	-	-	-	-	31	-
Recreational, Leisure & Community Facilities									
<i>Project management</i>	90	-	90	-	-	-	-	90	-
<i>Swimming Pool works</i>	119	-	119	-	-	-	-	119	-
Waste Management									
<i>Transfer station resale shop</i>	113	113	-	-	-	-	-	113	-
<i>Violet Town Landfill rehabilitation</i>	300	-	300	-	-	-	-	300	-
Parks, Open Space and Streetscapes									
<i>Town Entry Sign Upgrades</i>	88	-	-	88	-	-	-	88	-
<i>Streetscapes</i>	160	-	-	160	-	-	-	160	-
<i>Open Space Strategy</i>	50	-	-	50	-	-	-	50	-
TOTAL INFRASTRUCTURE	2,584	384	1,739	461	-	-	-	2,584	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2022/23	3,489	438	2,007	461	584	-	-	3,489	-

Summary of Planned Capital Works Expenditure
For the years ending 30 June 2025, 2026 & 2027

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	380	310	34	0	35	380	0	0	380	0
Total Buildings	380	310	34	0	35	380	0	0	380	0
Total Property	380	310	34	0	35	380	0	0	380	0
Plant and Equipment										
Plant, machinery and equipment	805	0	805	0	0	805	0	375	430	0
Computers and telecommunications	468	208	260	0	0	468	0	0	468	0
Total Plant and Equipment	1,273	208	1,065	0	0	1,273	0	375	898	0
Infrastructure										
Roads	2,969	0	2,769	0	200	2,969	1,766	0	1,203	0
Bridges	500	0	500	0	0	500	0	0	500	0
Footpaths and cycleways	349	0	93	0	256	349	0	0	349	0
Drainage	210	0	10	0	200	210	0	0	210	0
Recreational, leisure and community facilities	1,483	0	983	0	500	1,483	583	0	900	0
Parks, open space and streetscapes	195	0	45	0	150	195	0	0	195	0
Total Infrastructure	5,706	0	4,400	0	1,306	5,706	2,349	0	3,357	0
Total Capital Works Expenditure	7,358	518	5,499	0	1,341	7,358	2,349	375	4,634	0

OFFICIAL

2025/26	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	5,612	5,060	535	0	17	5,612	1,333	0	279	4,000
Total Buildings	5,612	5,060	535	0	17	5,612	1,333	0	279	4,000
Total Property	5,612	5,060	535	0	17	5,612	1,333	0	279	4,000
Plant and Equipment										
Plant, machinery and equipment	1,102	0	1,102	0	0	1,102	0	375	727	0
Computers and telecommunications	841	569	271	0	0	841	0	0	841	0
Total Plant and Equipment	1,943	569	1,373	0	0	1,943	0	375	1,568	0
Infrastructure										
Roads	2,765	0	2,460	0	305	2,765	2,016	0	749	0
Bridges	550	0	550	0	0	550	0	0	550	0
Footpaths and cycleways	251	0	65	0	186	251	0	0	251	0
Drainage	815	0	200	0	615	815	0	0	815	0
Recreational, leisure and community facilities	1,049	0	1,049	0	0	1,049	250	0	799	0
Parks, open space and streetscapes	150	0	0	0	150	150	0	0	150	0
Total Infrastructure	5,580	0	4,324	0	1,256	5,580	2,266	0	3,314	0
Total Capital Works Expenditure	13,134	5,629	6,232	0	1,273	13,134	3,599	375	5,160	4,000

OFFICIAL

2026/27	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	3,203	3,060	103	0	40	3,203	1,000	0	203	2,000
Total Buildings	3,203	3,060	103	0	40	3,203	1,000	0	203	2,000
Total Property	3,203	3,060	103	0	40	3,203	1,000	0	203	2,000
Plant and Equipment										
Plant, machinery and equipment	919	0	919	0	0	919	0	250	669	0
Computers and telecommunications	329	0	329	0	0	329	0	0	329	0
Total Plant and Equipment	1,248	0	1,248	0	0	1,248	0	250	998	0
Infrastructure										
Roads	3,506	0	3,306	0	200	3,506	1,516	0	1,989	0
Bridges	550	0	550	0	0	550	0	0	550	0
Footpaths and cycleways	378	0	85	0	292	378	0	0	378	0
Drainage	930	0	0	0	930	930	0	0	930	0
Recreational, leisure and community facilities	268	0	258	0	10	268	250	0	18	0
Parks, open space and streetscapes	150	0	0	0	150	150	0	0	150	0
Total Infrastructure	5,781	0	4,199	0	1,582	5,781	1,766	0	4,015	0
Total Capital Works Expenditure	10,232	3,060	5,549	0	1,622	10,232	2,766	250	5,216	2,000

5a. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of State government mandated service and financial performance indicators. These indicators supplement the broad range of Performance Indicators outlined in the 2021-25 Council Plan, through which we assess our achievement in delivering our 2030 Community Vision and 2021-25 Council Plan. The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in our Annual Report.

Targeted performance indicators - Service

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	52	55	57	58	59	60	+
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	99.9%	100.0%	100.0%	100.0%	100.0%	100.0%	o
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	78.2%	83.0%	85.0%	87.6%	88.4%	89.3%	+
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	70.7%	71.0%	72.0%	72.7%	74.2%	75.7%	+

Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
Liquidity									
Working Capital	Current assets / current liabilities	5	232.1%	277.0%	180.0%	175.0%	147.0%	124.0%	-
Obligations									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	75.6%	217.3%	225.4%	108.3%	116.3%	108.2%	+
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	7	62.8%	62.4%	66.1%	66.9%	66.5%	66.4%	+
Efficiency									
Expenditure level	Total expenses / no. of property assessments	8	\$3,598	\$4,316	\$4,240	\$4,370	\$4,429	\$4,452	+

5b. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of our financial position and performance. The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Budget 2023/24	Projections 2024/25	2025/26	2026/27	Trend +/o/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	11.1%	-2.7%	-2.4%	-2.2%	-4.2%	-3.0%	0
Liquidity									
Unrestricted cash	Unrestricted cash / current liabilities	10	-85.1%	70.4%	73.7%	72.6%	70.6%	59.0%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	0.9%	16.8%	15.3%	14.1%	30.1%	36.4%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.5%	1.1%	1.5%	1.5%	1.4%	3.0%	+
Indebtedness	Non-current liabilities / own source revenue		10.2%	21.1%	18.4%	17.2%	30.8%	35.9%	+
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	o
Efficiency									
Revenue level	General rates and municipal charges / no. of property assessments	13	\$2,156	\$4,316	\$4,240	\$4,370	\$4,429	\$4,560	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

5a

1. Satisfaction with community consultation and engagement

We expect a sustained increase in this indicator as our focus on meaningful community engagement, guided by our Community Engagement Policy, becomes embedded in our operations and as our transition to a Community Panel continues.

2. Sealed local roads below the intervention level

Council is committed to focusing on funding improved asset maintenance and understands this must be funded through capital works budgets in future years as a means of implementing our Asset Plan.

3. Planning applications decided within the relevant required time

We expect sustained improvements in this indicator, particularly given the introduction of new planning permit application software and online lodgement capabilities through our Regional Council Digital Transformation Project. New software is currently being procured and will be operational by the end of the year.

4. Kerbside collection waste diverted from landfill

We expect continuous improvement in this indicator as community engagement programs continue and the roll out of the State government's mandated four bin system is completed.

5. Working Capital

Level of current assets will reduce due to expenditure on capital delivery, higher cost and reduction in anticipated capital grants..

6. Asset renewal

Immediate reduction is due to large renewal expenditure on infrastructure assets due to flood damages. Normal trend will continue in forward estimates.

7. Rates concentration

Current expenditure level of 66% will continue in forward estimates. Additional capital expenditure has been funded through non recurrent external funding.

8. Expenditure level

No major variance and current expense pattern will continue.

5b

9. Adjusted underlying result

Negative ratio due to heavy reliance on non recurrent capital grants for flood recovery and capital works..

10. Unrestricted Cash

Forecast ratio include unearned income from grants received in advance.

11. Debt compared to rates

Council has new borrowing for forecast year for \$3.5m to complete Violet Town landfill rehabilitation and saleyard truck wash.

12. Rates effort

No major variance and current expense pattern will continue.

13. Revenue level

No major variance.