

Strathbogie Shire Council

Draft Annual Budget Report  
2024-25

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## Administrator's Introduction

Strathbogie Shire Council is pleased to release the 2024/2025 draft 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.

These conditions are made more challenging given we operate in a rate capped environment. We have considered these factors alongside the need to ensure we continue to deliver a long term sustainable financial position.

This year's budget was developed to align with the priorities of our community and is inclusive of annual average rate increase in line with the Fair Go Rates system rating cap set by the Victorian Government of 2.75 per cent for 2024/25.

We acknowledge that the rate impact for individual properties will vary, as rates are calculated on the value of property as at 1st January 2024, which is a date set by the Valuer General. Any changes to an individual property's value, whether it be higher or lower, after this date will be reflected in future valuation cycle.

Waste collection and disposal charges will raise 4 per cent in recognition of the pressures faced by waste sector in terms of fuel prices and increases in state government landfill levies.

Following a review of service charges, an opportunity has been taken to restructure the charges which includes the removal of the Tree Management Levy whilst also maintaining expenditure on tree maintenance estimated at \$1.2 million.

The 2024/25 budget provides for operating expenditure of \$37.5 million on services. This includes \$6.8 million to roads, drains, bridges, footpaths, parks and reserves, \$1.5 million to strategic and statutory planning, \$0.7 million to community development. Operating expenditure is also used to fund important services such as libraries, maternal and child health, swimming pools and arts and culture.

This year's budget includes new initiatives including:

- Preparation of 4-year council plan following the council election in October 2024.
- Conduct of the election and induction of new councillors.
- LED upgrade to street lights (subject to grant)
- A program of road safety audits.
- Funding to progress implementation of strategic planning studies (flood, rural land use and rural residential strategies).

This years budget provides \$11,977,000 capital works program, in addition to \$2,973,000 carried forward from 2023/24. The capital works program include projects like;

- Female Friendly change facilities at Longwood Recreation Reserve \$620,000 (subject to government funding).
- Increased funding for road rehabilitation and resealing.
- Creation of dedicated road reseal preparation crew.
- Implementation of new corporate information technology to improve customer service and reporting - joint project with 3 other councils.

Once again, Council has set aside \$300,000 to fund number of community projects under the Pitch My Project program. A huge thanks to those that have taken the time to submit project ideas!

The 2024/25 draft budget seeks to strengthen our future by focusing on maintaining and improving our existing assets and continuing to deliver services to our community.



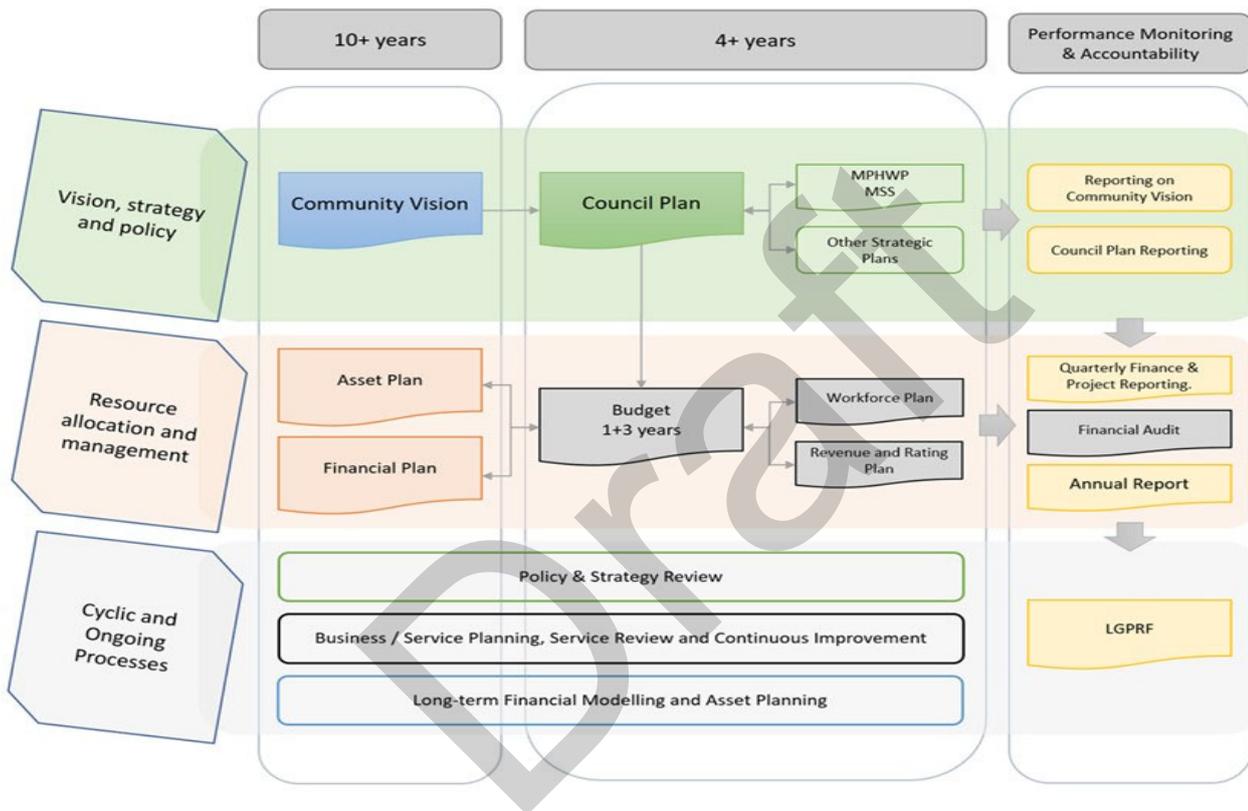
**Peter Stephenson - Council Administrator**

# 1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated 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 input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

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

### 1.1.2 Key planning considerations

#### Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a councils adopted 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

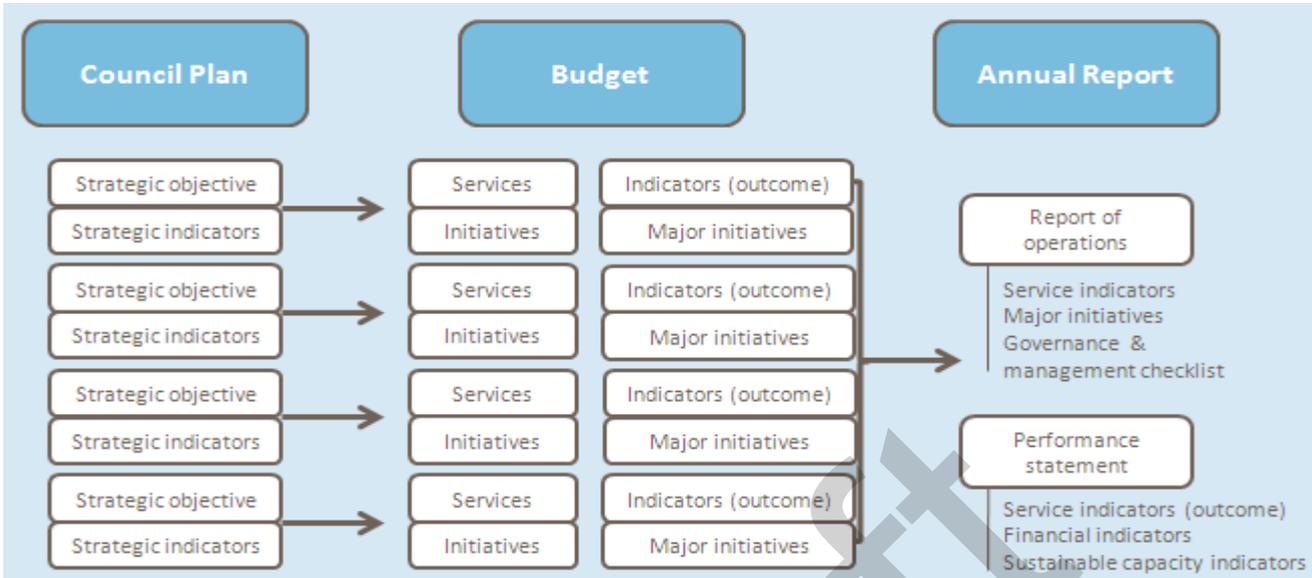
*Following Strategic Focus Areas are major pillars of the 2021-25 Council Plan, which incorporates the 2030 Community Vision:*

Strategic Objective	Description
<b>1. Engage. Create. Unite</b>	In the future we foster and support creative responses in the community.
<b>2. Live. Access. Connect.</b>	In the future our people and places are connected.
<b>3. Protect. Enhance. Adapt.</b>	In the future we consider Climate Change in everything we do.
<b>4. Inclusive. Productive. Balanced.</b>	In the future we involve the community in decisions that affect them.
<b>5. Strong. Healthy. Safe.</b>	In the future our communities are filled with happy, healthy people.
<b>6. Accountable. Transparent. Responsible.</b>	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.

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## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2024/25 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

All benchmark numbers noted below are from 2023 Community Satisfaction Survey - Small Rural Councils.

### 2.1 Strategic Objective 1

Engage. Create. Unite.

#### Services

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Euroa Community Cinema	Euroa Community Cinema regularly screens a mix of mainstream, blockbuster and quality art-house movies.	<i>Inc</i>	47	40	40
		<i>Exp</i>	(65)	(66)	(68)
		<i>Surplus / (deficit)</i>	(18)	(26)	(28)
Communications & Engagement	Management of Council's communications and media and oversees the delivery of community engagement programs.	<i>Inc</i>	50	0	0
		<i>Exp</i>	(651)	(712)	(775)
		<i>Surplus / (deficit)</i>	(601)	(712)	(775)

#### Major Initiatives

- 1) Review and update the Memorandum of understanding with Taungurung Land and Waters Council.
- 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.
- 3) Complete the review and adopt the Arts and Culture Strategy.

## Service Performance Outcome Indicators

Service	Indicator	2022/23	2023/24	2024/25	2023 Small Rural Council Average
		Actual	Forecast	Budget	
Art Centres and Libraries	Community Satisfaction Survey Rating - Art Centres and Libraries	71	71	71	73
Communications & Engagement	Community Satisfaction Survey Rating - Lobbying	52	52	56	52
Communications & Engagement	Community Satisfaction Survey Rating - Community Decisions	50	47	57	53
Governance	Community Satisfaction Survey Rating - Consultation and Engagement	50	50	57	53
Communications & Engagement	Community Satisfaction Survey Rating - Informing the Community	53	53	60	58
Community Planning	Meetings conducted with the eight Action Groups	One meeting per year	Two meeting per year	Two meeting per year	

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

## 2.2 Strategic Objective 2

### Live. Access. Connect.

#### Services

Service area	Description of services provided		2022/23	2023/24	2024/25
			Actual \$'000	Forecast \$'000	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>	88	152	107
		<i>Exp</i>	(1,121)	(1,077)	(1,158)
		<i>Surplus/ (deficit)</i>	(1,033)	(925)	(1,051)
Operations (roads and maintenance)	Maintains Council roads, drains, parks, buildings and other Council assets.	<i>Inc</i>	3,443	4,749	4,876
		<i>Exp</i>	(7,389)	(7,119)	(6,830)
		<i>Surplus/ (deficit)</i>	(3,946)	(2,371)	(1,954)
Project design and delivery	Design and delivery of new community assets and major projects.	<i>Inc</i>	2,240	2,875	1,362
		<i>Exp</i>	(1,065)	(1,161)	(1,122)
		<i>Surplus/ (deficit)</i>	1,176	1,714	241
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>	(115)	(120)	(124)
		<i>Surplus/ (deficit)</i>	(115)	(120)	(124)
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>	100	0	0
		<i>Exp</i>	(449)	(683)	(717)
		<i>Surplus/ (deficit)</i>	(349)	(683)	(717)

#### Major Initiatives

- 1) Lobby State and federal governments to fund improved digital and telecommunication infrastructure.
- 2) Adopt and implement the Strathbogie Play and Open Space Strategy.
- 3) Adapt and deliver the Active and Connected Cycling and Walking Strategy.

## Service Performance Outcome Indicators

Service	Indicator	2022/23	2023/24	2024/25	2023 Small Rural Council Average
		Actual	Forecast	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).	89%	86%	86%	
Roads and footpaths	Community Satisfaction Survey rating - local streets and footpaths	47	47	57	52
Communications & Engagement	Community Satisfaction Survey rating - lobbying	52	52	56	52
Project design and delivery	Percentage completion - projects delivered in capital expenditure budget	85%	90%	95%	
Asset management	Infrastructure per head of municipal population	\$ 28,448	Increase	Increase	
Asset management	Asset renewal and asset upgrade as a percentage of depreciation	135%	235%	192%	
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		2022/23	2023/24	2024/25
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Waste management	Kerbside garbage and recycling collections, transfer station operations and waste management of public areas.	<i>Inc</i>	203	208	210
		<i>Exp</i>	(4,923)	(4,547)	(4,664)
		<i>Surplus/ (deficit)</i>	(4,720)	(4,340)	(4,454)
Resource recovery centres	Provides the community with hard rubbish collection services and a recovery shop.	<i>Inc</i>	214	170	175
		<i>Exp</i>	(344)	(392)	(408)
		<i>Surplus/ (deficit)</i>	(131)	(222)	(232)
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>	2,504	1,704	46
		<i>Exp</i>	(2,119)	(1,499)	(82)
		<i>Surplus/ (deficit)</i>	385	205	(36)

### 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) Review and adopt Domestic Wastewater Management Plan to support growth within existing townships and mitigate health risks from wastewater.
- 3) Apply the Fair Access Policy.
- 4) Deliver education program to educate community understanding of the new waste bin system.
- 5) Implement the Climate Change Action Plan for council operations, which explores initiatives such as an urban forest strategy, micro-grids for our towns and auditing council facilities to minimise their net environment impact.
- 6) Complete Shire wide drainage strategy.
- 7) Understand the outcomes of the Civic Accommodation Study and present findings and recommendations to Council.

## Service Performance Outcome Indicators

Service	Indicator	2022/23	2023/24	2024/25	2023 Small Rural Council Average
		Actual	Forecast	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%	71%	71%	
Waste management	Contamination rate in our organics stream	2.00%	1.50%	1.25%	
Environment	Community Satisfaction Survey rating - environmental sustainability	57	57	60	59
Environment	Delivery of progress report - Climate Change Action Plan Implementation	N/A	All actions to be delivered during 2023-24 delivered	All actions to be delivered during 2024-25 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		2022/23	2023/24	2024/25
			Actual \$'000	Forecast \$'000	Budget \$'000
Project design and delivery	Design and delivery of new community assets and major projects.	<i>Inc</i>	2,240	2,875	1,362
		<i>Exp</i>	(1,065)	(1,161)	(1,122)
		<i>Surplus/ (deficit)</i>	1,176	1,714	241
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>	88	152	107
		<i>Exp</i>	(1,121)	(1,077)	(1,158)
		<i>Surplus/ (deficit)</i>	(1,033)	(925)	(1,051)
Economic Development	Supports business development and strategic economic opportunities across the Shire.	<i>Inc</i>	377	852	367
		<i>Exp</i>	(730)	(783)	(602)
		<i>Surplus/ (deficit)</i>	(353)	69	(234)
Arts & Culture	Includes library services and a community cinema in Euroa.	<i>Inc</i>	104	1	1
		<i>Exp</i>	(66)	(71)	(80)
		<i>Surplus/ (deficit)</i>	38	(70)	(79)
Tourism and Events	Facilitates local events, promotes the Shire and supports local tourism bodies.	<i>Inc</i>	30	60	61
		<i>Exp</i>	(585)	(727)	(667)
		<i>Surplus/ (deficit)</i>	(555)	(667)	(606)
Customer Service	Delivers our frontline customer service response, VicRoads agency and management of customer requests.	<i>Inc</i>	1	1	1
		<i>Exp</i>	(251)	(281)	(260)
		<i>Surplus/ (deficit)</i>	(251)	(280)	(259)
Strategic and Statutory Planning	Provides strategic planning and statutory planning services (planning permit application processing).	<i>Inc</i>	565	536	340
		<i>Exp</i>	(1,118)	(1,491)	(1,514)
		<i>Surplus/ (deficit)</i>	(553)	(955)	(1,173)
Caravan parks	The Euroa Caravan Park is managed by private operators under a lease agreement.	<i>Inc</i>	193	135	100
		<i>Exp</i>	(56)	(120)	(32)
		<i>Surplus/ (deficit)</i>	137	15	68

### Major Initiatives

- 1) Continue to implement the recommendations from the Strathbogie planning scheme review, which includes a review of the rural land use and rural residential strategies and the preparation of an urban growth strategy.
- 2) Undertake the development of the Euroa Railway Precinct Master Plan.

## Service Performance Outcome Indicators

Service	Indicator	2022/23	2023/24	2024/25	2023 Small Rural Council Average
		Actual	Forecast	Budget	
Libraries	Participation - Library membership (Percentage of the population that are registered library members)	22.81%	24%	24%	
Tourism and Events	Community Satisfaction Survey rating - tourism development	61	61	63	61
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%	85%	88%	
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	134%	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		2022/23	2023/24	2024/25
			Actual \$'000	Forecast \$'000	Budget \$'000
Maternal and Child Health centres	Family outreach visiting and centre based maternal and child health services.	<i>Inc</i>	331	294	295
		<i>Exp</i>	(442)	(430)	(424)
		<i>Surplus/ (deficit)</i>	(111)	(137)	(130)
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>	218	215	216
		<i>Exp</i>	(208)	(488)	(349)
		<i>Surplus/ (deficit)</i>	10	(273)	(134)
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>	(251)	(281)	(260)
		<i>Surplus/ (deficit)</i>	(251)	(280)	(259)
Local Laws	Management of domestic animals through registration, education and enforcement. Processing of permit applications and enforcement of Council's Community Local Law.	<i>Inc</i>	318	374	298
		<i>Exp</i>	(970)	(1,069)	(857)
		<i>Surplus/ (deficit)</i>	(653)	(694)	(559)
Emergency management planning and response	Emergency management planning, fire prevention activities and flood risk planning and mitigation.	<i>Inc</i>	2,504	1,704	46
		<i>Exp</i>	(2,119)	(1,499)	(82)
		<i>Surplus/ (deficit)</i>	385	205	(36)
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 Contribution Policy.
- 2) Review and implement programs to drive increased participation at our aquatic facilities informed by Strathbogrie Community Pool Strategy 2019-2029.
- 3) Continue to advocate to Department of Transport and Planning around improving road safety and aligning speed limits with community expectations.

## Service Performance Outcome Indicators

Service	Indicator	2022/23	2023/24	2024/25	2023 Small Rural Council Average
		Actual	Forecast	Budget	
Aquatic Facilities	Utilisation - Number of visits to aquatic facilities per head of population	0.75	0.85	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	0%	100%	100%	
Maternal and Child Health	Participation - Percentage of children enrolled who participate in the MCH service	69%	75%	76%	
Maternal and Child Health	Participation - Percentage of Aboriginal children enrolled who participate in the MCH service	73%	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	71
Recreational facilities	Community Satisfaction Survey rating - recreational facilities	67	68	69	67
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	1	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		2022/23	2023/24	2024/25
			Actual \$'000	Forecast \$'000	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>	(167)	(168)	(224)
		<i>Surplus/ (deficit)</i>	(167)	(168)	(224)
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>	(88)	(92)	(97)
		<i>Surplus/ (deficit)</i>	(88)	(92)	(97)
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>	4	2	10
		<i>Exp</i>	(1,338)	(1,566)	(1,899)
		<i>Surplus/ (deficit)</i>	(1,334)	(1,564)	(1,889)
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>	9,353	5,145	5,189
		<i>Exp</i>	(824)	(1,385)	(1,326)
		<i>Surplus/ (deficit)</i>	8,530	3,760	3,863

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>	(1,216)	(1,321)	(1,653)
		<i>Surplus/ (deficit)</i>	(1,216)	(1,321)	(1,653)
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>	(45)	(50)	(53)
		<i>Surplus/ (deficit)</i>	(45)	(50)	(53)
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>	201	125	125
		<i>Exp</i>	(804)	(852)	(974)
		<i>Surplus/ (deficit)</i>	(604)	(727)	(849)
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>	(678)	(722)	(814)
		<i>Surplus/ (deficit)</i>	(678)	(722)	(814)

## 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	2022/23	2023/24	2024/25	2023 Small Rural Council Average
		Actual	Forecast	Budget	
Governance	Community Satisfaction Survey Rating - Consultation and Engagement	50	55	57	53
Customer Service	Community Satisfaction Survey Rating - Customer Service	69	72	73	65
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	53	60	62	55
Governance & Council	Community Satisfaction Survey Rating - Value for Money	41	44	45	49
Governance & Council	Community Satisfaction Survey Rating - Community Decisions	47	55	57	52
Finance	Expenses per head of municipal population	\$3,436.34	Maintain or lower	Maintain or lower	
Finance	Recurrent grants per head of municipal population	\$910.94	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	2023 Small Rural Council Average
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	53
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	45
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	73
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	66
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 Objective 1	(803)	(843)	40
Strategic Objective 2	(3,606)	(9,951)	6,345
Strategic Objective 3	(4,775)	(5,206)	431
Strategic Objective 4	(3,095)	(5,435)	2,340
Strategic Objective 5	(1,169)	(2,024)	855
Strategic Objective 6	(1,715)	(7,039)	5,324
<b>Total</b>	<b>(15,162)</b>	<b>(30,498)</b>	<b>15,336</b>

**Expenses added in:**

Depreciation	(6,903)
Finance costs	(175)
Others	(182)

**Surplus/(Deficit) before funding sources** **(22,421)**

**Funding sources added in:**

Rates and charges revenue	20,005
Waste charge revenue	3,129

**Total funding sources** **23,134**

**Operating surplus/(deficit) for the year** **713**

Draft

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2024/25 has been supplemented with projections to 2027/28

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

Draft

## Comprehensive Income Statement

For the four years ending 30 June 2028

	NOTES	Forecast	Budget	Projections		
		Actual 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Income / Revenue</b>						
Rates and charges	4.1.1	22,204	23,134	23,900	24,570	25,258
Statutory fees and fines	4.1.2	670	693	704	725	747
User fees	4.1.3	690	718	747	776	807
Grants - operating	4.1.4	11,067	7,867	8,000	8,240	8,487
Grants - capital	4.1.4	8,244	4,433	8,593	3,982	4,032
Contributions - monetary	4.1.5	74	132	132	132	132
Contributions - non-monetary	4.1.5	250	250	450	450	450
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		50	50	50	291	49
Other income	4.1.6	1,000	1,002	816	766	741
<b>Total income / revenue</b>		<b>44,248</b>	<b>38,280</b>	<b>43,392</b>	<b>39,932</b>	<b>40,704</b>
<b>Expenses</b>						
Employee costs	4.1.7	13,804	14,697	14,894	15,296	15,755
Materials and services	4.1.8	18,701	15,103	14,648	14,621	15,027
Depreciation	4.1.9	6,750	6,841	6,968	7,070	7,186
Amortisation - intangible assets	4.1.10	62	62	62	62	62
Depreciation - right of use assets	4.1.11	182	182	72	66	22
Bad and doubtful debts - allowance for impairment losses		1	1	1	1	1
Borrowing costs		175	164	156	346	428
Finance costs - leases		18	10	5	2	0
Other expenses	4.1.12	443	507	374	384	395
<b>Total expenses</b>		<b>40,137</b>	<b>37,567</b>	<b>37,179</b>	<b>37,849</b>	<b>38,875</b>
<b>Surplus/(deficit) for the year</b>		<b>4,111</b>	<b>713</b>	<b>6,213</b>	<b>2,083</b>	<b>1,828</b>
<b>Other comprehensive income</b>		-	-	-	-	-
<b>Total comprehensive result</b>		<b>4,111</b>	<b>713</b>	<b>6,213</b>	<b>2,083</b>	<b>1,828</b>

## Balance Sheet

For the four years ending 30 June 2028

	NOTES	Forecast	Budget	Projections		
		Actual 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		5,193	4,860	5,217	5,263	5,279
Trade and other receivables		3,819	3,087	3,048	3,030	3,064
Other financial assets*		8,000	1,000	-	-	-
Inventories		15	15	15	15	15
Other assets		1,099	1,099	1,099	1,099	1,099
<b>Total current assets</b>	4.2.1	<b>18,127</b>	<b>10,061</b>	<b>9,379</b>	<b>9,408</b>	<b>9,456</b>
<b>Non-current assets</b>						
Trade and other receivables		18	18	18	18	18
Other financial assets		2	2	2	2	2
Investments in associates, joint arrangement and subsidiaries		259	259	259	259	259
Property, infrastructure, plant & equipment		371,075	379,182	390,108	393,039	394,223
Right-of-use assets	4.2.4	275	166	88	22	(0)
Intangible assets		194	194	194	194	194
<b>Total non-current assets</b>	4.2.1	<b>371,824</b>	<b>379,821</b>	<b>390,669</b>	<b>393,534</b>	<b>394,696</b>
<b>Total assets</b>		<b>389,950</b>	<b>389,881</b>	<b>400,049</b>	<b>402,942</b>	<b>404,153</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		3,469	3,047	3,254	2,508	2,380
Trust funds and deposits		925	925	925	925	925
Provisions		3,053	3,053	3,053	3,053	3,053
Interest-bearing liabilities	4.2.3	170	177	372	483	508
Lease liabilities	4.2.4	189	76	72	6	-
<b>Total current liabilities</b>	4.2.2	<b>7,806</b>	<b>7,277</b>	<b>7,676</b>	<b>6,976</b>	<b>6,866</b>
<b>Non-current liabilities</b>						
Trust funds and deposits		35	35	35	35	35
Provisions		1,714	1,714	1,714	1,714	1,714
Interest-bearing liabilities	4.2.3	3,169	2,992	6,620	8,137	7,629
Lease liabilities	4.2.4	154	79	6	-	-
<b>Total non-current liabilities</b>	4.2.2	<b>5,072</b>	<b>4,819</b>	<b>8,375</b>	<b>9,885</b>	<b>9,378</b>
<b>Total liabilities</b>		<b>12,878</b>	<b>12,097</b>	<b>16,051</b>	<b>16,861</b>	<b>16,243</b>
<b>Net assets</b>		<b>377,072</b>	<b>377,785</b>	<b>383,998</b>	<b>386,081</b>	<b>387,909</b>
<b>Equity</b>						
Accumulated surplus		123,108	123,820	130,034	132,117	133,945
Reserves		253,964	253,964	253,964	253,964	253,964
<b>Total equity</b>		<b>377,072</b>	<b>377,785</b>	<b>383,998</b>	<b>386,081</b>	<b>387,909</b>

\* Other financial assets include term deposits with original maturity of more than 90 days.

## Statement of Changes in Equity

For the four years ending 30 June 2028

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2024 Forecast Actual</b>					
Balance at beginning of the financial year		372,961	118,997	253,964	-
Surplus/(deficit) for the year		4,111	4,111	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>377,072</b>	<b>123,108</b>	<b>253,964</b>	<b>-</b>
<b>2025 Budget</b>					
Balance at beginning of the financial year		377,072	123,108	253,964	-
Surplus/(deficit) for the year		713	713	-	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
<b>Balance at end of the financial year</b>	4.3.2	<b>377,785</b>	<b>123,820</b>	<b>253,964</b>	<b>-</b>
<b>2026</b>					
Balance at beginning of the financial year		377,785	123,820	253,964	-
Surplus/(deficit) for the year		6,213	6,213	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>383,998</b>	<b>130,034</b>	<b>253,964</b>	<b>-</b>
<b>2027</b>					
Balance at beginning of the financial year		383,998	130,034	253,964	-
Surplus/(deficit) for the year		2,083	2,083	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>386,081</b>	<b>132,117</b>	<b>253,964</b>	<b>-</b>
<b>2028</b>					
Balance at beginning of the financial year		386,081	132,117	253,964	-
Surplus/(deficit) for the year		1,828	1,828	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>387,909</b>	<b>133,945</b>	<b>253,964</b>	<b>-</b>

## Statement of Cash Flows

For the four years ending 30 June 2028

	Notes	Forecast	Budget	Projections		
		Actual		2025/26	2026/27	2027/28
		2023/24	2024/25	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		22,596	23,842	23,962	24,523	25,210
Statutory fees and fines		670	693	704	725	747
User fees		690	718	747	776	807
Grants - operating		9,558	7,867	8,000	8,240	8,487
Grants - capital		7,149	4,433	8,593	3,982	4,032
Contributions - monetary		74	132	132	132	132
Interest received		400	400	250	200	175
Other receipts		600	602	566	566	566
Net GST refund / payment		2,254	1,520	1,747	1,058	833
Employee costs		(13,804)	(14,697)	(14,894)	(15,296)	(15,755)
Materials and services		(21,462)	(15,525)	(14,441)	(15,367)	(15,155)
Other payments		(444)	(508)	(375)	(385)	(395)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	<b>8,281</b>	<b>9,478</b>	<b>14,991</b>	<b>9,155</b>	<b>9,684</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(19,725)	(16,444)	(19,466)	(10,931)	(9,001)
Proceeds from sale of property, infrastructure, plant and equipment		240	240	240	615	250
Investments Withdrawal/(Payments)*		(8,000)	7,000	1,000	-	-
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	<b>(27,485)</b>	<b>(9,204)</b>	<b>(18,226)</b>	<b>(10,316)</b>	<b>(8,751)</b>
<b>Cash flows from financing activities</b>						
Finance costs		(175)	(164)	(156)	(346)	(428)
Proceeds from borrowings		-	-	4,000	2,000	-
Repayment of borrowings		(256)	(170)	(177)	(372)	(483)
Interest paid - lease liability		(18)	(10)	(5)	(2)	(0)
Repayment of lease liabilities		(285)	(262)	(70)	(72)	(6)
<b>Net cash provided by/(used in) financing activities</b>	4.4.3	<b>(734)</b>	<b>(607)</b>	<b>3,592</b>	<b>1,207</b>	<b>(917)</b>
Net increase/(decrease) in cash & cash equivalents		(19,939)	(334)	358	46	15
Cash and cash equivalents at the beginning of the financial year		25,132	5,193	4,860	5,217	5,263
<b>Cash and cash equivalents at the end of the financial year</b>		<b>5,193</b>	<b>4,860</b>	<b>5,217</b>	<b>5,263</b>	<b>5,279</b>

\* Surplus cash are invested in short term fixed deposits (\$8m invested in forecast year, \$7m spent in 24/25 and \$1m spent in 25/26). Remaining balance of fixed deposits are shown in the Balance Sheet.

## Statement of Capital Works

For the four years ending 30 June 2028

	NOTES	Forecast	Budget	Projections		
		Actual				
		2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>						
Buildings		891	1,200	5,212	2,203	106
<b>Total property</b>		<b>891</b>	<b>1,200</b>	<b>5,212</b>	<b>2,203</b>	<b>106</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment		1,417	855	819	819	819
Computers and telecommunications		342	1,047	221	329	336
<b>Total plant and equipment</b>		<b>1,759</b>	<b>1,902</b>	<b>1,040</b>	<b>1,148</b>	<b>1,155</b>
<b>Infrastructure</b>						
Roads		6,125	6,358	3,577	4,403	4,593
Bridges		2,455	1,571	6,250	250	250
Footpaths and cycleways		734	344	290	424	602
Drainage		796	738	613	1,011	727
Recreational, leisure and community facilities		2,027	1,015	504	349	342
Waste management		1,434	-	-	-	-
Parks, open space and streetscapes		1,711	1,821	210	150	407
<b>Total infrastructure</b>		<b>15,282</b>	<b>11,848</b>	<b>11,444</b>	<b>6,587</b>	<b>6,921</b>
<b>Total capital works expenditure</b>	4.5.1	<b>17,932</b>	<b>14,949</b>	<b>17,696</b>	<b>9,937</b>	<b>8,183</b>
<b>Represented by:</b>						
New asset expenditure		954	1,492	4,060	2,060	242
Asset renewal expenditure		11,473	8,012	11,607	6,377	6,795
Asset expansion expenditure		952	186	77	78	80
Asset upgrade expenditure		4,554	5,260	1,953	1,422	1,066
<b>Total capital works expenditure</b>	4.5.1	<b>17,932</b>	<b>14,949</b>	<b>17,696</b>	<b>9,937</b>	<b>8,183</b>
<b>Funding sources represented by:</b>						
Grants		8,244	4,433	8,593	3,982	4,032
Contributions		240	240	240	615	250
Council cash		9,448	10,276	4,863	3,340	3,901
New Borrowings		-	-	4,000	2,000	-
<b>Total capital works expenditure</b>	4.5.1	<b>17,932</b>	<b>14,949</b>	<b>17,696</b>	<b>9,937</b>	<b>8,183</b>

## Statement of Human Resources

For the four years ending 30 June 2028

	Forecast	Budget	Projections		
	Actual				
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	13,804	14,697	14,894	15,296	15,755
Employee costs - capital	-	-	-	-	-
<b>Total staff expenditure</b>	<b>13,804</b>	<b>14,697</b>	<b>14,894</b>	<b>15,296</b>	<b>15,755</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	133.1	135.4	134.8	135.0	135.2
<b>Total staff numbers</b>	<b>133.1</b>	<b>135.4</b>	<b>134.8</b>	<b>135.0</b>	<b>135.2</b>

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

Department	Budget 2024/25 \$'000	Comprises			
		Permanent		Casual \$'000	Temporary \$'000
		Full Time \$'000	Part time \$'000		
People & Governance	3,369	1,969	1,400	-	-
Sustainable Infrastructure	7,319	6,259	910	150	-
Corporate Leadership	1,037	760	277	-	-
Community & Planning	2,972	1,949	1,004	19	-
<b>Total staff expenditure</b>	<b>14,697</b>	<b>10,937</b>	<b>3,590</b>	<b>169</b>	<b>-</b>
Other employee related expenditure	-	-	-	-	-
Capitalised labour costs	-	-	-	-	-
<b>Total expenditure</b>	<b>14,697</b>				

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

Department	Budget 2024/25	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
People & Governance	29.3	16.0	13.3	-	-
Sustainable Infrastructure	71.7	65.0	5.1	1.6	-
Corporate Leadership	7.9	5.0	2.9	-	-
Community & Planning	26.7	15.0	10.7	1.0	-
<b>Total staff</b>	<b>135.4</b>	<b>101.0</b>	<b>31.8</b>	<b>2.6</b>	<b>-</b>

**G10 Summary of Planned Human Resources Expenditure  
For the four years ending 30 June 2028**

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>People &amp; Governance</b>				
<b>Permanent - Full time</b>	<b>1,969</b>	<b>1,996</b>	<b>2,050</b>	<b>2,111</b>
Women	1,428	1,447	1,486	1,531
Men	542	549	564	581
Persons of self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>1,400</b>	<b>1,419</b>	<b>1,457</b>	<b>1,501</b>
Women	1,315	1,332	1,368	1,409
Men	85	87	89	92
Persons of self-described gender	0	0	0	0
<b>Total People &amp; Governance</b>	<b>3,369</b>	<b>3,414</b>	<b>3,507</b>	<b>3,612</b>
<b>Sustainable Infrastructure</b>				
<b>Permanent - Full time</b>	<b>6,259</b>	<b>6,343</b>	<b>6,514</b>	<b>6,709</b>
Women	1,609	1,631	1,675	1,725
Men	4,650	4,712	4,839	4,984
Persons of self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>910</b>	<b>922</b>	<b>947</b>	<b>975</b>
Women	235	238	244	252
Men	675	684	703	724
Persons of self-described gender	0	0	0	0
<b>Total Sustainable Infrastructure</b>	<b>7,169</b>	<b>7,265</b>	<b>7,461</b>	<b>7,685</b>
<b>Corporate Leadership</b>				
<b>Permanent - Full time</b>	<b>760</b>	<b>770</b>	<b>791</b>	<b>815</b>
Women	760	770	791	815
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>277</b>	<b>281</b>	<b>288</b>	<b>297</b>
Women	274	278	286	294
Men	3	3	3	3
Persons of self-described gender	0	0	0	0
<b>Total Corporate Leadership</b>	<b>1,037</b>	<b>1,051</b>	<b>1,079</b>	<b>1,111</b>
<b>Community &amp; Planning</b>				
<b>Permanent - Full time</b>	<b>1,949</b>	<b>1,975</b>	<b>2,029</b>	<b>2,089</b>
Women	820	831	854	879
Men	1,129	1,144	1,175	1,210
Persons of self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>1,004</b>	<b>1,017</b>	<b>1,044</b>	<b>1,076</b>
Women	988	1,001	1,028	1,059
Men	16	16	16	17
Persons of self-described gender	0	0	0	0
<b>Total Community &amp; Planning</b>	<b>2,953</b>	<b>2,992</b>	<b>3,073</b>	<b>3,165</b>
<b>Total - Mayor &amp; Councillors</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Casuals, temporary and other expenditure</b>	<b>169</b>	<b>172</b>	<b>176</b>	<b>182</b>
<b>Capitalised labour costs</b>	<b>0.0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total staff expenditure</b>	<b>14,697</b>	<b>14,894</b>	<b>15,296</b>	<b>15,755</b>

	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE
<b>People &amp; Governance</b>				
<b>Permanent - Full time</b>	<b>16.0</b>	<b>15.9</b>	<b>15.9</b>	<b>16.0</b>
Women	12.0	11.9	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
<b>Permanent - Part time</b>	<b>13.3</b>	<b>13.2</b>	<b>13.2</b>	<b>13.3</b>
Women	12.5	12.4	12.4	12.5
Men	0.8	0.8	0.8	0.8
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total People &amp; Governance</b>	<b>29.3</b>	<b>29.1</b>	<b>29.2</b>	<b>29.2</b>
<b>Sustainable Infrastructure</b>				
<b>Permanent - Full time</b>	<b>65.0</b>	<b>64.7</b>	<b>64.8</b>	<b>64.9</b>
Women	15.0	14.9	15.0	15.0
Men	50.0	49.8	49.8	49.9
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Permanent - Part time</b>	<b>5.1</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
Women	3.0	3.0	3.0	3.0
Men	2.1	2.1	2.1	2.1
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Sustainable Infrastructure</b>	<b>70.1</b>	<b>69.7</b>	<b>69.8</b>	<b>69.9</b>
<b>Corporate Leadership</b>				
<b>Permanent - Full time</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
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
<b>Permanent - Part time</b>	<b>2.9</b>	<b>2.8</b>	<b>2.8</b>	<b>2.9</b>
Women	2.9	2.8	2.8	2.9
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Corporate Leadership</b>	<b>7.9</b>	<b>7.8</b>	<b>7.8</b>	<b>7.8</b>
<b>Community &amp; Planning</b>				
<b>Permanent - Full time</b>	<b>15.0</b>	<b>14.9</b>	<b>15.0</b>	<b>15.0</b>
Women	6.0	6.0	6.0	6.0
Men	9.0	9.0	9.0	9.0
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Permanent - Part time</b>	<b>10.7</b>	<b>10.6</b>	<b>10.6</b>	<b>10.6</b>
Women	10.4	10.4	10.4	10.4
Men	0.2	0.2	0.2	0.2
Persons of self-described gender	0.0	0.0	0.0	0.0
<b>Total Community &amp; Planning</b>	<b>25.7</b>	<b>25.5</b>	<b>25.6</b>	<b>25.6</b>
<b>Total - Mayor &amp; Councillors</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Casuals and temporary staff</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>
<b>Capitalised labour</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total staff numbers</b>	<b>135.4</b>	<b>134.8</b>	<b>135.0</b>	<b>135.2</b>

## 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

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

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2024/25 the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.75% in line with the rate cap.

This will raise total rates and charges for 2024/25 to \$23,134,000 (exclusive of Interest on outstanding rates).

In relation to Waste charges, in light of several factors, specifically:

- The costs of rehabilitation of the Violet Town landfill which has been funded by borrowings with a cost of approximately \$280,000 per year.
- New waste collection contracts which will apply from 1 July 2025 and will see reduced costs.
- New landfill disposal contract that will apply from 1 July and will see increased costs.
- One off costs of bins related to new contracts.
- Implementation of a fourth bin for glass collection from 1 July 2025 which will see increased cost and offsetting revenue.
- Application of overhead costs to the waste service as recommended by Government and a recent Internal Audit report.

The opportunity has been taken to restructure waste charges by:

- Maintaining revenue increase for 2024/25 in line with previous predictions (4%) and combining the former Tree management levy with waste charges.
- Maintaining expenditure on tree maintenance estimated at \$1,254,478 in 2024/25.
- In 2025/26 after allowing for estimated reduction in costs of collection contracts, one off costs of new bins and revenue and costs associated with fourth bin glass collection, aiming to reduce revenue from waste charges by up to 5%.
- In 2026/27 after one off impact of new bins has finished further reducing waste charges by up to a further 5%.

Over the next four years revenue from waste charges is expected to almost cover the costs of the service.

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

	2023/24		2024/25	Change	%
	Forecast	Actual	Budget		
	\$'000	\$'000	\$'000	\$'000	
General rates*	18,852		<b>19,819</b>	967	<b>5.13%</b>
Waste management charge	2,997		<b>3,129</b>	132	<b>4.42%</b>
Service rates and charges	236		<b>0</b>	(236)	<b>-100.00%</b>
Supplementary rates and rate adjustments	71		<b>138</b>	67	<b>94.37%</b>
Interest on rates and charges	136		<b>121</b>	(15)	<b>-11.03%</b>
Revenue in lieu of rates	47		<b>48</b>	1	<b>2.13%</b>
<b>Total rates and charges</b>	<b>22,340</b>		<b>23,255</b>	<b>916</b>	<b>4.10%</b>

\*These items are subject to the rate cap established under the Fair Go Rates System (FGRS).

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

Type or class of land	2023/24 cents/\$CIV*	2024/25 cents/\$CIV*	Change
General rate for rateable residential properties	0.00305808	0.00309949	<b>1.35%</b>
General rate for rateable vacant residential properties	0.00642197	0.00650893	<b>1.35%</b>
General rate for rateable farm properties	0.00244646	0.00247959	<b>1.35%</b>
General rate for rateable commercial properties	0.00366970	0.00371939	<b>1.35%</b>
General rate for rateable vacant commercial properties	0.00642197	0.00650893	<b>1.35%</b>

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

Type or class of land	2023/24 \$'000	2024/25 \$'000	Change \$'000	%
Residential	8,018	<b>8,073</b>	55	<b>0.69%</b>
Residential - vacant	1,102	<b>1,604</b>	502	<b>45.55%</b>
Farm	8,898	<b>9,236</b>	338	<b>3.80%</b>
Commercial	862	<b>924</b>	62	<b>7.19%</b>
Commercial - Vacant	19	<b>30</b>	11	<b>57.89%</b>
<b>Total amount to be raised by general rates</b>	<b>18,899</b>	<b>19,867</b>	<b>968</b>	<b>5.12%</b>

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

Type or class of land	2023/24 Number	2024/25 Number	Change Number	%
Residential	4,926	<b>5,032</b>	106	<b>2.15%</b>
Residential - vacant	502	<b>485</b>	(17)	<b>-3.39%</b>
Farm	2,280	<b>2,308</b>	28	<b>1.23%</b>
Commercial	313	<b>313</b>	0	<b>0.00%</b>
Commercial - Vacant	8	<b>8</b>	0	<b>0.00%</b>
<b>Total number of assessments</b>	<b>8,029</b>	<b>8,146</b>	<b>117</b>	<b>1.46%</b>

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

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

Type or class of land	2023/24 \$'000	2024/25 \$'000	Change \$'000	%
Residential	2,618,515	<b>2,604,456</b>	(14,059)	<b>-0.54%</b>
Residential - vacant	180,549	<b>246,405</b>	65,856	<b>36.48%</b>
Farm	3,627,730	<b>3,724,786</b>	97,056	<b>2.68%</b>
Commercial	233,723	<b>248,506</b>	14,783	<b>6.33%</b>
Commercial - Vacant	2,958	<b>4,647</b>	1,689	<b>57.10%</b>
<b>Total value of land</b>	<b>6,663,475</b>	<b>6,828,800</b>	<b>165,325</b>	<b>2.48%</b>

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.

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2023/24	2024/25	\$	%
Kerbside Collection- 80Litre	415	432	17	4.10%
Kerbside Collection- 120Litre	415	432	17	4.10%
Kerbside Collection- 240Litre	827	860	33	3.99%
Recycling-120Litre	197	205	8	4.06%
Recycling-240Litre	197	205	8	4.06%
Recycling-360Litre	197	205	8	4.06%
Tree Management Service Charge	32	0	(32)	-100.00%
Kerbside/Recycling/Organics	612	635	23	3.76%

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.

Type of Charge	2023/24	2024/25	Change	
	\$	\$	\$	%
Kerbside/Recycling/Organics	2,273,718	2,354,578	80,860	3.56%
Kerbside	531,490	569,314	37,824	7.12%
Recycling	191,880	205,532	13,652	7.11%
Tree Management Service Charge	236,196	0	(236,196)	-100.00%
<b>Total</b>	<b>3,233,284</b>	<b>3,129,424</b>	<b>(103,860)</b>	<b>-3.21%</b>

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

	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
General Rates	18,852	19,819	967	5.13%
Kerbside Collection/Recycling/Organics	2,997	3,129	132	4.42%
Tree Management Service Charge	236	0	(236)	-100.00%
<b>Total Rates and charges</b>	<b>22,086</b>	<b>22,948</b>	<b>863</b>	<b>3.91%</b>

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.

	2023/24	2024/25
Total Rates	\$ 18,852,271	\$ 19,818,798
Number of rateable properties	8,029.00	8,146
Base Average Rate	2,287	2,368
Maximum Rate Increase (set by the State Government)	3.50%	2.75%
Capped Average Rate	\$ 2,356	\$ 2,433
Maximum General Rates and Municipal Charges Revenue	\$ 18,917,850	\$ 19,820,196
Budgeted General Rates and Municipal Charges Revenue	\$ 18,852,271	\$ 19,818,798
Budgeted Supplementary Rates	\$ 71,000	\$ 138,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 18,923,271	\$ 19,956,798

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 (2024/25: estimated \$138,000 and 2023/24: \$71,000)
- 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(n) 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		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
Building fees	104	117	117	13	12.66%
Planning fees	300	303	303	3	1.03%
Health registrations	102	106	106	3	3.03%
Animal registrations	114	117	117	3	2.98%
Land information certificates	22	22	22	0	0.00%
Infringements and costs	28	29	29	1	3.04%
<b>Total statutory fees and fines</b>	<b>670</b>	<b>693</b>	<b>693</b>	<b>24</b>	<b>3.52%</b>

#### 4.1.3 User fees

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
Tip fees	170	175	175	5	3.00%
Nagambie Lakes events	30	31	31	1	3.00%
Saleyard operations revenue	279	310	310	31	11.08%
Swimming pools revenue	10	10	10	0	0.00%
Euroa Cinema	40	40	40	0	0.00%
Septic tank fees	47	48	48	1	2.98%
Other user charges and contributions	114	104	104	(11)	-9.35%
<b>Total user fees</b>	<b>690</b>	<b>718</b>	<b>718</b>	<b>28</b>	<b>4.00%</b>

#### 4.1.4 Grants

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

	Forecast Actual		Budget	Change	
	2023/24		2024/25		
	\$'000		\$'000	\$'000	%
<b>Grants were received in respect of the following:</b>					
Summary of grants					
Commonwealth funded grants	15,101		8,912	(6,189)	-41%
State funded grants	4,210		3,388	(822)	-20%
<b>Total grants received</b>	<b>19,311</b>		<b>12,300</b>	<b>(7,011)</b>	<b>-36%</b>
<b>(a) Operating Grants</b>					
<b>Recurrent - Commonwealth Government</b>					
Financial Assistance Grants	6,704		7,199	495	7%
<b>Recurrent - State Government</b>					
Beach Cleaning Subsidy	4		4	0	5%
Roadside Weeds and Pest Management	67		67	(0)	0%
Maternal & Child Health - Universal	210		211	1	0%
Workforce Support	2		2	0	1%
Sleep and Settling Consults	16		16	0	0%
Kindergarten Central Enrolment	7		7	0	0%
Supported Play Group	59		59	0	0%
Youth Week	2		2	0	0%
Youth FreeZa	36		36	0	0%
VicRoads L2P	28		28	0	1%
Engage Youth	50		50	0	0%
MAV Tobacco	3		8	5	137%
Boat Ramp Maintenance	9		0	(9)	-100%
Municipal Emergency Management	60		60	0	0%
Vulnerable Persons Register	19		19	0	0%
<b>Total recurrent grants</b>	<b>7,275</b>		<b>7,767</b>	<b>492</b>	<b>7%</b>
<b>Non - Recurrent - Commonwealth Government</b>					
Flood and Storm Support - December'23/January'24	650		0	(650)	-100%
<b>Non-recurrent - State Government</b>					
Nagambie Growth Plan	182		0	(182)	-100%
Euroa Rail Precinct Master Plan	100		0	(100)	-100%
Waterways Management	57		0	(57)	-100%
Regional Tourism Project	274		0	(274)	-100%
Flood Support Fund - October 2022 Flood	1,568		0	(1,568)	-100%
Flood Support - Community Recovery officer	256		0	(256)	-100%
Flood Support Fund - December'23/January'24	500		0	(500)	-100%
Victorian Health Promotion	100		100	0	0%
Resale shop	30		0	(30)	-100%
Cool Canopies	43		0	(43)	-100%
Statutory Planning Work - Flood Recovery	18		0	(18)	-100%
ODWM Grants Program	14		0	(14)	-100%
<b>Total non-recurrent grants</b>	<b>3,792</b>		<b>100</b>	<b>(3,692)</b>	<b>-97%</b>
<b>Total operating grants</b>	<b>11,067</b>		<b>7,867</b>	<b>(3,200)</b>	<b>-29%</b>

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
<b>(b) Capital Grants</b>					
<b>Recurrent - Commonwealth Government</b>					
Roads to recovery	1,764	1,688	(75)	-4%	
<b>Total recurrent grants</b>	<b>1,764</b>	<b>1,688</b>	<b>(75)</b>	<b>-4%</b>	
<b>Non-recurrent - Commonwealth Government</b>					
Local Roads & Community Infrastructure - Stage 1	406	0	(406)	-100%	
Local Roads & Community Infrastructure - Stage 2	158	0	(158)	-100%	
Local Roads & Community Infrastructure - Stage 3	2,107	0	(2,107)	-100%	
Local Roads & Community Infrastructure - Stage 4	2,270	0	(2,270)	-100%	
Flood Support - Betterment fund	343	0	(343)	-100%	
Drought Funding Stage 2	100	0	(100)	-100%	
Nagambie Locksley Rd Bridge	600	0	(600)	-100%	
LED Upgrade to Streetlights	0	25	25	0%	
<b>Non-recurrent - State Government</b>					
Nagambie Recreation Reserve - Facilities	105	0	(105)	-100%	
Drainage Strategy	150	0	(150)	-100%	
Balmattum Hill Mountain Bike Trail Planning	242	0	(242)	-100%	
Hovell Street, Avenel – Road Works & Drainage	0	2,000	2,000	0%	
Longwood - Female Friendly Change and Septic Upgrade	0	470	470	0%	
Other Capital Grants	0	250	250	0%	
<b>Total non-recurrent grants</b>	<b>6,480</b>	<b>2,745</b>	<b>(3,735)</b>	<b>-58%</b>	
<b>Total capital grants</b>	<b>8,244</b>	<b>4,433</b>	<b>(3,811)</b>	<b>-46%</b>	
<b>Total Grants</b>	<b>19,311</b>	<b>12,300</b>	<b>(7,011)</b>	<b>-36%</b>	

#### 4.1.5 Contributions

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
Monetary	74	132	58	78.23%	
Non-monetary	250	250	0	0.00%	
<b>Total contributions</b>	<b>324</b>	<b>382</b>	<b>58</b>	<b>17.86%</b>	

#### 4.1.6 Other income

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
Interest	542	527	(15)	-2.71%	
Rent and Lease Income	135	100	(35)	-25.93%	
Workcover and income protection	125	125	0	0.00%	
Other	198	250	52	26.50%	
<b>Total other income</b>	<b>1,000</b>	<b>1,002</b>	<b>3</b>	<b>0.27%</b>	

#### 4.1.7 Employee costs

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
Wages and salaries	11,841	12,470		629	5.31%
WorkCover	282	337		55	19.62%
Superannuation	1,316	1,473		157	11.97%
Fringe benefits tax	190	190		0	0.00%
Other	176	227		51	28.85%
<b>Total employee costs</b>	<b>13,804</b>	<b>14,697</b>		<b>893</b>	<b>6.47%</b>

#### 4.1.8 Materials and services

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
Building maintenance	735	661		(74)	-10.07%
General maintenance	6,129	5,311		(818)	-13.35%
Utilities	301	320		19	6.21%
Office administration	2,747	2,806		59	2.15%
Information technology	1,012	1,113		101	9.99%
Insurance	575	645		70	12.12%
Consultants	1,332	1,203		(129)	-9.70%
Legal fees	272	237		(35)	-12.80%
Emergency expenses	2,851	0		(2,851)	-100.00%
Waste management	2,747	2,807		60	2.19%
<b>Total materials and services</b>	<b>18,701</b>	<b>15,103</b>		<b>(3,599)</b>	<b>-19.24%</b>

#### 4.1.9 Depreciation

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
Property	1,030	1,030		0	0.00%
Plant & equipment	197	205		7	3.65%
Infrastructure	5,271	5,354		84	1.58%
Furniture & equipment	252	252		0	0.00%
<b>Total depreciation</b>	<b>6,750</b>	<b>6,841</b>		<b>91</b>	<b>1.34%</b>

#### 4.1.10 Amortisation - Intangible assets

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
Intangible assets	62	62		0	0.00%
<b>Total amortisation - intangible assets</b>	<b>62</b>	<b>62</b>		<b>0</b>	<b>0.00%</b>

#### 4.1.11 Depreciation - Right of use assets

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25		
	\$'000	\$'000	\$'000	\$'000	%
Right of use assets	182	182		0	0.00%
<b>Total depreciation - right of use assets</b>	<b>182</b>	<b>182</b>		<b>0</b>	<b>0.00%</b>

#### 4.1.12 Other expenses

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

	Forecast Actual		Budget	Change	
	2023/24	2024/25	2024/25	\$'000	%
	\$'000	\$'000	\$'000		
Auditors' remuneration - external	45	50	5	11.11%	
Auditors' remuneration - internal	50	53	3	5.20%	
Councillors' allowances	92	152	60	65.73%	
Other Councillor expenses	256	252	(4)	-1.53%	
<b>Total other expenses</b>	<b>443</b>	<b>507</b>	<b>64</b>	<b>14.47%</b>	

\*Other Councillor expenses include council election expenses and Council Administrator allowances.

## 4.2 Balance Sheet

### 4.2.1 Assets

Current assets are projected to decrease by \$8.23million. 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 level in 2024/25 and expected to decrease slightly due to repayment of borrowings and payment to creditors.

### 4.2.3 Borrowings

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

	Forecast Actual	Budget	Projections		
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	3,595,262	3,339,685	3,169,377	6,992,086	8,620,290
Amount proposed to be borrowed	0	0	4,000,000	2,000,000	0
Amount projected to be redeemed	(255,577)	(170,308)	(177,291)	(371,796)	(483,355)
<b>Amount of borrowings as at 30 June</b>	<b>3,339,685</b>	<b>3,169,377</b>	<b>6,992,086</b>	<b>8,620,290</b>	<b>8,136,935</b>

Proposed borrowing in 2025/26 and 2026/27 relates to civic centre redevelopment following the feasibility study 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	Budget
	2023/24	2024/25
	\$	\$
<b>Right-of-use assets</b>		
Property	16,697	-
Plant and equipment	258,508	165,740
<b>Total right-of-use assets</b>	<b>275,205</b>	<b>165,740</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Property	17,521	-
Plant and equipment	171,914	75,593
<b>Total current lease liabilities</b>	<b>189,435</b>	<b>75,593</b>
<b>Non-current lease liabilities</b>		
Property	-	-
Plant and equipment	154,212	78,618
<b>Total non-current lease liabilities</b>	<b>154,212</b>	<b>78,618</b>
<b>Total lease liabilities</b>	<b>343,647</b>	<b>154,211</b>

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 4.24%.

### 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 2024/25.

### 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 \$9.478 million.

#### 4.4.2 Net cash flows provided by/used in investing activities

Net cash used in the investing activities is budgeted to be \$9.20 million. Withdrawal of term deposit \$7m and capital works program spending \$16.44 million (includes GST) is included in this.

#### 4.4.3 Net cash flows provided by/used in financing activities

Financing activities budgeted to be outflow of \$0.61 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 2024/25 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 2023/24 \$'000	Budget 2024/25 \$'000	Change \$'000	%
Property	891	1,200	309	34.65%
Plant and equipment	1,759	1,902	143	8.14%
Infrastructure	15,282	11,848	(3,435)	-22.47%
<b>Total</b>	<b>17,932</b>	<b>14,949</b>	<b>(2,983)</b>	<b>-16.63%</b>

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	New Borrowings \$'000
Property	1,200	560	-	640	-	470	-	730	-
Plant and equipment	1,902	632	1,270	-	-	-	240	1,662	-
Infrastructure	11,848	300	6,742	4,620	186	3,963	-	7,884	-
<b>Total</b>	<b>14,949</b>	<b>1,492</b>	<b>8,012</b>	<b>5,260</b>	<b>186</b>	<b>4,433</b>	<b>240</b>	<b>10,276</b>	<b>-</b>

\*Total projects cost (\$14,949,399) include new projects (\$11,976,837) and carry forward projects from 2023/24 financial year (\$2,972,562).

### 4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	New Borrowings \$'000
<b>PROPERTY</b>									
<b>Building Improvements</b>									
<i>Caravan Park Lease agreement commitments</i>	60	60	-	-	-	-	-	60	-
<i>Community Buildings - Various locations</i>	640	-	-	640	-	470	-	170	-
<b>TOTAL PROPERTY</b>	<b>700</b>	<b>60</b>	<b>-</b>	<b>640</b>	<b>-</b>	<b>470</b>	<b>-</b>	<b>230</b>	<b>-</b>

Capital Works Area	Asset expenditure types					Summary of Funding Sources				
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	New Borrowings	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>PLANT AND EQUIPMENT</b>										
<b>Plant, Machinery and Equipment</b>										
<i>Plant and Equipment</i>	855	-	855	-	-	-	240	615	-	-
<b>Computers and Telecommunications</b>										
<i>Information Technology</i>	270	-	270	-	-	-	-	270	-	-
<i>Regional Council Digital Transformation Project</i>	632	632	-	-	-	-	-	632	-	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,757</b>	<b>632</b>	<b>1,125</b>	-	-	-	<b>240</b>	<b>1,517</b>	-	-
<b>INFRASTRUCTURE</b>										
<b>Roads</b>										
<i>Reseal Program</i>	1,548	-	1,548	-	-	1,000	-	548	-	-
<i>Rehabilitation Program</i>	1,242	-	1,242	-	-	688	-	554	-	-
<i>Gravel Road Resheeting Program</i>	565	-	565	-	-	250	-	315	-	-
<i>Special Charges Scheme</i>	100	-	100	-	-	-	-	100	-	-
<i>Seal Weir Road/Lake Road Kirwans Bridge - Construction</i>	300	-	300	-	-	-	-	300	-	-
<i>Hovell Street, Avenel – Road Works &amp; Drainage</i>	2,000	-	-	2,000	-	2,000	-	-	-	-
<i>Barwon Street, Nagambie - traffic mitigation</i>	25	-	25	-	-	-	-	25	-	-
<i>Violet Town library - scoping and design for car park spaces</i>	15	-	15	-	-	-	-	15	-	-
<b>Bridges</b>										
<i>Bridges &amp; Major Culverts various locations</i>	296	-	296	-	-	-	-	296	-	-
<i>Chinamen's Bridge - Nagambie</i>	450	-	450	-	-	-	-	450	-	-
<b>Footpaths and Cycleways</b>										
<i>Walking Tracks</i>	12	-	12	-	-	-	-	12	-	-
<i>Footpaths - missing links</i>	76	-	-	-	76	-	-	76	-	-
<i>Prentice Street from Boyd Street to Nash Street south side</i>	15	-	-	15	-	-	-	15	-	-
<i>Glencairn Lane from High Street to Blayney Lane north side</i>	24	-	-	24	-	-	-	24	-	-
<i>Anderson Street, Avenel - Gravel Footpath</i>	52	-	-	52	-	-	-	52	-	-
<i>Queen Street, Avenel - Upgrade to Pedestrian Corossing</i>	21	-	-	21	-	-	-	21	-	-
<i>Apex Park, Euroa - Gravel pathway upgrade to Concrete</i>	15	-	-	15	-	-	-	15	-	-
<i>Lewis Street, Euroa - Footpath link between Bury Street and Clifton Street</i>	50	-	-	-	50	-	-	50	-	-
<i>Hyacinth Street from Cowslip Street to Tulip Street east side</i>	19	-	-	19	-	-	-	19	-	-
<i>Boyd Street, Nagambie - link Goulburn Street and Prentice Street</i>	60	-	-	-	60	-	-	60	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	New Borrowings	
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>Drainage</b>										
<i>Nagambie Industrial Area scope and design</i>	100	-	100	-	-	-	-	100	-	-
<i>Boundary Rd South Future Open Drain</i>	200	-	200	-	-	-	-	200	-	-
<i>Kirkland Avenue Kerb &amp; Drainage</i>	85	-	-	85	-	-	-	85	-	-
<i>Pit &amp; Pipe Replacement Program/Drainage Program</i>	75	-	75	-	-	-	-	75	-	-
<b>Recreational, Leisure &amp; Community Facilities</b>										
<i>Project management</i>	100	-	100	-	-	-	-	100	-	-
<i>Splash Park ,Nagambie</i>	500	-	-	500	-	-	-	500	-	-
<i>Swimming Pool works</i>	6	-	6	-	-	-	-	6	-	-
<i>Play Space</i>	75	-	75	-	-	-	-	75	-	-
<i>Sporting Fields &amp; Courts</i>	34	-	34	-	-	-	-	34	-	-
<i>Pitch my project</i>	300	-	300	-	-	-	-	300	-	-
<b>Parks, Open Space and Streetscapes</b>										
<i>Streetscapes - Strathbogie</i>	280	-	-	280	-	-	-	280	-	-
<i>Streetscapes - Violet Town</i>	340	-	-	340	-	-	-	340	-	-
<i>Streetscapes - Euroa, Avenel, Longwood</i>	340	-	-	340	-	-	-	340	-	-
<i>Play &amp; Recreation spaces - various locations</i>	150	-	-	150	-	-	-	150	-	-
<i>LED upgrade to Streetlights</i>	50	-	-	50	-	25	-	25	-	-
<b>TOTAL INFRASTRUCTURE</b>	<b>9,520</b>	<b>-</b>	<b>5,443</b>	<b>3,890</b>	<b>186</b>	<b>3,963</b>	<b>-</b>	<b>5,556</b>	<b>-</b>	<b>-</b>
<b>TOTAL NEW CAPITAL WORKS</b>	<b>11,977</b>	<b>692</b>	<b>6,568</b>	<b>4,530</b>	<b>186</b>	<b>4,433</b>	<b>240</b>	<b>7,303</b>	<b>-</b>	<b>-</b>

#### 4.5.3 Works carried forward from the 2023/24 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	New Borrowings	
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>PROPERTY</b>										
<b>Buildings</b>										
<i>Saleyards truck wash</i>	500	500	-	-	-	-	-	500	-	-
<b>TOTAL PROPERTY</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>										
<b>Computers and Telecommunications</b>										
<i>Information Technology</i>	145	-	145	-	-	-	-	145	-	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>145</b>	<b>-</b>	<b>145</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>145</b>	<b>-</b>	<b>-</b>

Capital Works Area	Asset expenditure types					Summary of Funding Sources				
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	New Borrowings	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>INFRASTRUCTURE</b>										
<b>Roads</b>										
<i>Land use agreement fees</i>	300	300	-	-	-	-	-	300	-	-
<i>School Crossing - Nagambie</i>	100	-	-	100	-	-	-	100	-	-
<i>Saleyard Road Avenel - Road Construction (Bank to Hovel)</i>	37	-	37	-	-	-	-	37	-	-
<i>Euroa Service Centre Roundabout - Upgrade Landscaping</i>	26	-	-	26	-	-	-	26	-	-
<i>Blayney lane, Nagambie parking study</i>	100	-	-	100	-	-	-	100	-	-
<b>Bridges</b>										
<i>Twoomies Bridge</i>	300	-	300	-	-	-	-	300	-	-
<i>Chinamen's Bridge - Nagambie</i>	300	-	300	-	-	-	-	300	-	-
<i>Nagambie Locksley Rd bridge</i>	225	-	-	225	-	-	-	225	-	-
<b>Footpaths and Cycleways</b>										
<i>Insert detailed list</i>	-	-	-	-	-	-	-	-	-	-
<b>Drainage</b>										
<i>Strathbogrie Shire Storm water strategy 2024</i>	278	-	-	278	-	-	-	278	-	-
<b>Parks, Open Space and Streetscapes</b>										
<i>Replacement of infrastructure at Nagambie Foreshore</i>	660	-	660	-	-	-	-	660	-	-
<i>Other various</i>	1	-	1	-	-	-	-	1	-	-
<b>TOTAL INFRASTRUCTURE</b>	<b>2,327</b>	<b>300</b>	<b>1,298</b>	<b>729</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,327</b>	<b>-</b>	<b>-</b>
<b>TOTAL CARRIED FORWARD CAPITAL WORKS 2023/24</b>	<b>2,972</b>	<b>800</b>	<b>1,443</b>	<b>729</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,972</b>	<b>-</b>	<b>-</b>

**Summary of Planned Capital Works Expenditure  
For the years ending 30 June 2026, 2027 & 2028**

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
<b>Property</b>										
Buildings	5,212	4,060	35	0	1,117	5,212	733	0	479	4,000
<b>Total Buildings</b>	<b>5,212</b>	<b>4,060</b>	<b>35</b>	<b>0</b>	<b>1,117</b>	<b>5,212</b>	<b>733</b>	<b>0</b>	<b>479</b>	<b>4,000</b>
<b>Total Property</b>	<b>5,212</b>	<b>4,060</b>	<b>35</b>	<b>0</b>	<b>1,117</b>	<b>5,212</b>	<b>733</b>	<b>0</b>	<b>479</b>	<b>4,000</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	819	0	819	0	0	819	0	240	579	0
Computers and telecommunications	221	0	221	0	0	221	0	0	221	0
<b>Total Plant and Equipment</b>	<b>1,040</b>	<b>0</b>	<b>1,040</b>	<b>0</b>	<b>0</b>	<b>1,040</b>	<b>0</b>	<b>240</b>	<b>800</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	3,577	0	3,472	0	105	3,577	2,110	0	1,467	0
Bridges	6,250	0	6,250	0	0	6,250	5,500	0	750	0
Footpaths and cycleways	290	0	28	77	186	290	250	0	40	0
Drainage	613	0	278	0	335	613	0	0	613	0
Recreational, leisure and community facilities	504	0	504	0	0	504	0	0	504	0
Parks, open space and streetscapes	210	0	0	0	210	210	0	0	210	0
<b>Total Infrastructure</b>	<b>11,444</b>	<b>0</b>	<b>10,531</b>	<b>77</b>	<b>836</b>	<b>11,444</b>	<b>7,860</b>	<b>0</b>	<b>3,584</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>17,696</b>	<b>4,060</b>	<b>11,607</b>	<b>77</b>	<b>1,953</b>	<b>17,696</b>	<b>8,593</b>	<b>240</b>	<b>4,863</b>	<b>4,000</b>

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
<b>Property</b>										
Buildings	2,203	2,060	103	0	40	2,203	0	0	203	2,000
<b>Total Buildings</b>	<b>2,203</b>	<b>2,060</b>	<b>103</b>	<b>0</b>	<b>40</b>	<b>2,203</b>	<b>0</b>	<b>0</b>	<b>203</b>	<b>2,000</b>
<b>Total Property</b>	<b>2,203</b>	<b>2,060</b>	<b>103</b>	<b>0</b>	<b>40</b>	<b>2,203</b>	<b>0</b>	<b>0</b>	<b>203</b>	<b>2,000</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	819	0	819	0	0	819	0	615	204	0
Computers and telecommunications	329	0	329	0	0	329	0	0	329	0
<b>Total Plant and Equipment</b>	<b>1,148</b>	<b>0</b>	<b>1,148</b>	<b>0</b>	<b>0</b>	<b>1,148</b>	<b>0</b>	<b>615</b>	<b>533</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	4,403	0	4,403	0	0	4,403	2,532	0	1,870	0
Bridges	250	0	250	0	0	250	0	0	250	0
Footpaths and cycleways	424	0	53	78	292	424	300	0	124	0
Drainage	1,011	0	81	0	930	1,011	900	0	111	0
Recreational, leisure and community facilities	349	0	339	0	10	349	250	0	99	0
Parks, open space and streetscapes	150	0	0	0	150	150	0	0	150	0
<b>Total Infrastructure</b>	<b>6,587</b>	<b>0</b>	<b>5,126</b>	<b>78</b>	<b>1,382</b>	<b>6,587</b>	<b>3,982</b>	<b>0</b>	<b>2,605</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>9,937</b>	<b>2,060</b>	<b>6,377</b>	<b>78</b>	<b>1,422</b>	<b>9,937</b>	<b>3,982</b>	<b>615</b>	<b>3,340</b>	<b>2,000</b>

2027/28	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
<b>Property</b>										
Buildings	106	60	36	0	10	106	0	0	106	0
<b>Total Buildings</b>	<b>106</b>	<b>60</b>	<b>36</b>	<b>0</b>	<b>10</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>106</b>	<b>0</b>
<b>Total Property</b>	<b>106</b>	<b>60</b>	<b>36</b>	<b>0</b>	<b>10</b>	<b>106</b>	<b>0</b>	<b>0</b>	<b>106</b>	<b>0</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	819	0	819	0	0	819	0	250	569	0
Computers and telecommunications	336	0	336	0	0	336	0	0	336	0
<b>Total Plant and Equipment</b>	<b>1,155</b>	<b>0</b>	<b>1,155</b>	<b>0</b>	<b>0</b>	<b>1,155</b>	<b>0</b>	<b>250</b>	<b>905</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	4,593	0	4,593	0	0	4,593	2,532	0	2,061	0
Bridges	250	0	250	0	0	250	0	0	250	0
Footpaths and cycleways	602	0	119	80	403	602	500	0	102	0
Drainage	727	0	284	0	443	727	700	0	27	0
Recreational, leisure and community facilities	342	0	342	0	0	342	0	0	342	0
Parks, open space and streetscapes	407	182	15	0	210	407	300	0	107	0
<b>Total Infrastructure</b>	<b>6,921</b>	<b>182</b>	<b>5,604</b>	<b>80</b>	<b>1,056</b>	<b>6,921</b>	<b>4,032</b>	<b>0</b>	<b>2,889</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>8,183</b>	<b>242</b>	<b>6,795</b>	<b>80</b>	<b>1,066</b>	<b>8,183</b>	<b>4,032</b>	<b>250</b>	<b>3,901</b>	<b>0</b>

## 5a. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

### Targeted performance indicators - Service

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	+/-
<b>Governance</b>									
<b>Consultation and engagement</b> (Council decisions made and implemented with community input)	<b>Satisfaction with community consultation and engagement</b> Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	50	50	57	57	57	57	+
<b>Roads</b>									
<b>Condition</b> (sealed local roads are maintained at the adopted condition standard)	<b>Sealed local roads below the intervention level</b> Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	o
<b>Statutory planning</b>									
<b>Service standard</b> (planning application processing and decisions are in accordance with legislative requirements)	<b>Planning applications decided within the relevant required time</b> Number of planning application decisions made within the relevant required time / Number of planning application decisions made	3	75.4%	85.0%	88.0%	88.0%	88.0%	88.0%	+
<b>Waste management</b>									
<b>Waste diversion</b> (amount of waste diverted from landfill is maximised)	<b>Kerbside collection waste diverted from landfill</b> Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	70.8%	71.0%	71.0%	71.0%	71.0%	71.0%	o

## Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	+o/-
<b>Liquidity</b>									
<b>Working Capital</b> (sufficient working capital is available to pay bills as and when they fall due)	<b>Current assets compared to current liabilities</b> Current assets / current liabilities	5	231%	232%	138%	122%	135%	138%	-
<b>Obligations</b>									
<b>Asset renewal</b> (assets are renewed as planned)	<b>Asset renewal compared to depreciation</b> Asset renewal and upgrade expense / Asset depreciation	6	135%	235%	192%	193%	109%	108%	-
<b>Stability</b>									
<b>Rates concentration</b> (revenue is generated from a range of sources)	<b>Rates compared to adjusted underlying revenue</b> Rate revenue / adjusted underlying revenue	7	54%	59%	66%	66%	65%	65%	+
<b>Efficiency</b>									
<b>Expenditure level</b> (resources are used efficiently in the delivery of services)	<b>Expenses per property assessment</b> Total expenses / no. of property assessments	8	\$4,920	\$4,654	\$4,583	\$4,643	\$4,745	\$4,855	+

## 5b. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	+/-
<b>Operating position</b>									
<b>Adjusted underlying result</b> (an adjusted underlying surplus is generated in the ordinary course of business)	<b>Adjusted underlying surplus (or deficit)</b> Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	0.77%	-7.19%	-6.87%	-2.35%	0.14%	-0.66%	+
<b>Liquidity</b>									
<b>Unrestricted cash</b> (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	<b>Unrestricted cash compared to current liabilities</b> Unrestricted cash / current liabilities	10	-7.93%	157.17%	67.81%	55.92%	62.20%	63.42%	o
<b>Obligations</b>									
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings compared to rates</b> Interest bearing loans and borrowings / rate revenue	11	16.82%	15.04%	13.70%	29.26%	35.09%	32.21%	+
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings repayments compared to rates</b> Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.50%	1.94%	1.45%	1.39%	2.92%	3.61%	+
<b>Indebtedness</b> (level of long term liabilities is appropriate to the size and nature of a Council's activities)	<b>Non-current liabilities compared to own-source revenue</b> Non-current liabilities / own source revenue		21.88%	20.61%	18.83%	31.95%	36.44%	33.97%	+
<b>Stability</b>									
<b>Rates effort</b> (rating level is set based on the community's capacity to pay)	<b>Rates compared to property values</b> Rate revenue / CIV of rateable properties in the municipal district	12	0.40%	0.34%	0.35%	0.36%	0.36%	0.37%	o
<b>Efficiency</b>									
<b>Revenue level</b> (resources are used efficiently in the delivery of services)	<b>Average rate per property assessment</b> General rates and municipal charges / no. of property assessments	13	\$2,249	\$2,765	\$2,866	\$2,946	\$3,014	\$3,083	+

### 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

## 5c. Additional indicators

The following ratios indicate council's ability to pay interest on its outstanding debts.

Indicator	Measure	Notes	Actual 2022/23	Forecast 2023/24	Budget 2024/25	Projections 2025/26	2026/27	2027/28	Trend +/-
<b><i>TCV loans framework indicators</i></b>									
Interest Cover Ratio	EBITDA : interest expenses	14	375.80	58.33	45.66	83.74	27.63	22.28	
Interest bearing liabilities to own source revenue	Interest bearing liabilities / own source revenue	15	14.48%	13.57%	12.38%	26.67%	31.78%	29.48%	

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## 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 59% will continue in forward estimates with slight increase. 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 capital works.

#### 10. Unrestricted Cash

2022/23 actual ratio include unearned income from grants received in advance.

#### 11. Debt compared to rates

New borrowings proposed for 2025/26 and 2026/27 to fund civic centre redevelopment.

#### 12. Rates effort

No major variance and current pattern will continue.

#### 13. Revenue level

No major variance.

### 5c

#### 14. Interest cover ratio

There were no major borrowings until end of June 2023. Council borrowed \$3.5 million from Treasury Corporation of Victoria in last week of June 2023 to fund Violet Town landfill and truck wash project. New borrowing proposed for 2026/27 and 2027/28.

#### 15. Interest bearing liabilities to own source revenue

New borrowing proposed for 2026/27 and 2027/28.