

DRAFT 2022/23 Budget

Strathbogie Shire Council

Contents

Page

Mayor's Message

2

Budget Reports

1. Link to the Council Plan

4

2. Services and service performance indicators

5

3. Financial statements

16

4. Notes to the financial statements

26

5. Financial Performance Indicators

43

Mayor's Message

Strathbogie Shire Council is excited to release the 2022/2023 Budget which continues our core work and provides for a number of new initiatives designed to improve the amenity and lifestyle for residents and visitors.

In preparing the 2022/2023 Budget, Council has considered many factors to balance community expectations and benefits with financial responsibilities.

We worked to minimise rate increases and have prepared the Budget based on a 1.75 per cent increase in the average rate per property. This is in line with the increase allowed for under the State Government's 'Fair Go Rates' legislation.

The Valuer General has issued advice to the effect that the 2022 general valuation has a relevant date of 1 January 2022 and is based on market conditions at, and immediately before that date. Any market changes occurring now or in the future will be applicable to future valuation cycles.

Rate outcomes for individual properties will vary, depending on how that property's valuation has changed when compared to the average increase.

The rate increase allows for maintenance of existing service levels, funding new initiatives and the allocation of sufficient funds for the continuing strategic renewal of Council's infrastructure.

Waste collection and disposal charges will rise by 3 per cent. Costs have been impacted by increases in both the State Government landfill levy of 19% and increases in fuel prices which are a major input into our waste collection contracts.

The 2022-2023 Budget provides for operating expenditure of \$31.78 million on services which new initiatives including:

- Resourcing to implement Council's Climate Change Action Plan
- Increased resources in Statutory planning to deal with increasing activity in this area
- Additional Community Development resources to work with our community groups in capacity building
- Updating of collateral to improve the way we communicate with our community

Once again, Council has funded a number of projects under our Pitch My Project program. Whilst all submission were not funded, I want to thank the community for taking the time to submit them as they give us a great idea of what projects our community wants to see being budgeted for and assists us in understanding how best we can be of service to the community. As a result of submissions received, we have increased the overall budget for both the Community Grant and the Community Events streams in the 2022/2023 Budget.

The 2022/2023 Budget details the resources required over the next year to fund the large range of services that Council provides to the community. These include:

- Roads and Bridges maintenance
- Parks, Open Spaces and Streetscapes
- Footpaths and Pedestrian Bridges
- Aquatic Facilities
- Recreation, Leisure and Community Facilities
- Libraries and Arts
- Emergency Management
- Waste Management
- Tourism and Events
- Land Use Planning
- Saleyards
- Youth Services
- Sustainability
- Animal Management and Locals Laws
- Building Control
- School Crossing Supervision

This Budget provides a significant amount for renewal of existing assets as well as the creation of new assets.

Included in the Capital programs are:

- Completion of the Nagambie Foreshore Walk
- Rehabilitation of the Violet Town Landfill
- Sealing of Habel Road Nagambie
- Upgrade to aquatic facilities
- Changes in Information Technology to improve service to the community
- Development of options for Kirwans Bridge
- Streetscape improvements
- Upgrade to Strathbogie Recreation Reserve pavilion

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 2022/2023 Budget provides for a \$15.059 million capital works program, together with \$9.8 million carried forward from 2021/22.

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 \$93.14 million.

Council has received excellent community input into this Budget and I want to thank all who gave their time to participate in the 2022/23 Budget process.

I commend the 2022/23 Strathbogie Shire Council Budget to the community.

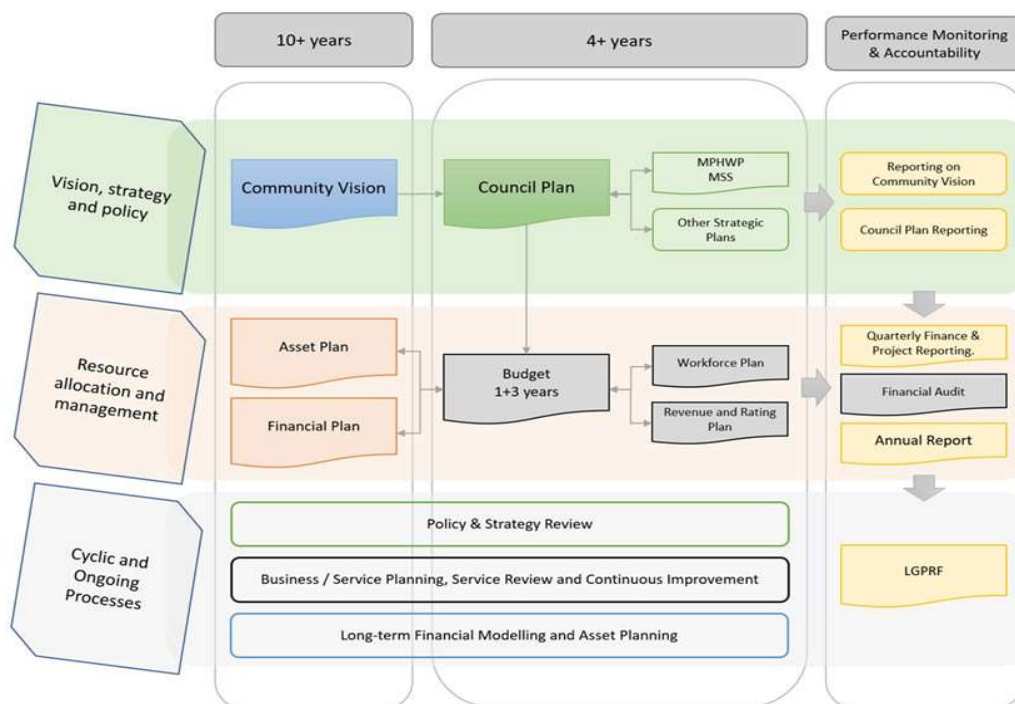
Cr Laura Binks
Mayor

1. Link to the Integrated 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 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 Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated 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 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

Our mission

"To support our community to grow through effective partnerships, engagement and equitable and efficient delivery of services"

Our values

"To be a respectful, innovative, open and transparent , inclusive, fair and ethical Council"

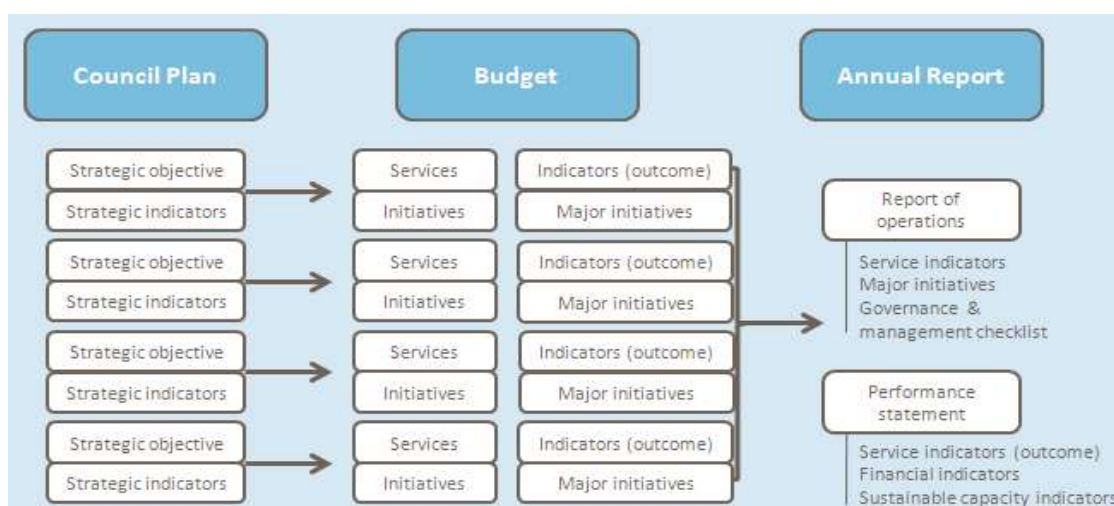
1.3 Strategic Focus Areas

Following Strategic focus areas are major pillar of the Council plan

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.	Achieve the highest level of good governance across the organisation and as an elected Council

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2022/23 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

2.1 Strategic Focus Area 1

Engage. Create. Unite.

Services

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Euroa Community Cinema	Euroa Community Cinema regularly screens a mix of mainstream, blockbuster and quality art-house movies.	<i>Inc</i>	24	10	25
		<i>Exp</i>	34	40	56
		<i>Surplus / (deficit)</i>	(10)	(30)	(31)
Communications & Engagement	Provides council communication and community engagement services.	<i>Inc</i>	-	60	-
		<i>Exp</i>	665	630	679
		<i>Surplus / (deficit)</i>	(665)	(570)	(679)

Major Initiatives

1.1 Work with the Taungurung Land and Waters Council/other First Nations people residing in our shire and the community on the integration of cultural awareness into existing programs.

1.2 Establish a joint consultative team with the Taungurung Land and Waters Council to review, monitor and provide feedback on the implementation of infrastructure projects.

1.3 Embed a Partnership Plan, outlining the approach, principles and assessment criteria, across the organisation.

1.4 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.

1.5 Review and implement the Arts & Culture Strategy to support the community in driving diversity in activities and

Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Satisfaction rating - art centres and libraries	Community Satisfaction Survey	67	69	71
Satisfaction rating - lobbying	Community Satisfaction Survey	51	53	54
Satisfaction rating - consultation & engagement	Community Satisfaction Survey	52	54	55
Satisfaction rating – informing the community	Community Satisfaction Survey	56	58	59
Satisfaction rating – community decisions	Community Satisfaction Survey	52	54	55
Meetings conducted with the eight Action Groups	Council Data	0	0	0

* 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		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Asset management	Maintain council asset base and build new community assets.	<i>Inc</i>	-	6	6
		<i>Exp</i>	676	924	774
		<i>Surplus/ (deficit)</i>	(676)	(918)	(769)
Operations (roads and maintenance)	Provides maintenance services for roads, trees, building and other council assets.	<i>Inc</i>	7,174	3,826	3,842
		<i>Exp</i>	5,604	5,319	5,513
		<i>Surplus/ (deficit)</i>	1,570	(1,493)	(1,670)
Project design and delivery	Design and delivery of new community assets and projects.	<i>Inc</i>	1,093	3,211	1,203
		<i>Exp</i>	951	979	1,035
		<i>Surplus/ (deficit)</i>	142	2,232	168

Procurement and tender oversight	Oversight procurement and tender process for council purchases.	<i>Inc</i>	-	-	-
		<i>Exp</i>	111	112	112
		<i>Surplus/ (deficit)</i>	(111)	(112)	(112)
Community Development	This program oversees activities in the areas of access and inclusion, committee of management support, community planning and other activities designed to strengthen communities	<i>Inc</i>	126	4	4
		<i>Exp</i>	623	467	547
		<i>Surplus/ (deficit)</i>	(497)	(462)	(543)

Major Initiatives

2.1 Ensure that upgrades of Council facilities, as identified in the capital works program, are compliant with the Disability and Discrimination Act 1992 to improve access for people of all abilities.

2.2 Develop and promote information to increase awareness of the services available across the Shire and the referral pathways to access them.

2.3 Review and implement the Tracks and Trails Strategy to improve connectivity and physical activity across the municipality.

2.4 Advocate to the State government to deliver expanded public transport options to connect the community to local services and facilities.

2.5 Scope and secure funding for the development of a Cycling Strategy. .

2.6 Prepare and implement a playground strategy following the adoption of the Open Space Strategy.

Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Satisfaction rating - local streets and footpaths	Community Satisfaction Survey	52	54	55
Satisfaction rating – lobbying	Community Satisfaction Survey	51	53	54
Percentage completion – projects delivered in capital expenditure budget	Council Data	85%	88%	90%
Infrastructure per head of municipal population	LGPRF (Know Your Council)	\$23,056	23,748	24,460
Asset renewal and asset upgrade as a percentage of depreciation	LGPRF (Know Your Council)	107.16%	110%	114%

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

2.3 Strategic focus area 3

Protect. Enhance. Adapt.

Services

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Waste management	This service includes kerbside garbage and recycling collections, transfer station operations and waste management of public areas.	<i>Inc</i>	432	479	341
		<i>Exp</i>	4,117	3,693	4,117
		<i>Surplus/ (deficit)</i>	(3,685)	(3,214)	(3,776)
Resource recovery centres	Provides residents with hard rubbish collection service.	<i>Inc</i>	-	-	75
		<i>Exp</i>	344	344	336
		<i>Surplus/ (deficit)</i>	(344)	(344)	(261)
Environmental education programs	Run education programs to minimise waste and promote reuse and recycling.	<i>Inc</i>	-	-	-
		<i>Exp</i>	5	5	2
		<i>Surplus/ (deficit)</i>	(5)	(5)	(2)
Emergency management planning and response	This service includes emergency management planning, fire prevention activities and flood risk planning and mitigation.	<i>Inc</i>	75	69	46
		<i>Exp</i>	74	112	68
		<i>Surplus/ (deficit)</i>	1	(43)	(22)

Major Initiatives

3.1 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 identify opportunities to minimise their net environmental impact.

3.2 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.

3.3 Strengthen project scoping and design outcomes to maximise environmental benefit, including the management of stormwater to improve water quality

3.4 Creation of a Significant Tree Register.

3.5 Investigate, in partnership with Goulburn Valley Water, opportunities to green open spaces in towns with recycled water from the towns' wastewater treatment plant

3.6 Complete community engagement around the State Government's new 4 waste bin system to determine the structure of the service for tender purposes.

Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Satisfaction rating - waste management services	Community Satisfaction Survey	67	69	71
% contamination of recycling stream	Monthly data supplied by Cleanaway	1%	1%	1%
Number of education sessions delivered to schools or community groups	Council records	0	0	0
Average waste diversion rate	Monthly data supplied by Cleanaway	71%	73%	75%

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

2.4 strategic focus area 4:

Inclusive. Productive. Balanced.

Services

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Project design and delivery	Design and delivery of new community assets and projects.	<i>Inc</i>	1,093	3,211	1,203
		<i>Exp</i>	951	979	1,035
		<i>Surplus/ (deficit)</i>	142	2,232	168
Asset management	Maintain council asset base and build new community assets.	<i>Inc</i>	-	6	6
		<i>Exp</i>	676	924	774
		<i>Surplus/ (deficit)</i>	(676)	(918)	(769)
Economic Development	This service provides strategic planning and support for the pursuit of economic opportunities in the Shire	<i>Inc</i>	372	250	279
		<i>Exp</i>	490	573	544
		<i>Surplus/ (deficit)</i>	(118)	(322)	(264)
Arts & Culture	This service provides public library services at three locations and a community cinema in Euroa.	<i>Inc</i>	-	-	-
		<i>Exp</i>	13	86	71
		<i>Surplus/ (deficit)</i>	(13)	(86)	(71)
Tourism and Events	This service area is responsible for promoting the area generally and supporting local tourism bodies and tourism related events.	<i>Inc</i>	333	204	24
		<i>Exp</i>	706	658	461
		<i>Surplus/ (deficit)</i>	(374)	(453)	(437)
Customer Service	Maintain customer services at Euroa and Nagambie service centres.	<i>Inc</i>	2	2	2
		<i>Exp</i>	666	764	554
		<i>Surplus/ (deficit)</i>	(664)	(762)	(552)

Strategic and Statutory Planning	Provides strategic planning and statutory planning services.	<i>Inc</i>	861	859	772
		<i>Exp</i>	2,332	2,506	2,342
		<i>Surplus/ (deficit)</i>	(1,470)	(1,647)	(1,571)
Caravan parks	Provide services through private operators.	<i>Inc</i>	118	85	90
		<i>Exp</i>	106	85	90
		<i>Surplus/ (deficit)</i>	12	-	-

Major Initiatives

4.1 Continue to explore free camping possibilities and RV friendly town accreditation.

4.2 Develop and adopt a Tourism and Events Strategy to broaden and diversify the calendar of events, with a focus on eco-tourism.

4.3 Upgrade online and automated processes for approvals and permits wherever possible to support the construction sector

4.4 Implement the Economic Development Strategy

4.5 Review the Euroa Saleyards Masterplan to enhance its viability and minimise environmental impacts.

4.6 Review the Avenel 2030 Strategy and Violet Town District Strategic Development Plan to guide future development and growth while maintaining local character

Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Planning permit applications decided within 60 statutory days	Planning Permit Activity Report	80%	82%	85%
Satisfaction rating - building and planning permits	Community Satisfaction Survey	51	53	54
Satisfaction rating – business development & tourism	Community Satisfaction Survey	59	61	63
Satisfaction rating – tourism development	Community Satisfaction Survey	61	63	65
Average monthly visitation to the Nagambie Lakes Visitor Information and Euroa Visitor Information Centres	Data provided to the Victorian Tourism	300	309	318
Median number of days to decide on a planning permit application	LGPRF	44	44	44

2.5 Strategic focus area 5

Strong. Healthy. Safe.

Services

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Maternal and Child Health centres	The service provides family outreach visiting and centre based maternal and child health services.	<i>Inc</i>	303	381	299
		<i>Exp</i>	341	343	378
		<i>Surplus/ (deficit)</i>	(38)	38	(79)
Youth services	This service provides 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>	77	91	115
		<i>Exp</i>	108	222	205
		<i>Surplus/ (deficit)</i>	(31)	(131)	(90)
Frontline Customer Service	Maintain customer services at Euroa and Nagambie service centres.	<i>Inc</i>	(0)	1	1
		<i>Exp</i>	(74)	(81)	(75)
		<i>Surplus/ (deficit)</i>	74	82	76
Local Laws	This service provides for the management of domestic animals through registration, education and enforcement where necessary. It is also concerned with issues that arise out of the application of Council's Community Local Law.	<i>Inc</i>	211	301	326
		<i>Exp</i>	764	944	944
		<i>Surplus/ (deficit)</i>	(552)	(643)	(618)
Emergency management planning and response	This service includes emergency management planning, fire prevention activities and flood risk planning and mitigation.	<i>Inc</i>	75	69	46
		<i>Exp</i>	74	112	68
		<i>Surplus/ (deficit)</i>	1	(43)	(22)
People & Culture – gender equality	Management of recruitment and induction, occupational health and safety, procedures relating to employment matters, administration of insurances, staff training and development, employee assistance program.	<i>Inc</i>	-	-	-
		<i>Exp</i>	-	-	100
		<i>Surplus/ (deficit)</i>	-	-	(100)

Major Initiatives

- 5.1 Create 'cool places' across the municipality that welcome people during heatwave events.
- 5.2 Review and implement programs to drive increased participation at our aquatic facilities informed by the Strathbogie Community Pools Strategy 2019-29.
- 5.3 Deliver community led actions through the implementation of the Domestic Animal Management Plan, which may include further off leash dog parks.
- 5.4 Develop and implement a communication and engagement plan to promote the health and wellbeing benefits of volunteering.
- 5.5 Continue to advocate to Department of Transport around improving road safety and aligning speed limits with community expectations.
- 5.6 Explore options for the development of a local law around smoking in Council owned public places.
- 5.7 Monitor the compliance of Council's emergency management framework with changing legislative requirements.

Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Satisfaction rating – appearance of public areas		74	76	79
Satisfaction rating – recreational facilities		65	67	69
Annual total attendance figures for all aquatic facilities		11,851	12,207	12,573
Number of completed tobacco sale audits to under 18's		-	-	-
% of children enrolled who participate in Maternal and Child Health services		74%	76%	79%
% of Aboriginal children enrolled who participate in Maternal and Child Health Services		87%	90%	92%
% of infants enrolled in Maternal Child Health services who participate in 4-week key stage visit.		90%	93%	95%

2.6 Strategic focus area 6

Accountable. Transparent. Responsible.

Services

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Records Management	Provides statutory function of council records management under relevant legislations.	<i>Inc</i>	-	-	-
		<i>Exp</i>	263	261	227
		<i>Surplus/ (deficit)</i>	(263)	(261)	(227)
Freedom of Information	Provision of FOI request services.	<i>Inc</i>	-	-	-
		<i>Exp</i>	74	74	75
		<i>Surplus/ (deficit)</i>	(74)	(74)	(75)
Governance	The area of governance includes the Mayor, Councillors, Chief Executive Officer , regulatory reporting , Council elections , compliance with relevant Acts and other Executive Management costs which cannot be easily attributed to the direct service provision areas.	<i>Inc</i>	6	11	2
		<i>Exp</i>	792	739	1,006
		<i>Surplus/ (deficit)</i>	(785)	(728)	(1,003)
Finance	This service area provides financial advice and support to providers of all Council services, including budget preparation, long term financial planning, periodic reporting, processing of debtors and creditors, and statutory financial requirements, including FBT and GST reporting.	<i>Inc</i>	5,243	4,914	4,338
		<i>Exp</i>	892	1,783	1,051
		<i>Surplus/ (deficit)</i>	4,351	3,131	3,287

Information Technology	This service maintains and improves Council's information technology systems, ensures compliance with legislation relating to records management including administering and recording all incoming correspondence. This also includes telephones , intranet , photocopiers , aerial photography and geographic information.	<i>Inc</i>	100	-	-
		<i>Exp</i>	1,125	1,182	1,218
		<i>Surplus/ (deficit)</i>	(1,025)	(1,182)	(1,218)
Audit and Risk Committee Support	Provides assistance to the audit and risk committee.	<i>Inc</i>	-	-	-
		<i>Exp</i>	72	65	65
		<i>Surplus/ (deficit)</i>	(72)	(65)	(65)
Risk management	Provides risk assessment, OHS risk management and insurance functions.	<i>Inc</i>	150	137	91
		<i>Exp</i>	148	223	135
		<i>Surplus/ (deficit)</i>	2	(86)	(44)
People and Culture – human resources	Management of recruitment and induction , occupational health and safety , procedures relating to employment matters , administration of insurances , staff training and development , employee assistance program.	<i>Inc</i>	(54)	(62)	(16)
		<i>Exp</i>	1,014	954	1,159
		<i>Surplus/ (deficit)</i>	(1,068)	(1,015)	(1,175)

Major Initiatives

6.1 Analyse options for, and implement, an integrated performance reporting software system to efficiently collate mandatory reporting requirements and monitor performance around the delivery of this Plan.

6.2 Develop and implement an Information Technology Strategy to ensure the organisation has a suite of fully integrated systems to maximise operational efficiency.

6.3 Develop and implement strategic and operational risk registers, working in partnership with our Audit and Risk Committee and Internal/External Auditors.

6.4 Implement an ongoing good governance training program for Councillors and staff, including self assessment elements, which is monitored by the Audit and Risk Committee.

6.5 Development and implementation of a comprehensive gender equity framework through policies, training and proactively acting on feedback from staff, Councillors and the community.

6.6 Review our Customer Service Charter in partnership with a Community Panel to refine our service standards and response times

6.7 Adopt a revised hardship policy and explore new rate payment options to minimise financial impacts on households.

6.8 Undertake a biannual staff satisfaction survey, supported by an action plan developed by the Executive Leadership Team to address the issues raised.

6.9 Explore leadership training program options.

Service Performance Outcome Indicators

Service	Indicator	2020/21 Actual	2021/22 Forecast	2022/23 Budget
Satisfaction rating Customer Service		69	71	73
% of staff with procurement responsibilities that have completed procurement and probity training		70	72	74
Satisfaction rating – Overall performance		57	59	60
Satisfaction rating – Overall direction		55	57	58
Satisfaction rating – Value for Money		41	42	43
Satisfaction rating -Council decisions		52	54	55
Expenses per head of municipal population		\$ 2,648	\$ 2,727	\$ 2,809
Recurrent grants per head of municipal population		\$ 767	\$ 790	\$ 813

2.3 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Strategic focus area 1	(710)	(735)	25
Strategic focus area 2	(2,926)	(7,980)	5,054
Strategic focus area 3	(4,061)	(4,523)	462
Strategic focus area 4	(3,496)	(5,872)	2,375
Strategic focus area 5	(833)	(1,619)	786
Strategic focus area 6	(520)	(4,936)	4,416
Total	(12,547)	(25,665)	13,118
Expenses added in:			
Depreciation	(6,077)		
Finance costs	(145)		
Others	(184)		
Surplus/(Deficit) before funding sources	(18,952)		
Funding sources added in:			
Rates and charges revenue	18,064		
Waste charge revenue	2,779		
Total funding sources	20,843		
Operating surplus/(deficit) for the year	1,891		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2022/23 has been supplemented with projections to 2024/25.

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 2026

		Forecast Actual	Budget	Projections		
		2021/22	2022/23	2023/24	2024/25	2025/26
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	20,496	21,061	21,492	21,932	22,382
Statutory fees and fines	4.1.2	670	688	709	730	752
User fees*	4.1.3	445	568	570	593	617
Grants - Operating	4.1.4	7,293	6,736	6,752	6,820	6,888
Grants - Capital	4.1.4	7,690	3,715	2,937	1,849	2,349
Contributions - monetary	4.1.5	438	413	434	455	479
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		238	50	52	49	51
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	-	-	-	-
Other income	4.1.6	590	540	431	431	431
Total income		37,860	33,771	33,377	32,859	33,949
Expenses						
Employee costs	4.1.7	11,696	11,964	12,139	12,229	12,473
Materials and services*	4.1.8	13,468	13,175	12,749	12,940	13,200
Depreciation	4.1.9	5,846	6,076	6,227	6,389	6,548
Amortisation - intangible assets	4.1.10					
Amortisation - right of use assets	4.1.11	178	184	182	179	-
Bad and doubtful debts		6	5	5	5	5
Borrowing costs		16	134	92	80	73
Finance Costs - leases		16	11	13	7	-
Other expenses	4.1.12	302	331	395	422	624
Total expenses		31,528	31,880	31,802	32,249	32,924
Surplus/(deficit) for the year						
		6,332	1,891	1,575	610	1,025
Other comprehensive income						
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
Total comprehensive result		6,332	1,891	1,575	610	1,025

* Totals include income and expenditure relating to Euroa caravan park

Balance Sheet

For the four years ending 30 June 2026

		Forecast Actual	Budget	Projections		
		2021/22	2022/23	2023/24	2024/25	2025/26
NOTES		\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		18,541	6,100	5,141	5,431	5,625
Trade and other receivables		2,329	2,694	2,915	2,831	2,791
Inventories		5	5	5	5	5
Other assets		115	115	115	115	115
Total current assets	4.2.1	20,990	8,914	8,176	8,382	8,536
Non-current assets						
Investments in associates, joint arrangement and subsidiaries		243	243	243	243	243
Property, infrastructure, plant & equipment		291,027	310,075	312,274	312,685	313,553
Right-of-use assets	4.2.4	474	291	112	6	-
Intangible assets		120	120	120	120	120
Total non-current assets	4.2.1	291,864	310,729	312,749	313,054	313,916
Total assets		312,854	319,643	320,925	321,436	322,451
Liabilities						
Current liabilities						
Trade and other payables		2,983	3,071	3,081	3,091	3,101
Trust funds and deposits		477	477	477	477	477
Provisions		3,331	3,341	3,351	3,362	3,374
Unearned income		2,984	84	84	84	84
Interest-bearing liabilities	4.2.3	160	178	106	6	-
Lease liabilities	4.2.4	192	332	244	252	259
Total current liabilities	4.2.2	10,127	7,483	7,343	7,272	7,295
Non-current liabilities						
Provisions		2,600	2,409	2,220	2,216	2,210
Interest-bearing liabilities	4.2.3	483	3,816	3,451	3,088	2,725
Lease liabilities	4.2.4	314	112	6	-	-
Total non-current liabilities	4.2.2	3,397	6,337	5,676	5,303	4,935
Total liabilities		13,524	13,820	13,020	12,575	12,230
Net assets		299,330	305,823	307,905	308,861	310,221
Equity						
Accumulated surplus		111,797	113,688	115,263	115,873	116,898
Reserves		187,533	192,135	192,642	192,988	193,324
Total equity		299,330	305,823	307,905	308,861	310,221

Statement of Changes in Equity

For the four years ending 30 June 2026

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2022 Forecast Actual					
Balance at beginning of the financial year		292,998	105,465	187,533	-
Impact of adoption of new accounting standards		-	-	-	-
Adjusted opening balance		292,998	105,465	187,533	-
Surplus/(deficit) for the year		6,332	6,332	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		299,330	111,797	187,533	-
2023 Budget					
Balance at beginning of the financial year		299,330	111,797	187,533	-
Surplus/(deficit) for the year		1,891	1,891	-	-
Net asset revaluation increment/(decrement)		4,602	-	4,602	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	305,823	113,688	192,135	-
2024					
Balance at beginning of the financial year		305,823	113,688	192,135	-
Surplus/(deficit) for the year		1,575	1,575	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		507	-	507	-
Balance at end of the financial year		307,905	115,263	192,642	-
2025					
Balance at beginning of the financial year		307,905	115,263	192,642	-
Surplus/(deficit) for the year		610	610	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		346	-	346	-
Balance at end of the financial year		308,861	115,873	192,988	-
2026					
Balance at beginning of the financial year		308,861	115,873	192,988	-
Surplus/(deficit) for the year		1,025	1,025	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		335	-	335	-
Balance at end of the financial year		310,221	116,898	193,324	-

Statement of Cash Flows

For the four years ending 30 June 2026

	Notes	Forecast	Budget	Projections		
		Actual				
		2021/22	2022/23	2023/24	2024/25	2025/26
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		20,784	21,061	21,492	21,932	22,382
Statutory fees and fines		683	688	709	730	752
User fees		470	568	570	593	616
Grants - operating		4,025	6,736	6,752	6,819	6,887
Grants - capital		4,373	3,715	2,937	1,849	2,349
Contributions - monetary		359	413	434	455	479
Interest received		140	181	180	180	180
Other receipts		439	(235)	250	251	250
Net GST refund / payment		1,125	2,425	894	703	774
Employee costs		(11,573)	(11,725)	(11,896)	(11,984)	(12,224)
Materials and services		(13,066)	(12,516)	(12,749)	(12,940)	(13,200)
Other payments		(429)	(331)	(338)	(344)	(351)
Net cash provided by/(used in) operating activities	4.4.1	7,330	10,980	9,235	8,244	8,895
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(12,378)	(26,671)	(9,833)	(7,737)	(8,514)
Proceeds from sale of property, infrastructure, plant and equipment		565	240	353	375	375
Net cash provided by/ (used in) investing activities	4.4.2	(11,813)	(26,431)	(9,480)	(7,362)	(8,139)
Cash flows from financing activities						
Finance costs		(75)	(134)	(86)	(80)	(73)
Proceeds from borrowings		500	3,787	-	-	-
Repayment of borrowings		(107)	(459)	(453)	(355)	(355)
Repayment of lease liabilities		(194)	(184)	(175)	(157)	(134)
Net cash provided by/(used in) financing activities	4.4.3	124	3,010	(714)	(592)	(562)
Net increase/(decrease) in cash & cash equivalents		(4,359)	(12,441)	(958)	290	194
Cash and cash equivalents at the beginning of the financial year		22,900	18,541	6,100	5,141	5,431
Cash and cash equivalents at the end of the financial year		18,541	6,100	5,141	5,431	5,625

Statement of Capital Works

For the four years ending 30 June 2026

	NOTES	Forecast Actual	Budget	Projections		
		2021/22	2022/23	2023/24	2024/25	2025/26
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Buildings		894	1,367	407	130	612
Total buildings		894	1,367	407	130	612
Total property		894	1,367	407	130	612
Plant and equipment						
Plant, machinery and equipment		679	2,071	857	805	1,102
Computers and telecommunications		482	748	529	460	271
Total plant and equipment		1,161	2,819	1,386	1,265	1,373
Infrastructure						
Roads		3,597	7,450	3,058	3,134	2,868
Bridges		400	1,200	300	500	550
Footpaths and cycleways		3,905	1,310	388	319	251
Drainage		551	1,388	1,368	76	883
Recreational, leisure and community facilities		72	2,807	682	1,378	1,049
Waste management		100	4,444	144	-	-
Parks, open space and streetscapes		573	2,145	364	176	194
Total infrastructure		9,198	20,744	6,304	5,583	5,795
Total capital works expenditure	4.5.1	11,253	24,930	8,097	6,978	7,780
Represented by:						
New asset expenditure		3,762	1,128	260	260	60
Asset renewal expenditure		5,728	15,748	6,697	5,526	6,347
Asset expansion expenditure		1,504	556	-	-	-
Asset upgrade expenditure		259	7,498	1,140	1,192	1,373
Total capital works expenditure	4.5.1	11,253	24,930	8,097	6,978	7,780
Funding sources represented by:						
Grants		(2,135)	3,715	2,937	1,849	2,349
Contributions		-	-	553	375	375
Council cash		12,888	16,715	4,607	4,754	5,056
Borrowings		500	4,500	-	-	-
Total capital works expenditure	4.5.1	11,253	24,930	8,097	6,978	7,780

Statement of Human Resources

For the four years ending 30 June 2026

	Forecast	Budget	Projections		
	Actual				
	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	11,696	11,964	12,139	12,229	12,473
Employee costs - capital	-	-	-	-	-
Total staff expenditure	11,696	11,964	12,139	12,229	12,473
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	128.0	127.4	127.7	128.1	128.5
Total staff numbers	128.0	127.4	127.7	128.1	128.5

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2022/23	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Governance & People	1,987	1,228	759	-	-
Corporate Operations	6,500	5,896	604	-	-
Corporate Leadership	927	700	228	-	-
Community & Planning	2,469	1,915	554	-	-
Mayor & Councillors	-	-	-	-	-
Total permanent staff expenditure	11,883	9,738	2,145	-	-
Other employee related expenditure	81				
Capitalised labour costs	-				
Total expenditure	11,964				

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2022/23	Full Time	Part time		
Governance & People	19.3	11.0	8.3	-	-
Corporate Operations	75.0	66.0	9.0	-	-
Corporate Leadership	7.4	5.0	2.4	-	-
Community & Planning	25.6	16.0	8.4	1.3	-
Mayor & Councillors	-	-	-	-	-
Total Staff	127.4	98.0	28.1	1.3	-

Summary of Planned Human Resources Expenditure
For the four years ended 30 June 2026

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Governance & People				
Permanent - Full time	1,228	1,246	1,255	1,280
Women	745	756	761	776
Men	231	234	236	240
Persons of self-described gender	0	0	0	0
Vacant Positions	253	256	258	263
Permanent - Part time	759	770	776	791
Women	720	731	736	751
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Vacant Positions	39	40	40	41
Total - Governance & People	1,987	2,016	2,031	2,072
Corporate Operations				
Permanent - Full time	5,896	5,982	6,027	6,147
Women	1,166	1,183	1,192	1,215
Men	4,386	4,450	4,483	4,572
Persons of self-described gender	0	0	0	0
Vacant Positions	345	350	352	359
Permanent - Part time	604	613	617	629
Women	322	327	329	336
Men	149	151	152	155
Persons of self-described gender	0	0	0	0
Vacant Positions	133	135	136	139
Total - Corporate Operations	6,500	6,595	6,644	6,777
Corporate Leadership				
Permanent - Full time	700	710	715	729
Women	700	710	715	729
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Vacant Positions	0	0	0	0
Permanent - Part time	228	231	233	238
Women	228	231	233	238
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Vacant Positions	0	0	0	0
Total - Corporate Leadership	927	941	948	967
Community & Planning				
Permanent - Full time	1,915	1,943	1,957	1,996
Women	830	842	848	865
Men	966	980	988	1,007
Persons of self-described gender	0	0	0	0
Vacant Positions	119	120	121	124
Permanent - Part time	554	562	566	577
Women	406	412	415	423
Men	85	87	87	89
Persons of self-described gender	0	0	0	0
Vacant Positions	63	64	64	66
Total - Community & Planning	2,469	2,505	2,523	2,574

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Mayor & Councillors				
Permanent - Full time	0	0	0	0
Women	0	0	0	0
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Vacant Positions	0	0	0	0
Permanent - Part time	0	0	0	0
Women	0	0	0	0
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Vacant Positions	0	0	0	0
Total - Mayor & Councillors	0	0	0	0
Casuals, temporary and other expenditure	81	82	82	84
Capitalised labour costs	0.0	0.0	0.0	0.0
Total staff expenditure	11,964	12,139	12,229	12,473

	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE
Governance & People				
Permanent - Full time	11.0	11.0	11.1	11.1
Women	7.0	7.0	7.0	7.1
Men	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	2.0	2.0	2.0	2.0
Permanent - Part time	8.3	8.3	8.4	8.4
Women	7.9	7.9	7.9	8.0
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	0.4	0.4	0.4	0.4
Total -Governance & People	19.3	19.4	19.4	19.5
Corporate Operations				
Permanent - Full time	66.0	66.2	66.4	66.6
Women	12.3	12.3	12.3	12.4
Men	49.8	49.9	50.0	50.2
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	4.0	4.0	4.0	4.0
Permanent - Part time	9.0	9.0	9.0	9.0
Women	5.3	5.3	5.3	5.3
Men	2.1	2.1	2.1	2.1
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	1.6	1.6	1.6	1.6
Total Corporate Operations	75.0	75.2	75.4	75.6
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
Vacant Positions	0.0	0.0	0.0	0.0

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Permanent - Part time	2.4	2.4	2.4	2.5
Women	2.4	2.4	2.4	2.5
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	0.0	0.0	0.0	0.0
Total Corporate Leadership	7.4	7.5	7.5	7.5
Community & Planning				
Permanent - Full time	16.0	16.0	16.1	16.1
Women	7.0	7.0	7.0	7.1
Men	8.0	8.0	8.0	8.1
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	1.0	1.0	1.0	1.0
Permanent - Part time	8.4	8.4	8.4	8.5
Women	6.3	6.3	6.4	6.4
Men	1.3	1.3	1.3	1.3
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	0.8	0.8	0.8	0.8
Total Community & Planning	24.4	24.5	24.5	24.6
Mayor & Councillors				
Permanent - Full time	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	0.0	0.0	0.0	0.0
Total Mayor & Councillors	0.0	0.0	0.0	0.0
Casuals and temporary staff	1.3	1.3	1.3	1.3
Capitalised labour	0.0	0.0	0.0	0.0
Total staff numbers	127.4	127.7	128.1	128.5

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 2022/23 the FGRS cap has been set at 1.75%. 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 1.75% in line with the rate cap.

This will raise total rates and charges for 2022/23 to \$21,061,000

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

	2021/22 Forecast Actual	2022/23 Budget	Change	%
	\$'000	\$'000	\$'000	
Waste management charge	2,701	2,779	78	2.89%
Service rates and charges	17,562	18,044	481	2.74%
Special rates and charges	-	-	-	0.00%
Supplementary rates and rate adjustments	20	20	-	0.00%
Interest on rates and charges	134	104	- 30	-22.10%
Service rates	213	218	5	2.15%
Total rates and charges	20,630	21,165	534	2.59%

*These items are subject to the rate cap established under the 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	2021/22 cents/\$CIV*	2022/23 cents/\$CIV*	Change
General rate for rateable residential properties	0.0045965	0.0036954	-19.60%
General rate for rateable vacant residential properties	0.0096527	0.0077604	-19.60%
General rate for rateable farm properties	0.0036772	0.0029563	-19.60%
General rate for rateable commercial properties	0.0055158	0.0044345	-19.60%
General rate for rateable vacant commercial properties	0.0096527	0.0077604	-19.60%

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	2021/22	2022/23	Change	
	\$'000	\$'000	\$'000	%
Residential	7,862	7,771	- 92	-1.16%
Residential - vacant	774	1,267	493	63.70%
Farm	8,017	8,183	165	2.06%
Commercial	927	801	- 126	-13.59%
Commercial - vacant	24	23	- 1	-5.01%
Total amount to be raised by general rates	17,604	18,044	440	2.50%

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	2021/22	2022/23	Change	
	Number	Number	Number	%
Residential	4,687	4,832	145	3.09%
Residential - vacant	444	433	- 11	-2.48%
Farm	2,253	2,277	24	1.07%
Commercial	304	309	5	1.64%
Commercial - vacant	11	8	- 3	-27.27%
Total number of assessments	7,699	7,859	160	2.08%

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	2021/22	2022/23	Change	
	\$'000	\$'000	\$'000	%
Residential	1,678,589	2,102,839	424,250	25.27%
Residential - vacant	110,933	163,277	52,344	47.18%
Farm	2,157,140	2,767,792	610,652	28.31%
Commercial	156,287	180,532	24,245	15.51%
Commercial - vacant	2,507	2,916	409	16.31%
Total value of land	4,105,456	5,217,356	1,111,900	27.08%

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	
	2021/22	2022/23		
	\$	\$	\$	%
<i>Kerbside Collection- 80Litre</i>	391	403	12	3.07%
<i>Kerbside Collection- 120Litre</i>	391	403	12	3.07%
<i>Kerbside Collection- 240Litre</i>	780	803	23	2.91%
<i>Recycling-120Litre</i>	185	191	6	3.24%
<i>Recycling-240Litre</i>	185	191	6	3.24%
<i>Recycling-360Litre</i>	185	191	6	3.24%
<i>Tree Management Service Charge</i>	30	31	1	4.80%
<i>Kerbside/Recycling/Organics</i>	576	594	18	3.13%

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	2021/22	2022/23	Change	
	\$	\$	\$	%
<i>Kerbside/Recycling/Organics</i>	1,948,313	2,069,960	121,647	6.24%
<i>Kerbside</i>	548,883	523,570	- 25,313	-4.61%
<i>Recycling</i>	193,178	185,770	- 7,408	-3.83%
<i>Tree Management Service Charge</i>	209,835	217,735	7,900	3.76%
Total	2,900,209	2,997,035	96,826	3.34%

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

	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
<i>General Rates</i>	17,678	18,064	386	2.18%
<i>Kerbside Collection/Recycling/Organics</i>	2,690	2,779	89	3.31%
<i>Tree Management Service Charge</i>	210	218	8	3.76%
Total Rates and charges	20,578	21,061	482	2.34%

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.

	2021/22	2022/23
Total Rates	\$ 17,604,041	\$ 18,043,701
Number of rateable properties	7,699.00	7,859.00
Base Average Rate	2252.93	2284
Maximum Rate Increase (set by the State Government)	1.50%	1.75%
Capped Average Rate	\$ 2,287	\$ 2,296
Maximum General Rates and Municipal Charges Revenue	\$ 17,605,488	\$ 18,043,714
Budgeted General Rates and Municipal Charges Revenue	\$ 17,604,041	\$ 18,043,701
Budgeted Supplementary Rates	\$ 74,000	\$ 20,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 17,678,041	\$ 18,063,701

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 (2022/23: estimated \$74,000 and 2021/22: \$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 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
Application Fees	247	247	-	0.00%
Animal Registrations	102	104	2	1.96%
Building Fees	95	112	17	0.00%
Compliance	-	3	3	0.00%
Health Registrations	80	82	2	3.00%
Land Information Certificates	20	21	1	5.00%
Other Statutory Fees & Fines	19	11	8	-43.23%
Pound Fees & Local Law Enforcement	7	7	-	0.00%
Subdivision Fees	100	100	-	0.00%
Total statutory fees and fines	670	688	17	2.60%

4.1.3 User fees

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000 %	
Agent Fees	17	18	0	2.30%
Cinema Income	10	25	15	150.00%
Misc Fees & Charges	47	67	20	43.09%
Regatta Centre Events	-	20	20	#DIV/0!
Road Opening Permits	11	11	-	0.00%
Saleyard Fees	195	202	7	3.59%
Swimming Pool Fees	10	10	-	0.00%
Septic Tank Fees	20	25	5	25.00%
Tip Fees	134	190	56	41.79%
Total user fees	445	568	124	27.81%

4.1.4 Grants

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

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	9,559	9,607	48	1%
State funded grants	5,424	844	(4,580)	-84%
Total grants received	14,983	10,451	(4,532)	-30%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	5,926	5,967	41	1%
Recurrent - State Government				
Beach Cleaning Subsidy	4	4	0	0%
Vicroads Median Maintenance Contribution	8	0	(8)	-100%
Roadside Weeds and Pest Management	66	66	0	0%
Maternal & Child Health - Universal	81	87	6	7%
Maternal & Child Health - Enhanced	115	135	20	17%
Workforce Support	1	2	1	100%
Sleep and Settling Consults	15	17	2	13%
Kindergarten Central Enrolment Grant	75	0	(75)	-100%
Supported Play Group	59	59	0	0%
Youth Week	2	2	0	0%
Youth FreeZa	25	35	10	40%
VicRoads L2P	28	28	0	0%
Engage Youth	37	50	13	35%
DHHS Senior Festival	3	3	0	0%
MAV Tobacco	3	3	0	0%
Boat Ramp Maintenance	9	9	0	0%
School Crossing Supervision	31	32	1	3%
Municipal Emergency Management	73	60	(13)	-18%
Vulnerable Persons Register	18	18	0	0%
Total recurrent grants	6,579	6,577	(2)	0%
Non-recurrent - State Government				
Household Recycling Reforms	31	0	(31)	-100%
Greening Euroa	64	0	(64)	-100%
Growing Cooler Green Urban Spaces	60	0	(60)	-100%
Energy Assessment - Sustainability Victoria	11	0	(11)	-100%
Nagambie Growth Plan	130	0	(130)	-100%
COVID Vaccine Community Engagement Grants	60	0	(60)	-100%
Local Planning & Change Management Grant	35	0	(35)	-100%
Waterways Management	48	59	11	23%
Women Building Surveyors Program	75	0	(75)	-100%
Railway Precinct Planning	0	100	100	0%
LG Outdoor Eating & Entertainment Package	200	0	(200)	-100%
Total non-recurrent grants	714	159	(555)	-78%
Total operating grants	7,293	6,736	(557)	-8%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,440	1,440	0	0%
Total recurrent grants	1,440	1,440	0	0%

Non-recurrent - Commonwealth Government

LRCI Infrastructure Funding-Stage 2	1,243	760	(483)	-39%
Nagambie Locksley Rd Bridge	600	0	(600)	-100%
LRCI Infrastructure Funding-Stage 3	0	1,440	1,440	0%
Nagambie Foreshore Walk	350	0	(350)	0%

Non-recurrent - State Government

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
E-Waste	0	75	75	0%
Nagambie Rec Netball Court	0	0	0	0%
Nagambie Skate Facility	25	0	(25)	-100%
Nagambie Foreshore Walk	3,000	0	(3,000)	-100%
Nagambie Rec. Reserve - Facilities	0	0	0	0%
Cinema Seating	100	0	(100)	-100%
Habel Road	900	0	(900)	-100%
Risk and Resilience Grant	32	0	(32)	-100%
Total non-recurrent grants	6,250	2,275	(3,975)	-64%
Total capital grants	7,690	3,715	(3,975)	-52%
Total Grants	14,983	10,451	(4,532)	-30%

4.1.5 Contributions

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000		Change \$'000	%
Contributions - Others	433	408	-	25	-5.86%
Contributions - Developers	5	5	-	-	
Total contributions	438	413	-	25	-5.79%

4.1.6 Other income

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000		Change \$'000	%
Fuel Tax Credits	65	66		1	1.54%
Interest	200	181	-	19	-9.46%
Merchandise Income	2	2		0	3.12%
Miscellaneous Income	163	127	-	37	-22.39%
Rent & Lease Income	85	90		5	5.88%
Recoveries	75	75		-	0.00%
Total other income	590	540	-	49	-8.38%

4.1.7 Employee costs

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000		Change \$'000	%
Wages and salaries	10,261	10,764		503	4.90%
WorkCover	462	220	(242)		-52.33%
Superannuation	973	980	7		0.71%
Total employee costs	11,696	11,964		268	2.29%

4.1.8 Materials and services

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000		Change \$'000	%
Building maintenance	786	735	-	50	-6.42%
General maintenance	4,744	4,704	-	40	-0.84%
Utilities	294	301		7	2.48%
Office administration	2,551	1,998	-	554	-21.70%
Information technology	775	806		31	4.03%
Insurance	500	575		75	15.03%
Consultants	1,373	1,354	-	19	-1.40%
Legal fees	250	184	-	67	-26.60%
Election expenses	15	-	-	15	-100.00%
Emergency expense	5	4	-	2	-30.00%
Waste management	2,175	2,515		340	15.64%
Total materials and services	13,468	13,175	-	293	-2.17%

4.1.9 Depreciation

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000		Change \$'000 %
Property	870	1,030		160 18.39%
Plant and equipment	450	204	-	246 -54.67%
Furniture and Equipment	220	252		32 14.55%
Infrastructure	4,306	4,590		284 6.60%
Total depreciation	5,846	6,076		230 3.93%

4.1.11 Amortisation - Right of use assets

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000		Change \$'000 %
Right of use assets	178	184		5 2.88%
Total amortisation - right of use assets	178	184		5 2.88%

4.1.12 Other expenses

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000		Change \$'000 %
Auditors' remuneration - External	44	45		1 2.27%
Auditors' remuneration - Internal	50	50		- 0.00%
Councillors' allowances	208	236		28 13.46%
Total other expenses	302	331		29 9.60%

4.2 Balance Sheet

4.2.1 Assets

Current assets are projected to decrease by 11.263m. 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. However, borrowings are flagged for the 2021/22 financial year to complete landfill rehabilitation works.

4.2.3 Borrowings

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

	Forecast Actual 2021/22 \$	Budget 2022/23 \$	Projections		
			2023/24 \$	2024/25 \$	2025/26 \$
Amount borrowed as at 30 June of the prior year	282,409	671,163	3,998,561	3,545,345	3,190,083
Amount proposed to be borrowed	500,000	3,787,000			
Amount projected to be redeemed	(111,246)	(459,603)	(453,215)	(355,263)	(355,263)
Amount of borrowings as at 30 June	671,163	3,998,561	3,545,345	3,190,083	2,834,820

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 2021/22 \$	Budget 2022/23 \$
Right-of-use assets	-	-
Land and buildings	10	0
Plant and equipment	464	291
Other, etc.	-	-
Total right-of-use assets	474	291
Lease liabilities		
Current lease Liabilities		
Land and buildings	10	-
Plant and equipment	173	178
Other, etc.	-	-
Total current lease liabilities	184	178
Non-current lease liabilities		
Land and buildings	-	-
Plant and equipment	291	112
Other, etc.	-	-
Total non-current lease liabilities	291	112
Total lease liabilities	474	291

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%.

4.3 Statement of changes in Equity

4.3.1 Reserves

No material change.

4.3.2 Equity

The movement in equity reflects the budgeted operating surplus for 2022/23.

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 \$10.95 million.

4.4.2 Net cash flows provided by/used in investing activities

Net cash used in the investing activities is budgeted to be \$ 26.43 million. The capital works program of \$ 26.67 million (includes GST) is funded from this

4.4.3 Net cash flows provided by/used in financing activities

Financing activities budgeted to be \$3.01 million. This includes proposed \$3.787 million loan to fund rehabilitation works for the Violet Town landfill.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2022/23 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 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Property	894	483	- 411	-45.93%
Plant and equipment	1,161	1,953	792	68.22%
Infrastructure	9,198	12,667	3,469	37.72%
Total	11,253	15,104	3,851	34.22%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	1,368	60	687	466	154	-	-	1,368	-
Plant and equipment	2,819	200	2,619	-	-	-	240	2,579	-
Infrastructure	20,743	867	12,441	7,033	402	3,716	200	12,640	4,187
Total	24,930	1,127	15,748	7,499	556	3,716	440	16,587	4,187

4.5.2 Current Budget

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
PROPERTY									
Building Improvements									
Euroa Caravan Park 2/3 of revenue	60	60	-	-	-	-	-	60	-
Euroa Civic Centre-Strathbogie Shire Main Offices - Carpet replacement	98	-	98	-	-	-	-	98	-
Civic Centre Toilet Upgrade	50	-	50	-	-	-	-	50	-
VT Bowls Club Unisex disabled toilet	10	-	10	-	-	-	-	10	-
E Buildings - Euroa Bowling Club - Male Toilet Renovation	17	-	17	-	-	-	-	17	-
Sporting Fields & Courts	33	-	33	-	-	-	-	33	-
Strathbogie Memorial Hall Toilet Upgrades	10	-	-	10	-	-	-	10	-
Strathbogie Memorial Hall Kitchen Upgrades	35	-	-	35	-	-	-	35	-
L Building - Longwood Community Centre - Interior Painting	60	-	-	60	-	-	-	60	-
Euroa Bowling Club switchboard replacement	15	-	-	15	-	-	-	15	-
Euroa Preschool/MCH repair brick column structure	1	-	-	1	-	-	-	1	-
Strathbogie Hall roof	95	-	-	95	-	-	-	95	-
TOTAL PROPERTY	483	60	207	216	-	-	-	483	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant and Equipment	1,416	-	1,416	-	-	-	240	1,176	-
Computers and Telecommunications									
Information Technology	337	-	337	-	-	-	-	337	-
Information Technology - NERCC IT project	200	200	-	-	-	-	-	200	-
TOTAL PLANT AND EQUIPMENT	1,953	200	1,753	-	-	-	240	1,713	-
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
INFRASTRUCTURE									
Roads									
Unallocated - Infrastructure Fund	147	-	147	-	-	-	-	147	-
Reseal Program	827	-	827	-	-	827	-	0	-
Rehabilitation Program	1,007	-	1,007	-	-	1,000	-	7	-
Gravel Road Resheeting Program	568	-	568	-	-	440	-	128	-
Zero Class Roads Upgrade Program	400	-	-	400	-	-	-	400	-
A Road - Hovell St - Sealed road between Ewings Rd and Bank St	267	-	267	-	-	14	-	253	-
Seal Weir Road/Lake Road Kirwans Bridge	170	-	170	-	-	-	-	170	-
Habel Road	255	-	255	-	-	-	-	255	-
A Road - Sealing east end of Ash St. And south end of Livingston St. Avenel	60	-	60	-	-	-	-	60	-
E Road - Cree Street - (stabilising gravel pavement + seal - 130m Challenger to Hanbury)	20	-	20	-	-	-	-	20	-
E Road - White Street Pavemet widening - K&Ch & asphalt surface (180m south of Kennedy)	80	-	80	-	-	-	-	80	-
KB Road - Backwater Court - (stabilising gravel pavement + seal - 360m)	47	-	47	-	-	-	-	47	-
M Road - Mangalore O'Connors Road - table drain	23	-	23	-	-	-	-	23	-
N Road - Towri Court - (stabilising gravel pavement + seal - 160m)	21	-	21	-	-	-	-	21	-
N Road - Marie Street - (scoping and design to construct gravel section to seal)	25	-	25	-	-	-	-	25	-
VT Road - Mitchell Street - (stabilising gravel pavement + seal - 480m)	65	-	65	-	-	-	-	65	-
VT Road - Nicholson Street - (stabilising gravel pavement + seal - 250m)	35	-	35	-	-	-	-	35	-
VT Road - Agar Street - (stabilising gravel pavement + seal - 220m)	30	-	30	-	-	-	-	30	-
ZZ Road - McKindleys Road - (stabilising gravel pavement + seal - 825m south of Zock Rd)	110	-	110	-	-	-	-	110	-
ZZ Road - Baxters Road - (stabilising gravel pavement + seal - 675m south of Goulburn Weir Rd)	110	-	110	-	-	-	-	110	-
ZZ Road - Spring Creek / Creek Junction Rds intersection upgrade (2# traffic islands)	10	-	10	-	-	-	-	10	-
Kerb & Channel	21	-	21	-	-	-	-	21	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Bridges									
Kirwans Bridge (reserve)	100	-	100	-	-	-		100	
Footpaths and Cycleways									
Walking Tracks	10	-	10	-	-	-		10	
Footpaths	50	-	50	-	-	-		50	
Cowslip Street from Railway to High Street (Service Station) (north & south sides) (1.5 m gravel)	23	-	-	23	-	-		23	
Arboretum Link from Campbell Street to Arboretum north side (1.5m gravel)	10	-	-	10	-	-		10	
Nash St - Goulburn St to Vale St west side (with section from Nash St to Station on VicTrack land) - 1.5 m gravel	19	-	19	-	-	-		19	
Slee St - Turner St to Spencer St to link to Apex Park on north east side (1.5 m concrete)	29	-	29	-	-	-		29	
Bury St - Binney St to Campbell St south side – widen & connect to the kerb (1.5 m concrete)	141	-	141	-	-	-		141	
High Street Nagambie - Concrete Footpath	36	-	-	36	-	-		36	
Kean Road Nagambie - Concrete Footpath	35	-	-	35	-	-		35	
Church Street Nagambie - Concrete Footpath	54	-	-	54	-	-		54	
E Footpath - Clifton St - Footpath link between Lewis St and Hemley St	30	-	-	30	-	-		30	
E Footpath - Seven Creeks Park Disabled Access	50	-	-	50	-	-		50	
E Footpath - Hart St - Footpath link between Bury St and Clifton St (R5m)	16	-	-	16	-	-		16	
Drainage									
Pit & Pipe Replacement Program	64	-	64	-	-	-		64	
Nagambie Industrial Area Scoping	375	-	375	-	-	-	200	175	
Town Centre Outlet to Lake Nagambie	260	-	-	260	-	260		-	
A Drainage - Survey & Design of Drainage Solutions b/w Ewings Rd & Mitchell St (east side of Hughes Creek)	85	-	-	85	-	-		85	
E Drainage - 1-3 Kennedy St Drainage expansion	22	-	-	22	-	-		22	
E Drainage - Euroa Clifton Street - boxed kerb drainage	8	-	-	8	-	-		8	
E Drainage - Burns Ave outfall to Atkins St - Stage 1 Drainage extension	130	-	-	130	-	-		130	
E Drainage - Burns Ave outfall to Atkins St - Stage 2 Drainage extension	115	-	-	115	-	-		115	
E Drainage - Burns Ave outfall to Atkins St - Stage 3 Drainage extension	70	-	-	70	-	-		70	
L Drainage - Hurley Street Longwood - Drainage Improvement Works	15	-	-	15	-	-		15	
L Drainage - Hill St Longwood -Drainage Improvements	45	-	-	45	-	-		45	
N Drainage - Cemetery Lane - Drainage Improvement works	52	-	-	52	-	-		52	
VT Drainage - Caulfield St, Violet Town - Open Drain Construction	70	-	-	70	-	-		70	
VT Drainage - Survey & Design of Drainage Solutions along Shiffner & Mitchell Streets	25	-	-	25	-	-		25	
VT Drainage - High St / Irwin St - Minor box culvert replacement	35	-	-	35	-	-		35	
Hurley St in Longwood - proper drainage installed all the way along it.	17	-	-	17	-	-		17	
Recreational, Leisure & Community Facilities									
Project management	213	-	213	-	-	-		213	
Nagambie Rec Reserve lighting	320	-	320	-	-	-		320	
Swimming Pool works	359	-	359	-	-	-		359	
Swimming Pool works LRCIP	200	-	200	-	-	200		-	
RLCIP 3 Projects	- 25	-	-	25	-	-		-	25

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Waste Management									
Violet Town Landfill restoration*	3,787	-	3,787	-	-	-	-	-	3,787
Trasnfer station resale shop	113	113	-	-	-	-	-	113	-
Nagambie Transfer Station - New Waste Bay	144	-	144	-	-	75	-	69	-
Parks, Open Space and Streetscapes									
Open Space Amenities	17	-	17	-	-	-	-	17	-
Streetscapes	817	-	17	800	-	800	-	17	-
E Open Spaces - Euroa Apex Walking Track - Street Lighting on Spencer St	8	-	8	-	-	-	-	8	-
E Open Spaces - Euroa Apex Walking Track - Upgrade Stage 2	30	-	30	-	-	-	-	30	-
E Open Spaces - Euroa Lions Park - Solar Lighting	10	-	10	-	-	-	-	10	-
E Open Spaces - Euroa Clifton St and Kennedy St - Tree root barrier	20	-	20	-	-	-	-	20	-
SB Open Spaces - Forlonge Memorial Rd - minibus parking area	14	-	14	-	-	-	-	14	-
Red bridge over the Honeysuckle Creek	30	-	30	-	-	-	-	30	-
Play Space	23	-	23	-	-	-	-	23	-
Play & Recreation spaces - various	100	-	-	100	-	100	-	-	-
Scope - Euroa play space	85	-	-	85	-	-	-	85	-
Seven Creeks Masterplan	15	-	-	15	-	-	-	15	-
Open Space Strategy	100	-	-	100	-	-	-	100	-
TOTAL INFRASTRUCTURE	12,667	113	9,877	2,678	-	3,716	200	4,964	3,787
TOTAL NEW CAPITAL WORKS	15,104	373	11,838	2,894	-	3,716	440	7,161	3,787

4.5.3 Works carried forward from the 2021/22 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Building Improvements									
Euroa Civic Centre Roof cladding Stage 2	480	-	480	-	-			480	
Saleyards relocate truck wash*	154	-	-	-	154			154	
Strathbogie recreation reserve pavilion	250	-	-	250	-			250	
TOTAL PROPERTY	884	-	480	250	154	-	-	884	-
PLANT AND EQUIPMENT									
Computers and Telecommunications									
Information Technology	211	-	211	-	-			211	
Plant & Equipment									
Plant and Equipment	655	-	655	-	-			655	
TOTAL PLANT AND EQUIPMENT	866	-	866	-	-	-	-	866	-
INFRASTRUCTURE									
Roads									
Longwood Ruffy@ Tarcombe	369	-	-	369	-			369	
Euroa Strath Creek Junction	402	-	-	-	402			402	
Mullers Road	571	-	-	571	-			571	
Seal Weir Road/Lake Road Kirwans Bridge	251	-	251	-	-			251	
Habel Road	1,560	-	1,560	-	-			1,560	
Bridges									
Nagambie Locksley Rd bridge	1,100	-	-	1,100	-			1,100	
Footpaths and Cycleways									
Nagambie Foreshore Walk	755	755	-	-	-			755	
Euroa Rockies Pedestrian Footbridge	53	-	53	-	-			53	
Waste Management									
Violet Town Landfill restoration*	400	-	400	-	-			-	400
Recreational, Leisure & Community Facilities									
RLCIP 3 Projects	1,440	-	-	1,440	-			1,440	
Nagambie Rec Reserve lighting	300	-	300	-	-			300	
Parks, Open Space and Streetscapes									
Play & Recreation spaces - various	200	-	-	200	-			200	
Streetscapes	676	-	-	676	-			676	
TOTAL INFRASTRUCTURE	8,076	755	2,564	4,355	402	-	-	7,676	400
TOTAL CARRIED FORWARD CAPITAL WORKS 2021/22	9,826	755	3,910	4,605	556	-	-	9,426	400

Summary of Planned Capital Works Expenditure
For the four years ended 30 June 2026

2023/24	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										
Building improvements	407	60	172	-	175	407			407	
Total Buildings	407	60	172	-	175	407	-	-	407	-
Total Property	407	60	172	-	175	407	-	-	407	-
Plant and Equipment										
Plant, machinery and equipment	857	-	857	-	-	857		353	504	
Computers and telecommunications	529	200	329	-	-	529			529	
Total Plant and Equipment	1,386	200	1,186	-	-	1,386	-	353	1,033	-
Infrastructure										
Roads	3,058	-	2,654	-	404	3,058	2,937		121	
Bridges	300	-	300	-	-	300			300	
Footpaths and cycleways	388	-	128	-	260	388		200	188	
Drainage	1,368	-	1,368	-	-	1,368			1,368	
Recreational, leisure and community facilities	682	-	682	-	-	682			682	
Waste management	144	-	144	-	-	144			144	
Parks, open space and streetscapes	364	-	64	-	300	364			364	
Total Infrastructure	6,304	-	5,340	-	964	6,304	2,937	200	3,167	-
Total Capital Works Expenditure	8,097	260	6,697	-	1,139	8,097	2,937	553	4,607	-

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										
Building improvements	130	60	34	-	35	130			130	
Total Buildings	130	60	34	-	35	130	-	-	130	-
Total Property	130	60	34	-	35	130	-	-	130	-
Plant and Equipment										
Plant, machinery and equipment	805	-	805	-	-	805		375	430	
Library books										
Infrastructure										
Roads	3,134	-	2,834	-	300	3,134	1,849		1,285	
Bridges	500	-	500	-	-	500			500	
Footpaths and cycleways	319	-	63	-	256	319			319	
Drainage	76	-	76	-	-	76			76	
Recreational, leisure and community facilities	1,378	-	878	-	500	1,378			1,378	
Waste management	-	-	-	-	-	-			-	
Parks, open space and streetscapes	176	-	76	-	100	176			176	
Total Capital Works Expenditure	6,977	260	5,526	-	1,191	6,517	1,849	375	4,753	-
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										
Building improvements	612	60	535	-	17	612			612	
Total Buildings	612	60	535	-	17	612	-	-	612	-
Total Property	612	60	535	-	17	612	-	-	612	-
Plant and Equipment										
Plant, machinery and equipment	1,102	-	1,102	-	-	1,102		375	727	
Library books										
Infrastructure										
Roads	2,868	-	2,413	-	455	2,868	2,349		519	
Bridges	550	-	550	-	-	550			550	
Footpaths and cycleways	251	-	65	-	186	251			251	
Drainage	883	-	268	-	615	883			883	
Recreational, leisure and community facilities	1,049	-	1,049	-	-	1,049			1,049	
Waste management	-	-	-	-	-	-			-	
Total Capital Works Expenditure	7,780	60	6,348	-	1,373	7,315	2,349	375	5,056	-

5. 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
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	+o/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	3%	-1%	-3%	-6%	-3%	0%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	216%	207%	119%	111%	115%	117%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	15%	178%	75%	64%	68%	71%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	1%	3%	20%	17%	15%	13%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1%	1%	3%	3%	2%	2%	o
Indebtedness	Non-current liabilities / own source revenue		25%	15%	27%	24%	22%	20%	-
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	128%	102%	383%	126%	105%	118%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	63%	69%	71%	72%	72%	72%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0%	1%	1%	1%	1%	1%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$3,992	\$4,091	\$4,134	\$4,121	\$4,176	\$4,260	+
Revenue level	Total rate revenue / no. of property assessments		\$2,226	\$3,214	\$3,272	\$3,335	\$3,399	\$3,465	+

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

1. Adjusted underlying result

This has been impacted by unplanned non recurrent capital grants due to pandemic support, drought relief etc. in 20/21 and 20/22.

2. Working Capital

Stable cash surplus will be maintained in early projected years.

3. Unrestricted Cash

Slightly higher ratio in 21/22 due to additional grant income. Stable level of cash surplus planned for the projected years.

4. Debt compared to rates

Projected loan funding for landfill budgeted in 21/22 and 22/23.

5. Asset renewal

Healthy renewal ratio is projected.

6. Rates concentration

Stable ratio is projected.