

The background of the cover page is a photograph of a fern frond and a branch with small yellow flowers. A dark blue diagonal band runs from the top left to the bottom right, partially obscuring the fern. The text is overlaid on this band.

Strathbogie Shire  
Council

# 2022/23 Budget

*Strathbogie*  
SHIRE COUNCIL



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## 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 \$32.27 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 \$14.87 million capital works program, together with \$7.69 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 \$92.22 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.

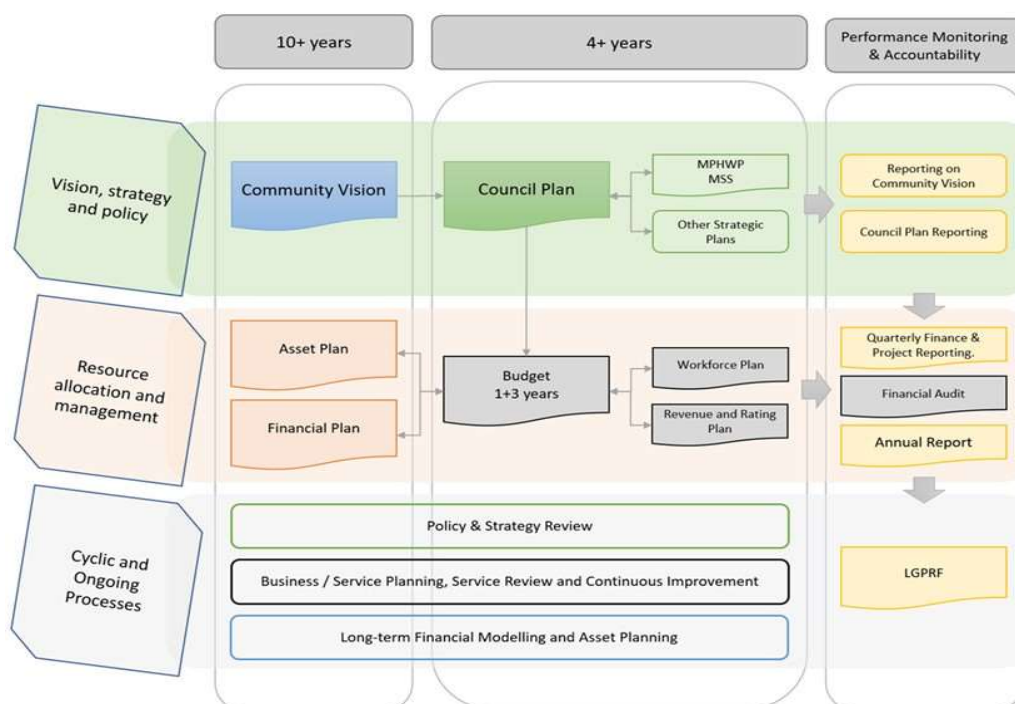
**Cr Laura Binks**  
**Mayor**

# 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

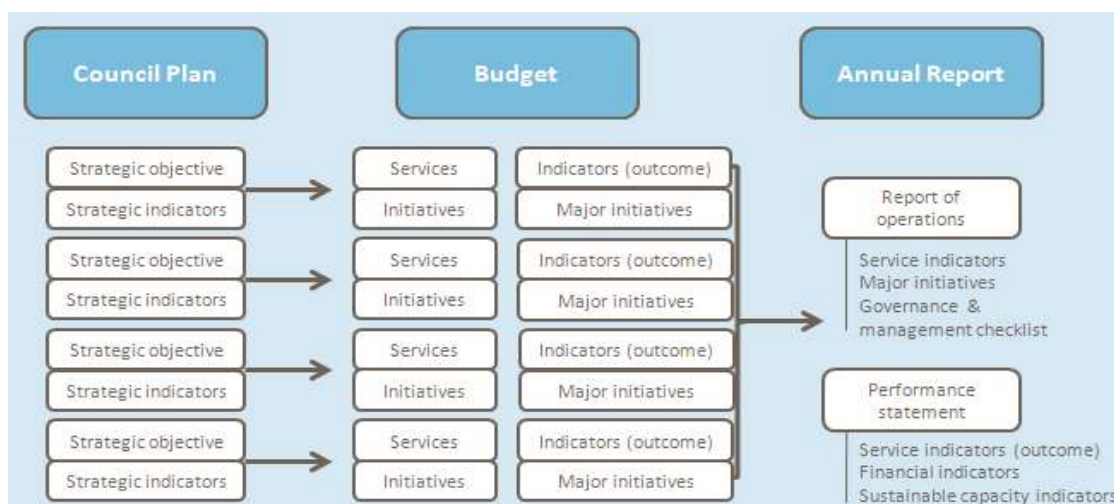
*Following Strategic focus areas are major pillar of the Council plan*

Strategic Objective	Description
<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>	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>	108	109	109
		<i>Exp</i>	1,344	1,490	1,316
		<i>Surplus/ (deficit)</i>	(1,236)	(1,381)	(1,207)
Operations (roads and maintenance)	Provides maintenance services for roads, trees, building and other council assets.	<i>Inc</i>	7,174	3,826	3,940
		<i>Exp</i>	5,604	5,319	5,541
		<i>Surplus/ (deficit)</i>	1,570	(1,493)	(1,601)
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	4,151
		<i>Surplus/ (deficit)</i>	(3,685)	(3,214)	(3,810)
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>	108	109	109
		<i>Exp</i>	1,344	1,490	1,316
		<i>Surplus/ (deficit)</i>	(1,236)	(1,381)	(1,207)
Economic Development	This service provides strategic planning and support for the pursuit of economic opportunities in the Shire	<i>Inc</i>	372	250	429
		<i>Exp</i>	490	573	844
		<i>Surplus/ (deficit)</i>	(118)	(322)	(414)
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>	646	652	564
		<i>Exp</i>	996	1,373	1,313
		<i>Surplus/ (deficit)</i>	(350)	(721)	(749)
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	392
		<i>Surplus/ (deficit)</i>	(38)	38	(93)
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	965
		<i>Surplus/ (deficit)</i>	(552)	(643)	(639)
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	4,443
		<i>Exp</i>	892	1,783	1,051
		<i>Surplus/ (deficit)</i>	4,351	3,131	3,392



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	(3,295)	(8,551)	5,256
Strategic focus area 3	(4,095)	(4,557)	462
Strategic focus area 4	(3,263)	(5,684)	2,422
Strategic focus area 5	(868)	(1,654)	786
Strategic focus area 6	(415)	(4,936)	4,521
<b>Total</b>	<b>(12,646)</b>	<b>(26,117)</b>	<b>13,471</b>
<b>Expenses added in:</b>			
Depreciation	(6,077)		
Finance costs	(96)		
Others	(184)		
<b>Surplus/(Deficit) before funding sources</b>	<b>(19,002)</b>		
<b>Funding sources added in:</b>			
Rates and charges revenue	18,063		
Waste charge revenue	2,800		
<b>Total funding sources</b>	<b>20,863</b>		
<b>Operating surplus/(deficit) for the year</b>	<b>1,860</b>		

### 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	21,080	21,511	21,952	22,402
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	11,952	7,075	6,752	6,955	7,163
Grants - Capital	4.1.4	7,690	3,729	4,376	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		42,519	34,143	34,835	33,014	34,245
Expenses						
Employee costs	4.1.7	11,696	12,022	12,189	12,432	12,681
Materials and services*	4.1.8	13,468	13,569	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	85	92	80	73
Finance Costs - leases		16	11	13	7	-
Other expenses	4.1.12	302	331	395	422	624
Total expenses		31,528	32,283	31,852	32,452	33,132
Surplus/(deficit) for the year						
		10,991	1,860	2,983	562	1,112
Other comprehensive income						
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
Total comprehensive result		10,991	1,860	2,983	562	1,112

\* 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		21,068	6,295	5,683	6,033	6,486
Trade and other receivables		2,329	2,741	2,990	2,906	2,866
Inventories		5	5	5	5	5
Other assets		115	115	115	115	115
Total current assets	4.2.1	23,517	9,156	8,793	9,058	9,471
Non-current assets						
Investments in associates, joint arrangement and subsidiaries		243	243	243	243	243
Property, infrastructure, plant & equipment		292,737	309,604	313,051	313,535	314,402
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	293,574	310,258	313,526	313,904	314,765
Total assets		317,091	319,414	322,319	322,962	324,236
Liabilities						
Current liabilities						
Trade and other payables		2,970	3,154	3,164	3,174	3,184
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	96	267	180	188	196
Lease liabilities	4.2.4	160	178	106	6	-
Total current liabilities	4.2.2	10,018	7,501	7,362	7,291	7,315
Non-current liabilities						
Provisions		2,600	2,409	2,220	2,216	2,211
Interest-bearing liabilities	4.2.3	95	3,245	3,065	2,877	2,682
Lease liabilities	4.2.4	314	112	6	-	-
Total non-current liabilities	4.2.2	3,009	5,766	5,291	5,093	4,893
Total liabilities		13,027	13,267	12,653	12,384	12,209
Net assets		304,064	306,147	309,666	310,578	312,028
Equity						
Accumulated surplus		116,456	118,316	121,299	121,861	122,973
Reserves		187,608	187,831	188,367	188,717	189,054
Total equity		304,064	306,147	309,666	310,578	312,028

## 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
<b>2022 Forecast Actual</b>					
Balance at beginning of the financial year		293,073	105,465	187,608	-
Impact of adoption of new accounting standards		-	-	-	-
Adjusted opening balance		293,073	105,465	187,608	-
Surplus/(deficit) for the year		10,991	10,991	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>304,064</b>	<b>116,456</b>	<b>187,608</b>	<b>-</b>
<b>2023 Budget</b>					
Balance at beginning of the financial year		304,064	116,456	187,608	-
Surplus/(deficit) for the year		1,860	1,860	-	-
Net asset revaluation increment/(decrement)		223	-	223	-
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>306,147</b>	<b>118,316</b>	<b>187,831</b>	<b>-</b>
<b>2024</b>					
Balance at beginning of the financial year		306,147	118,316	187,831	-
Surplus/(deficit) for the year		2,983	2,983	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		536	-	536	-
<b>Balance at end of the financial year</b>		<b>309,666</b>	<b>121,299</b>	<b>188,367</b>	<b>-</b>
<b>2025</b>					
Balance at beginning of the financial year		309,666	121,299	188,367	-
Surplus/(deficit) for the year		562	562	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		350	-	350	-
<b>Balance at end of the financial year</b>		<b>310,578</b>	<b>121,861</b>	<b>188,717</b>	<b>-</b>
<b>2026</b>					
Balance at beginning of the financial year		310,578	121,861	188,717	-
Surplus/(deficit) for the year		1,112	1,112	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		338	-	338	-
<b>Balance at end of the financial year</b>		<b>312,028</b>	<b>122,973</b>	<b>189,054</b>	<b>-</b>

## 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)
<b>Cash flows from operating activities</b>						
Rates and charges		20,784	21,080	21,511	21,952	22,402
Statutory fees and fines		683	688	709	730	752
User fees		470	568	570	593	616
Grants - operating		8,684	2,566	6,752	6,954	7,163
Grants - capital		4,373	3,729	4,376	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		1,296	2,208	1,019	711	774
Employee costs		(11,573)	(11,782)	(11,945)	(12,183)	(12,428)
Materials and services		(13,066)	(12,858)	(12,749)	(12,940)	(13,200)
Other payments		(429)	(331)	(338)	(344)	(351)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	12,160	6,227	10,769	8,207	8,987
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(14,259)	(24,292)	(11,206)	(7,816)	(8,514)
Proceeds from sale of property, infrastructure, plant and equipment		565	240	353	375	375
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	(13,694)	(24,052)	(10,853)	(7,441)	(8,139)
<b>Cash flows from financing activities</b>						
Finance costs		(13)	(85)	(86)	(80)	(73)
Proceeds from borrowings		-	3,500	-	-	-
Repayment of borrowings		(91)	(179)	(267)	(180)	(188)
Repayment of lease liabilities		(194)	(184)	(175)	(157)	(134)
<b>Net cash provided by/(used in) financing activities</b>	4.4.3	(298)	3,052	(528)	(417)	(395)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		(1,832)	(14,773)	(612)	349	453
Cash and cash equivalents at the beginning of the financial year		22,900	21,068	6,295	5,683	6,033
<b>Cash and cash equivalents at the end of the financial year</b>		21,068	6,295	5,683	6,033	6,486



## 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
<b>Property</b>						
Buildings		894	1,902	407	130	612
<b>Total buildings</b>		894	1,902	407	130	612
<b>Total property</b>		894	1,902	407	130	612
<b>Plant and equipment</b>						
Plant, machinery and equipment		679	2,071	857	805	1,102
Computers and telecommunications		482	748	529	460	271
<b>Total plant and equipment</b>		1,161	2,819	1,386	1,265	1,373
<b>Infrastructure</b>						
Roads		3,596	7,530	3,058	3,134	2,868
Bridges		400	1,200	300	500	550
Footpaths and cycleways		3,905	1,257	388	319	251
Drainage		551	1,388	1,368	76	883
Recreational, leisure and community facilities		1,812	1,067	2,121	1,378	1,049
Waste management		100	3,256	144	-	-
Parks, open space and streetscapes		543	2,145	364	176	194
<b>Total infrastructure</b>		10,908	17,843	7,743	5,583	5,795
<b>Total capital works expenditure</b>	4.5.1	12,963	22,564	9,536	6,978	7,780
<b>Represented by:</b>						
New asset expenditure		3,762	1,127	260	260	60
Asset renewal expenditure		6,028	14,312	6,697	5,526	6,347
Asset expansion expenditure		1,504	1,066	-	-	-
Asset upgrade expenditure		1,668	6,059	2,579	1,192	1,373
<b>Total capital works expenditure</b>	4.5.1	12,963	22,564	9,536	6,978	7,780
<b>Funding sources represented by:</b>						
Grants		4,373	3,729	4,376	1,849	2,349
Contributions		-	-	553	375	375
Council cash		8,590	15,335	4,607	4,754	5,056
Borrowings		-	3,500	-	-	-
<b>Total capital works expenditure</b>	4.5.1	12,963	22,564	9,536	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
<b>Staff expenditure</b>					
Employee costs - operating	11,696	12,022	12,189	12,432	12,681
Employee costs - capital	-	-	-	-	-
<b>Total staff expenditure</b>	11,696	12,022	12,189	12,432	12,681
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	128.0	127.6	127.7	128.1	128.5
<b>Total staff numbers</b>	128.0	127.6	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	2,684	1,798	886	-	-
Sustainable Infrastructure	5,744	5,081	514	148	-
Corporate Leadership	927	700	228	-	-
Community & Planning	2,667	1,739	857	70	-
Mayor & Councillors	-	-	-	-	-
<b>Total permanent staff expenditure</b>	12,022	9,318	2,486	218	-
Other employee related expenditure	-				
Capitalised labour costs	-				
<b>Total expenditure</b>	12,022				

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	26.0	16.0	10.0	-	-
Sustainable Infrastructure	66.2	62.0	4.2	-	-
Corporate Leadership	7.4	5.0	2.4	-	-
Community & Planning	27.9	15.0	9.7	3.2	-
Mayor & Councillors	-	-	-	-	-
<b>Total Staff</b>	127.6	98.0	26.4	3.2	-

**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
<b>Governance &amp; People</b>				
<b>Permanent - Full time</b>	<b>1,798</b>	<b>1,823</b>	<b>1,860</b>	<b>1,897</b>
Women	1,058	1,073	1,094	1,116
Men	487	494	504	514
Persons of self-described gender	0	0	0	0
Vacant Positions	253	256	261	267
<b>Permanent - Part time</b>	<b>886</b>	<b>898</b>	<b>916</b>	<b>935</b>
Women	832	843	860	877
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Vacant Positions	55	55	56	58
<b>Total - Governance &amp; People</b>	<b>2,684</b>	<b>2,722</b>	<b>2,776</b>	<b>2,832</b>
<b>Sustainable Infrastructure</b>				
<b>Permanent - Full time</b>	<b>5,081</b>	<b>5,152</b>	<b>5,254</b>	<b>5,360</b>
Women	861	873	890	908
Men	3,863	3,916	3,994	4,074
Persons of self-described gender	0	0	0	0
Vacant Positions	358	363	370	377
<b>Permanent - Part time</b>	<b>514</b>	<b>522</b>	<b>532</b>	<b>543</b>
Women	178	180	184	187
Men	140	142	144	147
Persons of self-described gender	0	0	0	0
Vacant Positions	197	200	204	208
<b>Total - Sustainable Infrastructure</b>	<b>5,596</b>	<b>5,673</b>	<b>5,786</b>	<b>5,903</b>
<b>Corporate Leadership</b>				
<b>Permanent - Full time</b>	<b>700</b>	<b>709</b>	<b>723</b>	<b>738</b>
Women	700	709	723	738
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Vacant Positions	0	0	0	0
<b>Permanent - Part time</b>	<b>228</b>	<b>231</b>	<b>236</b>	<b>240</b>
Women	228	231	236	240
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Vacant Positions	0	0	0	0
<b>Total - Corporate Leadership</b>	<b>927</b>	<b>940</b>	<b>959</b>	<b>978</b>
<b>Community &amp; Planning</b>				
<b>Permanent - Full time</b>	<b>1,739</b>	<b>1,763</b>	<b>1,798</b>	<b>1,834</b>
Women	838	849	866	883
Men	902	914	932	951
Persons of self-described gender	0	0	0	0
Vacant Positions	0	0	0	0
<b>Permanent - Part time</b>	<b>857</b>	<b>869</b>	<b>887</b>	<b>904</b>
Women	695	705	719	733
Men	85	86	88	90
Persons of self-described gender	0	0	0	0
Vacant Positions	77	78	80	81
<b>Total - Community &amp; Planning</b>	<b>2,597</b>	<b>2,633</b>	<b>2,685</b>	<b>2,739</b>

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
<b>Mayor &amp; Councillors</b>				
<b>Permanent - Full time</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<b>Permanent - Part time</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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
<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>218</b>	<b>221</b>	<b>226</b>	<b>230</b>
<b>Capitalised labour costs</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total staff expenditure</b>	<b>12,022</b>	<b>12,189</b>	<b>12,432</b>	<b>12,681</b>

	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE
<b>Governance &amp; People</b>				
<b>Permanent - Full time</b>	<b>16.0</b>	<b>16.0</b>	<b>16.1</b>	<b>16.1</b>
Women	10.0	10.0	10.0	10.1
Men	4.0	4.0	4.0	4.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	2.0	2.0	2.0	2.0
<b>Permanent - Part time</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.1</b>
Women	9.4	9.4	9.4	9.4
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	0.6	0.6	0.6	0.6
<b>Total -Governance &amp; People</b>	<b>26.0</b>	<b>26.0</b>	<b>26.1</b>	<b>26.2</b>
<b>Sustainable Infrastructure</b>				
<b>Permanent - Full time</b>	<b>62.0</b>	<b>62.1</b>	<b>62.3</b>	<b>62.5</b>
Women	10.0	10.0	10.0	10.1
Men	47.8	47.8	48.0	48.1
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	4.3	4.3	4.3	4.3
<b>Permanent - Part time</b>	<b>4.2</b>	<b>4.2</b>	<b>4.3</b>	<b>4.3</b>
Women	2.0	2.0	2.0	2.0
Men	1.6	1.6	1.6	1.6
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	0.6	0.6	0.6	0.6
<b>Total Sustainable Infrastructure</b>	<b>66.2</b>	<b>66.3</b>	<b>66.5</b>	<b>66.7</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
Vacant Positions	0.0	0.0	0.0	0.0

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
<b>Permanent - Part time</b>	<b>2.4</b>	<b>2.4</b>	<b>2.4</b>	<b>2.5</b>
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
<b>Total Corporate Leadership</b>	<b>7.4</b>	<b>7.4</b>	<b>7.5</b>	<b>7.5</b>
<b>Community &amp; Planning</b>				
<b>Permanent - Full time</b>	<b>15.0</b>	<b>15.0</b>	<b>15.1</b>	<b>15.1</b>
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	0.0	0.0	0.0	0.0
<b>Permanent - Part time</b>	<b>9.7</b>	<b>9.8</b>	<b>9.8</b>	<b>9.8</b>
Women	7.5	7.5	7.5	7.5
Men	1.3	1.3	1.3	1.3
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	1.0	1.0	1.0	1.0
<b>Total Community &amp; Planning</b>	<b>24.7</b>	<b>24.8</b>	<b>24.9</b>	<b>24.9</b>
<b>Mayor &amp; Councillors</b>				
<b>Permanent - Full time</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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
<b>Permanent - Part time</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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
<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>3.2</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</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>127.6</b>	<b>127.7</b>	<b>128.1</b>	<b>128.5</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 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 \$21,080,000

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	2,800	99	3.65%
Service rates and charges	17,508	18,043	534	3.05%
Special rates and charges	-	-	-	0.00%
Supplementary rates and rate adjustments	74	20	- 54	0.00%
Interest on rates and charges	134	104	- 30	-22.10%
Service rates	213	218	5	2.15%
<b>Total rates and charges</b>	<b>20,630</b>	<b>21,184</b>	<b>554</b>	<b>2.69%</b>

\*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	0.0036881	-19.76%
General rate for rateable vacant residential properties	0.0096527	0.0077451	-19.76%
General rate for rateable farm properties	0.0036772	0.0029505	-19.76%
General rate for rateable commercial properties	0.0055158	0.0044258	-19.76%
General rate for rateable vacant commercial properties	0.0096527	0.0077451	-19.76%

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	8,027	164	2.09%
Residential - vacant	774	991	217	28.07%
Farm	8,017	8,200	183	2.28%
Commercial	927	808	- 118	-12.74%
Commercial - vacant	24	16	- 8	-31.63%
<b>Total amount to be raised by general rates</b>	<b>17,604</b>	<b>18,043</b>	<b>439</b>	<b>2.49%</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	2021/22	2022/23	Change	
	Number	Number	Number	%
Residential	4,687	4,833	146	3.11%
Residential - vacant	444	433	- 11	-2.48%
Farm	2,253	2,276	23	1.02%
Commercial	304	309	5	1.64%
Commercial - vacant	11	8	- 3	-27.27%
<b>Total number of assessments</b>	<b>7,699</b>	<b>7,859</b>	<b>160</b>	<b>2.08%</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	2021/22	2022/23	Change	
	\$'000	\$'000	\$'000	%
Residential	1,678,589	2,176,399	497,810	29.66%
Residential - vacant	110,933	127,986	17,053	15.37%
Farm	2,157,140	2,779,096	621,956	28.83%
Commercial	156,287	182,676	26,389	16.88%
Commercial - vacant	2,507	2,103	- 404	-16.11%
<b>Total value of land</b>	<b>4,105,456</b>	<b>5,268,260</b>	<b>1,162,803</b>	<b>28.32%</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	
	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	<b>2,086,686</b>	138,373	<b>7.10%</b>
<i>Kerbside</i>	548,883	<b>526,166</b>	- 22,717	<b>-4.14%</b>
<i>Recycling</i>	193,178	<b>187,180</b>	- 5,998	<b>-3.10%</b>
<i>Tree Management Service Charge</i>	209,835	<b>217,735</b>	7,900	<b>3.76%</b>
<b>Total</b>	<b>2,900,209</b>	<b>3,017,767</b>	<b>117,558</b>	<b>4.05%</b>

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	<b>18,063</b>	385	<b>2.18%</b>
<i>Kerbside Collection/Recycling/Organics</i>	2,690	<b>2,800</b>	110	<b>4.08%</b>
<i>Tree Management Service Charge</i>	210	<b>218</b>	8	<b>3.76%</b>
<b>Total Rates and charges</b>	<b>20,578</b>	<b>21,080</b>	<b>502</b>	<b>2.44%</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.

	2021/22	2022/23
Total Rates	\$ 17,604,041	\$ 18,042,646
Number of rateable properties	7,699.00	7,859.00
Base Average Rate	2252.93	2284
Maximum Rate Increase (set by the State Government)	<b>1.50%</b>	<b>1.75%</b>
Capped Average Rate	\$ 2,287	\$ 2,296
Maximum General Rates and Municipal Charges Revenue	\$ 17,605,488	\$ 18,042,646
Budgeted General Rates and Municipal Charges Revenue	\$ 17,604,041	\$ 18,042,646
Budgeted Supplementary Rates	\$ 74,000	\$ 20,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 17,678,041	\$ 18,062,646

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%
<b>Total statutory fees and fines</b>	<b>670</b>	<b>688</b>	<b>17</b>	<b>2.60%</b>

#### 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	0.00%
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%
<b>Total user fees</b>	<b>445</b>	<b>568</b>	<b>124</b>	<b>27.81%</b>

#### 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	14,068	9,797	(4,271)	-30%
State funded grants	5,574	1,007	(4,567)	-82%
Total grants received	19,642	10,804	(8,838)	-45%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	10,435	6,156	(4,279)	-41%
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	11,088	6,766	(4,322)	-39%
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%
Regional Tourism Project	150	150	0	0%
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	864	309	(555)	-64%
Total operating grants	11,952	7,075	(4,877)	-41%
(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	1,441	1,441	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%
Vicroads grats for Hume Freeway roundabout	0	13	13	0%
Cinema Seating	100	0	(100)	-100%
Habel Road	900	0	(900)	-100%
Risk and Resilience Grant	32	0	(32)	-100%
<b>Total non-recurrent grants</b>	<b>6,250</b>	<b>2,289</b>	<b>(3,961)</b>	<b>-63%</b>
<b>Total capital grants</b>	<b>7,690</b>	<b>3,729</b>	<b>(3,961)</b>	<b>-52%</b>
<b>Total Grants</b>	<b>19,642</b>	<b>10,804</b>	<b>(8,838)</b>	<b>-45%</b>

#### 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	-	-	
<b>Total contributions</b>	<b>438</b>	<b>413</b>	<b>-</b>	<b>25</b>	<b>-5.79%</b>

#### 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%
<b>Total other income</b>	<b>590</b>	<b>540</b>	<b>-</b>	<b>49</b>	<b>-8.38%</b>

#### 4.1.7 Employee costs

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000		Change \$'000	%
Wages and salaries	10,261	10,807		546	5.33%
WorkCover	462	220		(242)	-52.33%
Superannuation	973	980		7	0.71%
<b>Total employee costs</b>	<b>11,696</b>	<b>12,007</b>		<b>312</b>	<b>2.67%</b>

#### 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	4,798		54	1.14%
Utilities	294	301		7	2.48%
Office administration	2,551	2,298	-	254	-9.95%
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%
<b>Total materials and services</b>	<b>13,468</b>	<b>13,569</b>		<b>101</b>	<b>0.75%</b>

#### 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%
<b>Total depreciation</b>	<b>5,846</b>	<b>6,076</b>		<b>230 3.93%</b>

#### 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%
<b>Total amortisation - right of use assets</b>	<b>178</b>	<b>184</b>		<b>5 2.88%</b>

#### 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%
<b>Total other expenses</b>	<b>302</b>	<b>331</b>	<b>29</b>	<b>9.60%</b>

## 4.2 Balance Sheet

### 4.2.1 Assets

Current assets are projected to decrease by 16.06m. 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	191,403	3,512,098	3,244,971	3,065,308
Amount proposed to be borrowed	-	3,500,000			
Amount projected to be redeemed	(91,006)	(179,305)	(267,127)	(179,663)	(187,786)
<b>Amount of borrowings as at 30 June</b>	<b>191,403</b>	<b>3,512,098</b>	<b>3,244,971</b>	<b>3,065,308</b>	<b>2,877,522</b>

### 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 \$
<b>Right-of-use assets</b>	-	-
Land and buildings	10	0
Plant and equipment	464	291
Other, etc.	-	-
<b>Total right-of-use assets</b>	<b>474</b>	<b>291</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Land and buildings	10	-
Plant and equipment	173	178
Other, etc.	-	-
<b>Total current lease liabilities</b>	<b>184</b>	<b>178</b>
<b>Non-current lease liabilities</b>		
Land and buildings	-	-
Plant and equipment	291	112
Other, etc.	-	-
<b>Total non-current lease liabilities</b>	<b>291</b>	<b>112</b>
<b>Total lease liabilities</b>	<b>474</b>	<b>291</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 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 \$6.24 million.

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

Net cash used in the investing activities is budgeted to be \$ 4.52 million. The capital works program of \$ 24.29 million (includes GST) is funded from this

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

Financing activities budgeted to be \$3.05 million. This includes proposed \$3.5 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	1,018	124	13.88%
Plant and equipment	1,161	1,953	792	68.23%
Infrastructure	10,908	11,907	999	9.16%
<b>Total</b>	<b>12,963</b>	<b>14,878</b>	<b>1,915</b>	<b>14.78%</b>

	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	1,903	60	712	466	664	-	-	1,403	500
Plant and equipment	2,819	200	2,619	-	-	-	240	2,579	-
Infrastructure	17,843	867	10,981	5,593	402	3,716	200	10,927	3,000
<b>Total</b>	<b>22,564</b>	<b>1,127</b>	<b>14,312</b>	<b>6,059</b>	<b>1,066</b>	<b>3,716</b>	<b>440</b>	<b>14,908</b>	<b>3,500</b>

#### 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
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	
Violet Town Rec Reserve - pavilion replace carpet	25	-	25	-	-	-		25	
E Buildings - Euroa Bowling Club - Male Toilet Renovation	17	-	17	-	-	-		17	
Nagambie Bowls Club extend height of fence	10	-	-	-	10	-		10	
Sporting Fields & Courts	33	-	33	-	-	-		33	
Strathbogie Memorial Hall Toilet Upgrades	10	-	-	10	-	-		10	
Strathbogie Memorial Hall Kitchen Upgrades	35	-	-	35	-	-		35	
Truck wash expansion	500	-	-	-	500	-		-	500
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	1,018	60	232	216	510	-	-	518	500
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
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	
Hume Freeway roundabout landscaping	26	-	26	-	-	-		26	
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
<b>Bridges</b>									
Kirwans Bridge (reserve)	100	-	100	-	-	-		100	
<b>Footpaths and Cycleways</b>									
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	
Memorial Oval precinct – link with Apex Walking Track	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 (85m)	16	-	-	16	-	-		16	
<b>Drainage</b>									
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	
<b>Recreational, Leisure &amp; Community Facilities</b>									
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
<b>Waste Management</b>									
Violet Town Landfill restoration*	3,000	-	3,000	-	-	-	-	-	3,000
Trasnfer station resale shop	113	113	-	-	-	-	-	113	-
Nagambie Transfer Station - New Waste Bay	144	-	144	-	-	75	-	69	-
<b>Parks, Open Space and Streetscapes</b>									
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	-
<b>TOTAL INFRASTRUCTURE</b>	<b>11,907</b>	<b>113</b>	<b>9,117</b>	<b>2,678</b>	<b>-</b>	<b>3,716</b>	<b>200</b>	<b>4,991</b>	<b>3,000</b>
<b>TOTAL NEW CAPITAL WORKS</b>	<b>14,878</b>	<b>373</b>	<b>11,102</b>	<b>2,894</b>	<b>510</b>	<b>3,716</b>	<b>440</b>	<b>7,222</b>	<b>3,500</b>

#### 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
<b>PROPERTY</b>									
<b>Building Improvements</b>									
Euroa Civic Centre Roof cladding Stage 2	480	-	480	-	-			480	
Saleyards relocate truck wash*	154	-	-	-	154			154	
Strathbogie recreation reserve pavilion	250	-	-	250	-			250	
<b>TOTAL PROPERTY</b>	<b>884</b>	-	480	250	154	-	-	884	-
<b>PLANT AND EQUIPMENT</b>									
<b>Computers and Telecommunications</b>									
Information Technology	211	-	211	-	-			211	
<b>Plant &amp; Equipment</b>									
Plant and Equipment	655	-	655	-	-			655	
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>866</b>	-	866	-	-	-	-	866	-
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
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	
<b>Bridges</b>									
Nagambie Locksley Rd bridge	1,100	-	-	1,100	-			1,100	
<b>Footpaths and Cycleways</b>									
Nagambie Foreshore Walk	755	755	-	-	-			755	
Euroa Rockies Pedestrian Footbridge	53	-	53	-	-			53	
<b>Parks, Open Space and Streetscapes</b>									
Play & Recreation spaces - various	200	-	-	200	-			200	
Streetscapes	676	-	-	676	-			676	
<b>TOTAL INFRASTRUCTURE</b>	<b>5,936</b>	755	1,864	2,916	402	-	-	5,936	-
<b>TOTAL CARRIED FORWARD CAPITAL WORKS 2021/22</b>	<b>7,686</b>	<b>755</b>	<b>3,210</b>	<b>3,166</b>	<b>556</b>	<b>-</b>	<b>-</b>	<b>7,686</b>	<b>-</b>

**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
<b>Property</b>										
Building improvements	407	60	172	-	175	407			407	
<b>Total Buildings</b>	<b>407</b>	<b>60</b>	<b>172</b>	<b>-</b>	<b>175</b>	<b>407</b>	<b>-</b>	<b>-</b>	<b>407</b>	<b>-</b>
<b>Total Property</b>	<b>407</b>	<b>60</b>	<b>172</b>	<b>-</b>	<b>175</b>	<b>407</b>	<b>-</b>	<b>-</b>	<b>407</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	857	-	857	-	-	857		353	504	
Computers and telecommunications	529	200	329	-	-	529			529	
<b>Total Plant and Equipment</b>	<b>1,386</b>	<b>200</b>	<b>1,186</b>	<b>-</b>	<b>-</b>	<b>1,386</b>	<b>-</b>	<b>353</b>	<b>1,033</b>	<b>-</b>
<b>Infrastructure</b>										
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	2,121	-	682	-	1,440	2,121			2,121	
Waste management	144	-	144	-	-	144			144	
Parks, open space and streetscapes	364	-	64	-	300	364			364	
<b>Total Infrastructure</b>	<b>7,743</b>	<b>-</b>	<b>5,340</b>	<b>-</b>	<b>2,404</b>	<b>7,743</b>	<b>2,937</b>	<b>200</b>	<b>4,606</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>9,536</b>	<b>260</b>	<b>6,697</b>	<b>-</b>	<b>2,579</b>	<b>9,536</b>	<b>2,937</b>	<b>553</b>	<b>6,046</b>	<b>-</b>

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
<b>Property</b>										
Building improvements	130	60	34	-	35	130			130	
<b>Total Buildings</b>	<b>130</b>	<b>60</b>	<b>34</b>	<b>-</b>	<b>35</b>	<b>130</b>	<b>-</b>	<b>-</b>	<b>130</b>	<b>-</b>
<b>Total Property</b>	<b>130</b>	<b>60</b>	<b>34</b>	<b>-</b>	<b>35</b>	<b>130</b>	<b>-</b>	<b>-</b>	<b>130</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	805	-	805	-	-	805		375	430	
Library books										
<b>Infrastructure</b>										
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	
<b>Total Capital Works Expenditure</b>	<b>6,977</b>	<b>260</b>	<b>5,526</b>	<b>-</b>	<b>1,191</b>	<b>6,517</b>	<b>1,849</b>	<b>375</b>	<b>4,753</b>	<b>-</b>
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>										
Building improvements	612	60	535	-	17	612			612	
<b>Total Buildings</b>	<b>612</b>	<b>60</b>	<b>535</b>	<b>-</b>	<b>17</b>	<b>612</b>	<b>-</b>	<b>-</b>	<b>612</b>	<b>-</b>
<b>Total Property</b>	<b>612</b>	<b>60</b>	<b>535</b>	<b>-</b>	<b>17</b>	<b>612</b>	<b>-</b>	<b>-</b>	<b>612</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	1,102	-	1,102	-	-	1,102		375	727	
Library books										
<b>Infrastructure</b>										
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	-	-	-	-	-	-			-	
<b>Total Capital Works Expenditure</b>	<b>7,780</b>	<b>60</b>	<b>6,348</b>	<b>-</b>	<b>1,373</b>	<b>7,315</b>	<b>2,349</b>	<b>375</b>	<b>5,056</b>	<b>-</b>



## 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	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	3%	12%	-3%	1%	-10%	0%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	216%	235%	122%	119%	124%	129%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	15%	206%	78%	71%	76%	82%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	1%	1%	17%	15%	14%	13%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1%	1%	1%	2%	1%	1%	o
Indebtedness	Non-current liabilities / own source revenue		25%	13%	25%	22%	21%	20%	-
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	128%	132%	335%	149%	105%	118%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	63%	60%	70%	72%	72%	71%	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	\$4,186	\$4,127	\$4,202	\$4,287	+
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 21/22.

#### 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 22/23.

#### 5. Asset renewal

Healthy renewal ratio is projected.

#### 6. Rates concentration

Stable ratio is projected.