



Annual Report

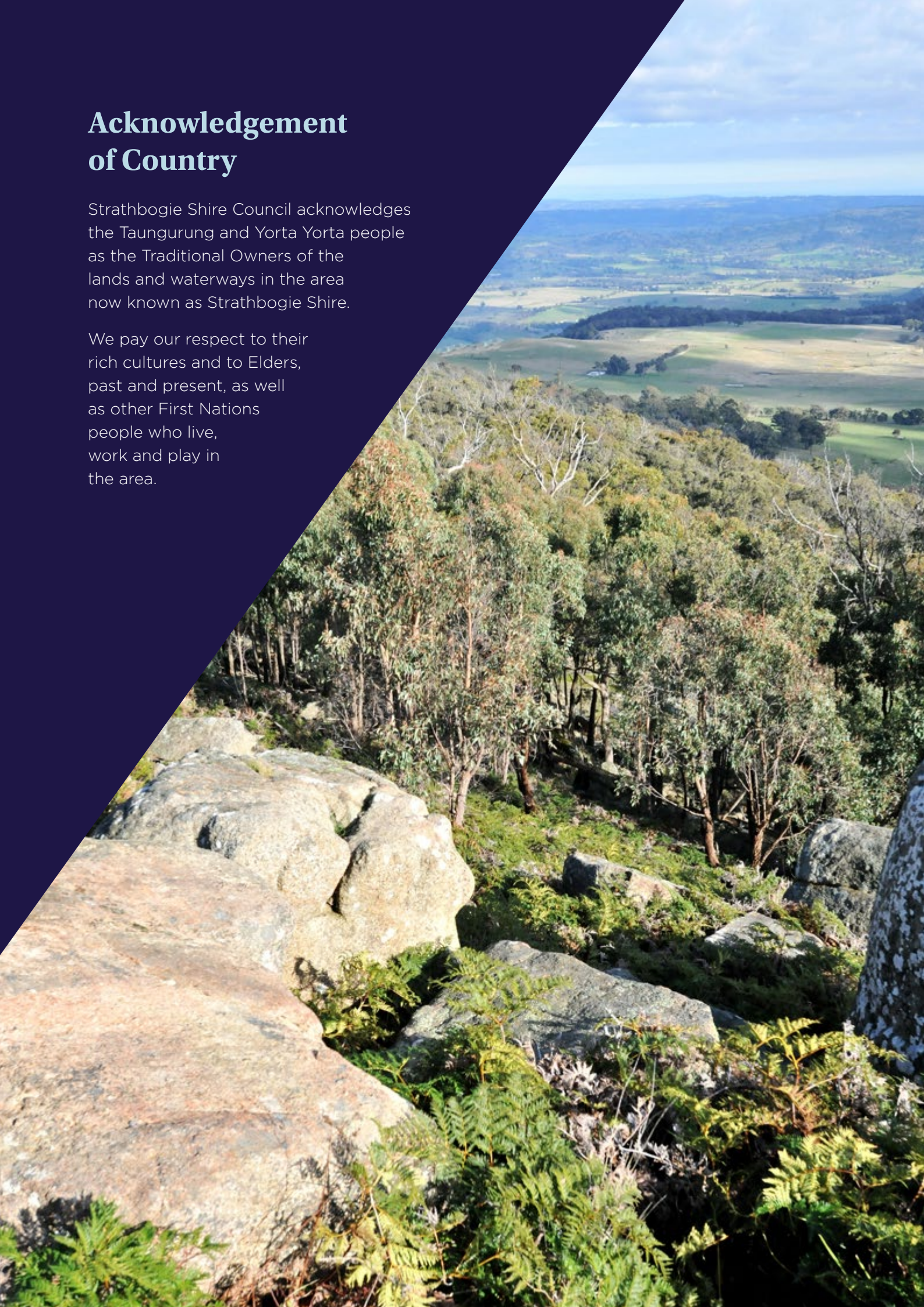
2024-25



Acknowledgement of Country

Strathbogie Shire Council acknowledges the Taungurung and Yorta Yorta people as the Traditional Owners of the lands and waterways in the area now known as Strathbogie Shire.

We pay our respect to their rich cultures and to Elders, past and present, as well as other First Nations people who live, work and play in the area.



Contents

Introduction	2	Performance Statement	76
Our Profile	4	Certification of the Performance Statement	77
Our Community	5	Independent Auditor's Report	78
Our Services	6	1. Description of Municipality	80
Challenges and Future Outlook	8	2. Service Performance Indicators	81
A Message from the Mayor	10	3. Financial Performance Indicators	83
A Message from the Chief Executive Officer	12	4. Sustainable Capacity Indicators	86
		5. Notes to the Accounts	87
The Year in Review	14	Report of Operations	
Financial Performance Summary	15	Service Performance Indicators	90
Capital Works	16		
Capital Projects	18	Financial Report	98
Advocacy	20	Certification of the Financial Statements	99
Highlights 2024-25	23	Independent Auditor's Report	100
Waste and Recycling	30	Comprehensive Income Statement	102
Engaging with our Community	32	Balance Sheet	103
		Statement of Changes in Equity	104
About Council	34	Statement of Cash Flows	105
Our Councillors	35	Statement of Capital Works	106
Our People	36	Notes to the Financial Report	107
Our Organisation	37	Note 1 Overview	107
Our Staff	38	Note 2 Analysis of Our Results	108
Delivering our Council Plan	43	Note 3 Funding for the Delivery of Our Services	112
1. Focus. Create. Unite.	44	Note 4 The Cost of Delivering Services	116
2. Live. Access. Connect	46	Note 5 Investing In and Financing Our Operations	118
3. Protect. Enhance. Adapt.	48	Note 6 Property, Infrastructure, Plant and Equipment	128
4. Inclusive. Balance. Safe.	50	Note 7 People and Relationships	136
5. Strong. Healthy. Safe.	52	Note 8 Managing Uncertainties	140
6. Accountable. Transparent. Responsible.	54	Note 9 Other Matters	144
		Note 10 Change in Accounting Policy	149
Governance	56		

Introduction



About this report

This is Strathbogie Shire Council's Annual Report for the financial year to 30 June 2025. It is an important tool for informing our many stakeholders, including residents and ratepayers, community groups, businesses, our local members of parliament, other government agencies and non-government organisations. This report provides the reader with insight into Council's efforts and achievements, governance and structures, and presents financial and operational performance information for the year.

It is prepared in accordance with the *Local Government Act 2020*, Local Government (General) Regulation 2021, the Office of Local Government's Integrated Planning and Reporting Guidelines and other legislation.

Welcome to the 2024-25 Annual Report. This year's Strathbogie Shire Council Annual Report tells the story of our progress, challenges, and achievements between 1 July 2024 and 30 June 2025. It reflects the work Council has done alongside our community to support local priorities and, to shape a vibrant and resilient future.

Our Council Plan 2021-25 priorities

Our engagement program allowed us to develop a clear understanding of our community's values and priorities. These are reflected in the focus areas in our Council Plan:

1. Engage. Create. Unite.
2. Live. Access. Connect
3. Protect. Enhance. Adapt.
4. Inclusive. Productive. Balanced.
5. Strong. Healthy. Safe.
6. Accountable. Transparent. Responsible.

Our vision for our community

At the June 2025 Council meeting, Council formally endorsed the final suite of strategic plans that will guide the Shire's future – cementing a major milestone shaped by community input, strong leadership and a focus on financial sustainability.

Council endorsed the:

- Refreshed Community Vision 2035
- Council Plan 2025-2029
- Financial Plan 2025-2035
- Asset Plan 2025-2035
- Revenue and Rating Plan 2025-2029
- Budget 2025-2026 (and Fees and Charges)

Community Vision 2035

We will create a thriving place to live, work, and explore – where history and Country are honoured, innovation is welcomed, our collective spirit makes us stronger, and our natural environment is sustained for future generations.

Our Profile

Strathbogie Shire sits in north-east Victoria, stretching from the scenic Strathbogie Ranges across to the Nagambie Lakes district and the Goulburn Valley plains. Known for its natural beauty, agriculture, award-winning wineries, and vibrant communities, the Shire is a wonderful place to live, work, visit, and belong.

Home to around 11,500 people across more than 6,000 households, Strathbogie Shire spans 3,303 square kilometres and is connected by over 2,200 kilometres of roads, linking welcoming towns, productive farms, iconic wineries, and celebrated horse studs. The Shire is well-positioned, with easy access to regional centres including Shepparton, Benalla, and Seymour, and is less than a two-hour drive from Melbourne.

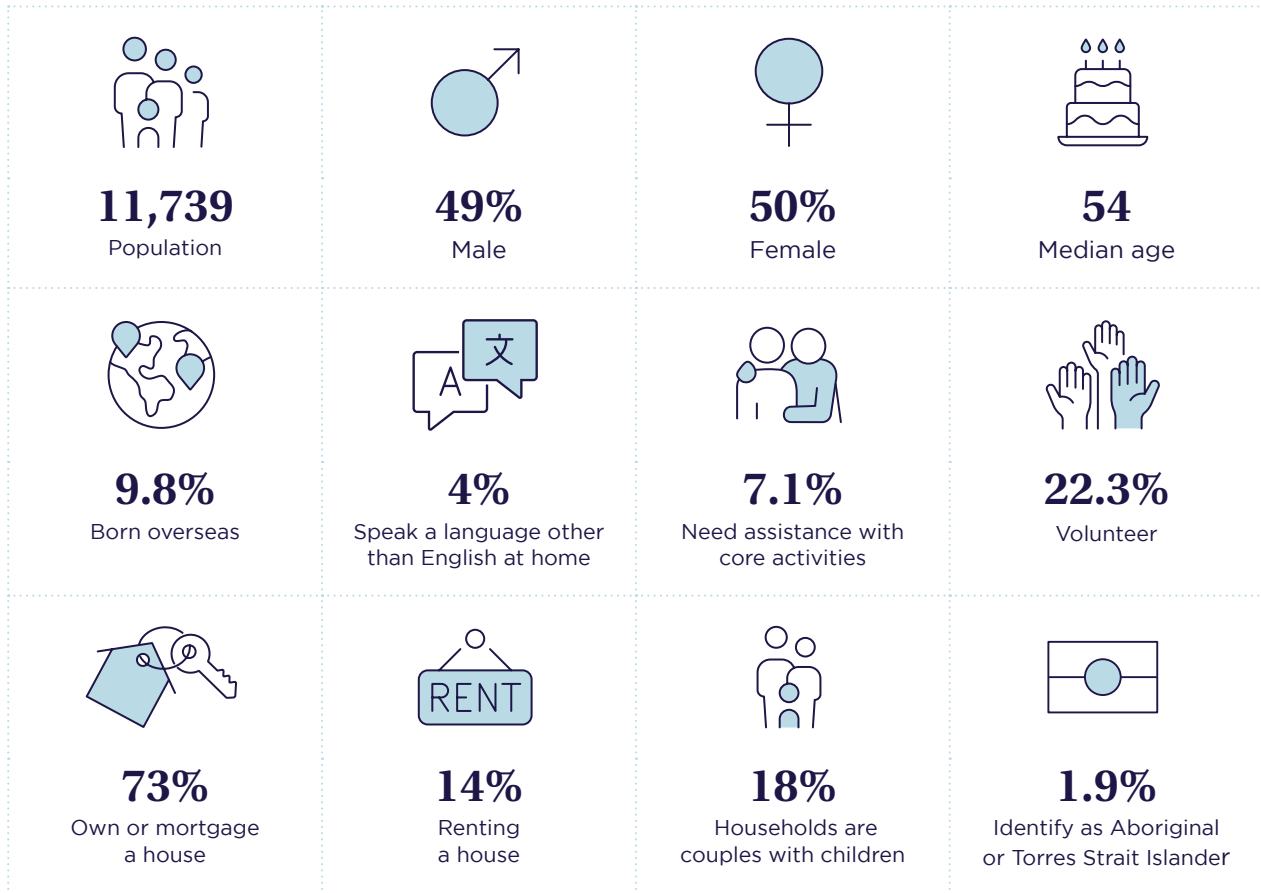
Our three main towns — Euroa, Nagambie, and Violet Town — are supported by a network of smaller communities, including Avenel, Longwood, Ruffy, Strathbogie, and Graytown. Each township has its own character, strengths, and community spirit. Strathbogie Shire combines the best of rural living with strong connections and easy access to services.

We are proud of our communities, our landscapes, and our shared ambitions. Whether it's preserving heritage, supporting local businesses, improving infrastructure, or creating opportunities for connection and growth, everything we do aims to make Strathbogie Shire an even better place to live, work, and visit.

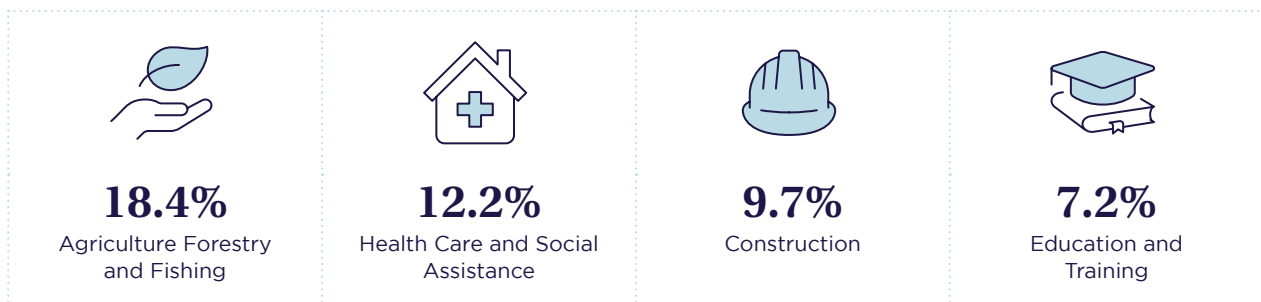


Our Community

The following snapshot is comprised from the most recent data available from the Australian Census and Profile.id.



Top industries of employment

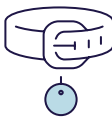
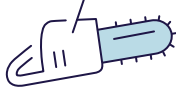


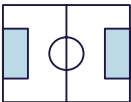
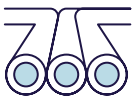
Visitor economy



Our Services

We deliver a wide range of infrastructure, services and programs to the Strathbogie Shire community. In 2024-25 this included:

 9,682 Customer service requests through our customer relationship management system	 18,412 Calls answered by our Customer Service Team	 11,205 Visitors to our customer service centre's in Euroa and Nagambie	 12,650 People visited the Nagambie and Euroa Visitor Information Centres
 \$163,000 Community grants issued	 200 Trees of significance identified	 2,297 Animals registered	 16 New citizens
 3,761 Visitors to the Euroa Cinema with 55 movie screenings	 119 Planning applications received, and decisions made on 106	 2,400 Tree management jobs completed	 18,450 Visitors to our four aquatic facilities
 6 Months of Nagambie Splash Park fun	 52,248 Registered library visits	 2,213 Kilometres of roads (1,465 km unsealed, 748 km sealed)	 2,015 Metres of footpaths constructed
 132 Bridges and over 300 culverts	 405 Buildings and structures	 13 Community halls	 400 Square metres of garden beds

 26 Playgrounds maintained	 11 Sports grounds	 42 Hard courts and bowling greens	 4 Maternal Child Health Centres
 7 Transfer station	 1 Transfer station resale shop	 26 Parks and creekside reserves maintained	 6,000 Hours of grading unsealed roads
 200 Recycled plastic composite and reinforced concrete pipes (RCPs) installed	 106 Permits issues for Local Laws, Footpath trading, or shipping containers	 124 Local law event permits	 \$49,225 Provided through event funding supporting 15 community events

During the 2024-25 year, our waste collection trucks collected:

 1,162 Tonnes of residual waste (up from 1,123 tonnes in 23/24)	 884 Tonnes of recyclable waste (down from 948 tonnes in 23/24)	 1,659 Tonnes of organics waste (down from 1,767 tonnes in 23/24)	 4,900 Purple (glass) bins were delivered during June as part of our transition to a four-bin system
--	--	--	---

Challenges and Future Outlook

Strathbogie Shire is a vibrant rural community of just over 11,500 people, spread across more than 3,300 square kilometres. While our lifestyle, natural beauty, and close-knit communities are highly valued, we face a range of ongoing challenges that require strategic focus and thoughtful investment.

Challenges

Demographic change

The Shire's median age is 54 years, compared to the Victorian average of 38. Children (0-14 years) make up less than 15% of the population, while 27% are aged 65 and over. This creates unique pressures on service delivery, health and wellbeing programs, and housing, and highlights the need to attract and retain younger families. Geography and population spread add to these pressures; with multiple townships and a widely dispersed population, delivering consistent, high-quality services and infrastructure across our Shire requires significant resources and careful coordination.

Workforce attraction and retention

Attracting and retaining skilled staff continues to be a challenge, influenced by our rural location, a smaller local talent pool, and competition from larger regional centres. These factors can at times impact Council's capacity to consistently deliver high-quality services and progress strategic initiatives. We remain committed to exploring innovative approaches to workforce development and engagement.

Infrastructure demands

Council manages over 2,190 km of roads (the majority unsealed) and more than 300 bridges and culverts. Maintaining these assets across a large rural area comes with high costs, particularly when balanced against other community priorities and the growing expectations of our community roads, bridges, and community facilities require ongoing investment to remain safe, functional, and fit for purpose. Balancing the need to renew existing assets with the demand for new or upgraded infrastructure is a constant challenge.

Connectivity and resilience

Limited mobile coverage, patchy internet access, and prolonged power outages in some areas impact daily life, business operations, emergency responses, and visitor experiences.

Financial pressures

Modest population growth and a limited rate base mean that maintaining services and assets within State rate cap limits is challenging. Operating deficits and rising costs require ongoing efficiency measures and advocacy for more equitable funding models.

Balancing growth with character

Strategic projects such as the proposed Nagambie industrial precinct aim to boost local jobs and economic activity but must be managed in a way that preserves the Shire's rural charm and environmental values.

The Future

We will continue targeted advocacy for improved digital and mobile connectivity, recognising its importance for safety, business, and tourism. Alongside this, we will develop and implement strategies to attract younger families and working-age residents, while also supporting healthy and active ageing in our existing population.

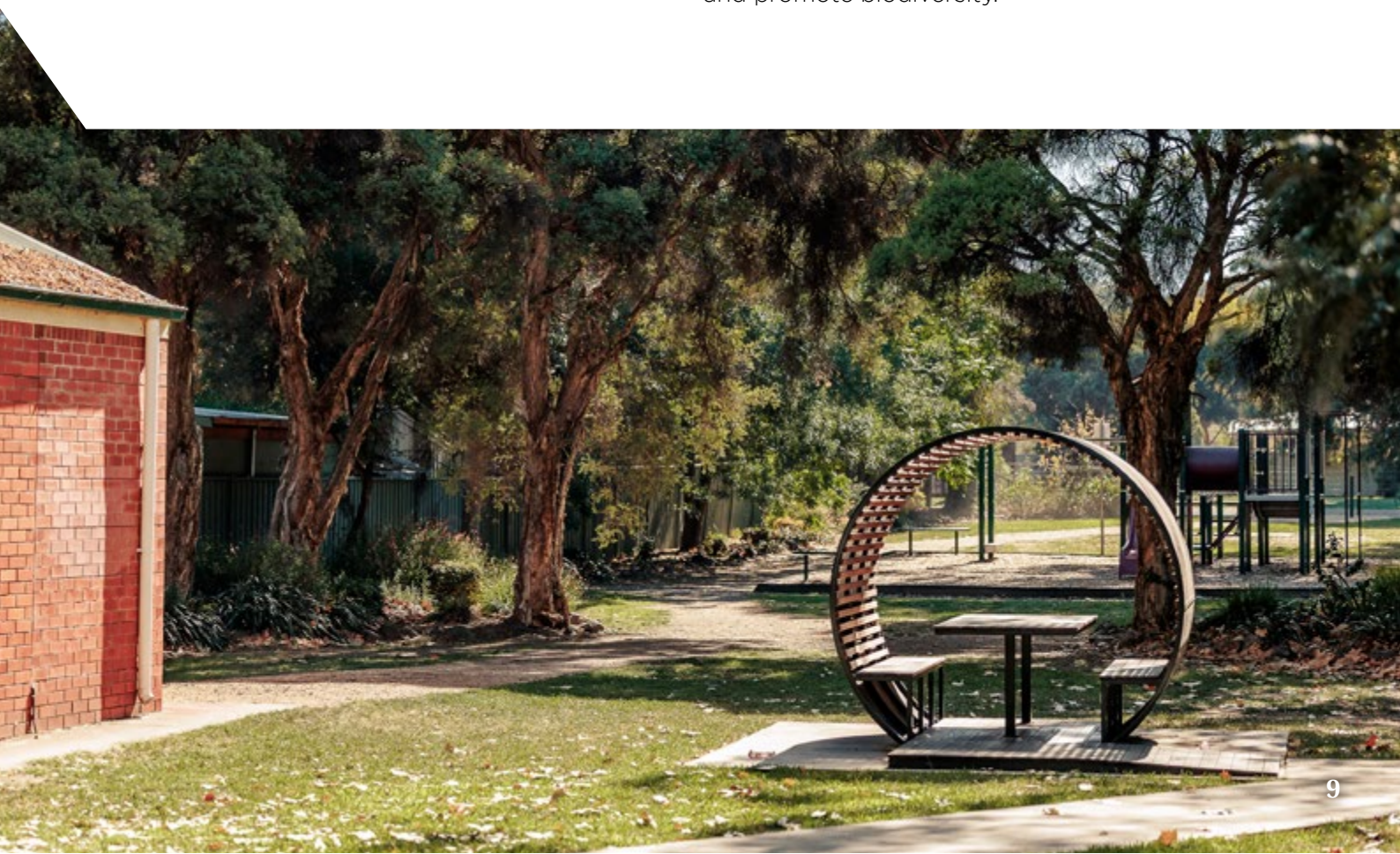
Maintaining focus on workforce development, workplace culture, and flexible arrangements will be key to retaining skilled staff. By fostering workplace flexibility, training opportunities, and welcoming environments, we aim to attract and retain quality staff committed to our community's long-term success.

We will deliver critical infrastructure upgrades and maintenance through careful prioritisation and by pursuing external grant funding. Our focus will remain on renewing existing assets efficiently, using evidence-based prioritisation to maximise impact and longevity.

Major economic initiatives, including the Nagambie industrial precinct, will be progressed to capitalise on the Shire's strategic transport links. This will be supported by long-term planning that integrates our Council Plan 2025-2029, Financial Plan 2025-2035, Asset Plan 2025-2035 and Revenue and Rating Plan 2025 — all developed with robust community consultation to guide sustainable growth and service delivery.

We will strengthen long-term financial sustainability through sound asset management, efficiency gains, and partnerships with other levels of government. Engagement with our community will remain central to ensuring services and projects reflect local needs while supporting a connected, resilient, and thriving Strathbogie Shire for future generations.

Sustainability and climate readiness will continue to be a priority. Initiatives such as the Climate Ready Gardens program, circular economy projects, and the purple bin rollout will help our Shire adapt to climate change, reduce waste to landfill, and promote biodiversity.



A Message from the Mayor



Cr Claire Ewart-Kennedy

Mayor
Strathbogie Shire
Council

It has been a great privilege to serve as Mayor of Strathbogie Shire Council — a role I stepped into on 19 November 2024 with a deep sense of purpose. Looking back on 2024–25, I am filled with pride in the way our community has faced challenges with resilience, and in the way Council has kept its focus firmly on what matters most to our residents.

This has been a year of recalibration and renewal. Like many regional communities, ours has felt the impact of rising living costs and the increasing price of materials and services. The pressure to do more with less is very real. I am proud that Council has responded with a steady hand and a strong heart — making careful decisions that balance financial responsibility with community need.

We handed down a budget that was fiscally responsible and firmly grounded in the reality our residents are facing. We didn't promise frills. We focused on essentials — on the things that matter most. That has meant investing in core infrastructure, ensuring vital services remain reliable and accessible, and making every dollar count. This approach delivered a solid financial result and the confidence to keep investing where it counts.





More than \$9 million was spent on capital works, with the majority directed towards renewing roads, buildings, parks, and community spaces. While not every project could be completed as planned — largely due to ongoing flood recovery, external approvals, and staff changes — the works delivered are making a real and lasting difference in people's daily lives.

But this year has been about more than numbers. At its heart, it has been about strengthening connections — with our residents, with local businesses, and with each other as Councillors. Council has made a conscious effort to listen more, engage more, and act with transparency.

Advocacy has also been front and centre. Working closely with our Chief Executive Officer, I have been proud to champion Strathbogie's voice at both local and regional levels. Through my regular video updates, we have kept our community informed on the issues that matter most. Through our active involvement in the Hume Region Local Government Network (HRLGN), we have amplified Strathbogie's needs, along with the needs of our region; whether on infrastructure, services, or long-term regional investment. This collective advocacy ensures our Shire is not standing alone, but shaping its future as part of a strong regional voice.

Community spirit has shone brightly throughout the year. From the excitement of local festivals and events to the warmth of local shows, markets, and sporting events, these moments remind us of what makes Strathbogie special. Council has been proud to support and participate in these events, which not only bring us together but also strengthen our economy, tourism profile, and sense of pride of place.

There is a genuine sense of positivity moving forward — of community pride and potential. That is what excites me. We are not just preserving what makes Strathbogie special — we are growing with intention. We are shaping a Shire that is future-ready while staying true to its rural character.

To my fellow Councillors, thank you for your commitment and collaboration. To Council staff, thank you for the skill and dedication you bring to every task, often behind the scenes. And to our community — thank you for your trust, your feedback, and your resilience. You are at the heart of every decision we make.

As Mayor I am proud of the progress we have made together. Our community's resilience, ideas, and spirit continue to inspire. While challenges remain, I am confident that by working side by side we will keep strengthening Strathbogie Shire for generations to come.

A Message from the Chief Executive Officer



Rachelle Quattrocchi

**Chief Executive Officer
Strathbogie Shire
Council**

It is an honour to present my first Annual Report as Chief Executive Officer of Strathbogie Shire Council, having commenced in the role in May 2025. My arrival coincided with a period of transition for our organisation, with a new Council elected, a newly formed executive, and the conclusion of Tim Tamlin's time as Interim CEO. I want to acknowledge and thank Tim for his steady leadership during a critical period. His guidance provided the platform for Council to reset and refocus, and I am grateful for the groundwork he laid.

Since stepping into the role, I have been focused on providing a people first leadership style and strong advocacy, with a commitment to supporting the local needs of the communities of Strathbogie.

As Chief Executive Officer, I aim to put the people of Strathbogie Shire at the centre of everything we do, to provide exceptional care and service to achieve the best possible outcomes. This commitment is underpinned by good governance, meaningful community engagement, and a determination to build and sustain trusted relationships with local businesses, industry, and the broader community.

I am committed to advocating on behalf of the community and planning for the future of our region. Successful advocacy outcomes rely on considered planning and resourcing, managing and monitoring of strategic relationships, and collaborating with partners to achieve positive community change.

Equally important is the way we serve our community each day. Over the past year, we have strengthened customer service systems and processes to make it easier for residents and businesses to access information, lodge requests, and receive timely responses. These improvements are part of a broader shift towards a more responsive and accountable organisation — one that listens carefully, reduces red tape, and delivers services in ways that meet the expectations of our community.

With a focus on ensuring the financial sustainability of the organisation, we continue to work strategically to identify and pursue economic, social, and environmental opportunities that benefit the community as a whole.

Though challenges remain for regional and rural local councils, including maintaining services from a small ratepayer base and attracting a skilled workforce. As a small rural shire, we have limited ability to increase our own-source revenue and are therefore heavily reliant on grants from Federal and State Governments. We must ensure that we maintain our infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by our community.

This year, Council navigated a challenging financial landscape. Our end-of-year results were in line or just under budget expectations, and we continue to take proactive steps to strengthen our financial management. By transitioning to best-practice budgeting principles, we're laying the groundwork and planning for greater transparency, accountability and long-term sustainability.

We've made progress on major infrastructure projects, delivering \$9.7 million in capital works — 72 per cent of the adopted program. This investment was directed towards renewing and strengthening existing infrastructure, particularly roads, which accounted for the largest share of expenditure. While challenges such as flood recovery, external approvals, and resource supply presented obstacles, the projects completed have provided real and lasting benefits across our towns and rural areas.

What has impressed me most since joining Strathbogie is the culture within our team. Our staff genuinely care about the community they serve, and their pride and purpose are powerful drivers of better outcomes.

At an organisational level, we have already made progress in strengthening systems and processes, modernising customer service, and taking a more strategic approach to community engagement. These steps are laying the foundation for a Council that is easier to deal with, more transparent in its decision-making, and clearer in its long-term priorities.

To our Councillors, thank you for your vision and confidence. To our staff, thank you for welcoming me so warmly and for the dedication you bring every day. And to our community, thank you for your patience, partnership, and feedback.

There is much to look forward to. Together, we are building a more responsive, resilient, and future-focused organisation — one that reflects the best of Strathbogie.

The Year in Review



Financial Performance Summary

Long-term financial sustainability is a key objective of Council's Financial Plan. Strathbogie Shire Council has a clear goal to strengthen its financial position in the years ahead. This is no small achievement for a small rural shire with a modest rate base, rising service costs, and significant infrastructure responsibilities.

Operating Environment

Like many rural councils across Victoria, Strathbogie continues to operate in a highly challenging environment. Our community faces cost-of-living pressures, while Council must contend with rising construction and service delivery costs, limited revenue-raising ability due to rate capping, and the ongoing requirement to maintain a large and ageing infrastructure network. With more than 2,213km kilometres of roads, 132 bridges and over 300 culverts, and key community facilities, the expectations of service delivery must be balanced against the reality of a small ratepayer base.

In 2024–25, Council recorded total revenue of \$43.3 million, with rates and charges contributing \$23.3 million across 8,117 assessments. More than half of our income (57%) is generated locally, with the balance reliant on external grants. While this mix is more balanced than the prior year (when reliance on rates was 73%), it highlights our ongoing dependence on government funding to maintain service levels and deliver capital projects.

Council expended \$38.9 million in providing services to the community, from waste and recycling to maternal and child health, library services, recreation, and township planning.

Net Operating Result

For the year ended 30 June 2025, Council reported an operating surplus of \$4.39 million — a favourable variance of \$3.97 million compared to the adopted budget. This result was largely due to the timing of Commonwealth Financial Assistance Grant receipts (\$3.6 million) and additional income sources, offset by unbudgeted carry-forward expenditure and higher depreciation.

Cash and Other Financial Assets

Council's cash position at 30 June 2025 was \$10.6 million, up \$1.0 million from the previous year. This uplift is primarily due to the early receipt of Commonwealth grant funding, offset by the completion of prior-year projects carried forward into 2024–25.

Borrowings

Debt remains modest and carefully managed, with borrowings at \$3.17 million as at 30 June 2025. Importantly, Council took on no new debt during the year. With an asset base valued at \$489.1 million, Council's debt levels remain low by sector standards.

Balance Sheet

Council's Balance Sheet confirms it's overall financial position, with liquidity and debt well within sector benchmarks. The value of property, infrastructure, plant, and equipment was \$469.7 million at 30 June 2025 — an increase of \$81.5 million due to an internal revaluation of infrastructure assets.

Our end-of-year working capital ratio was 2.68:1, well above the 1:1 target, indicating Council's ability to meet its short-term commitments.

Capital Works

Capital Works Program

Council delivered \$9.7 million in capital works in 2024–25, representing 72% of the adopted program. While several projects were delayed due to flood recovery priorities, staffing changes, and external approval processes, the program still delivered significant value across the Shire.

For a rural council like Strathbogie, capital works investment is not just about delivering projects on a list — it is about maintaining the infrastructure that underpins daily life. With a small ratepayer base, every dollar must be carefully allocated to ensure we are preserving existing assets, improving safety, and supporting the long-term sustainability of our towns and rural communities.

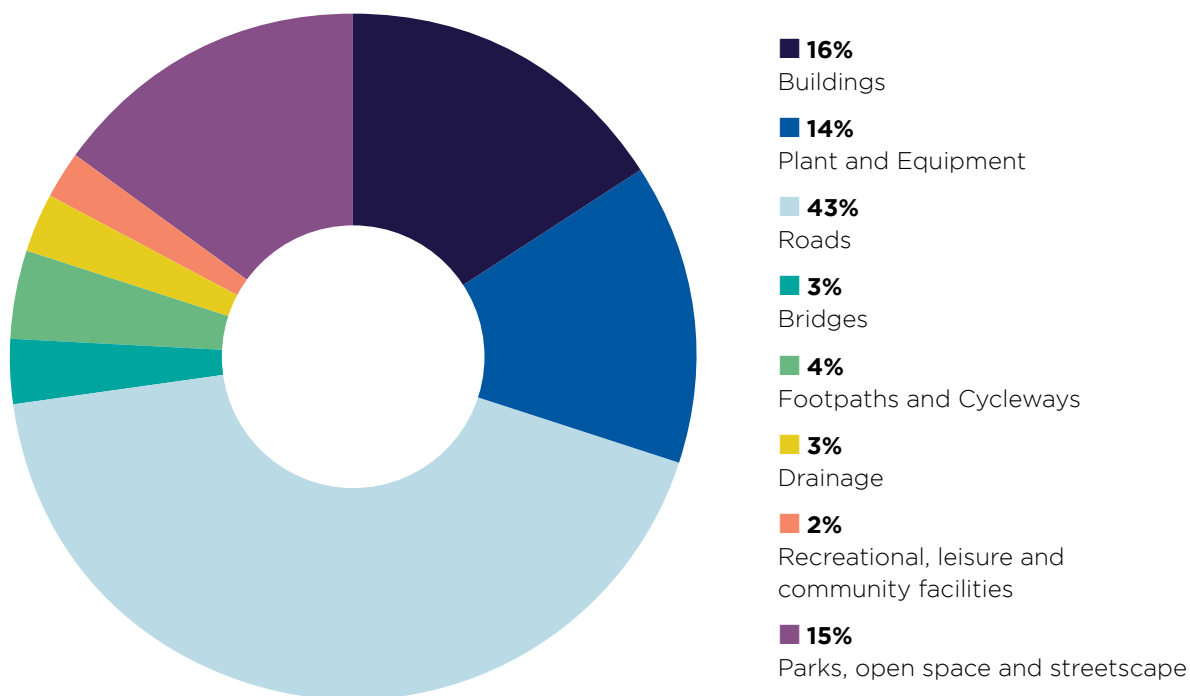
The 2024–25 program focused heavily on asset renewal, recognising that our first responsibility is to “look after what we have”. Roads were the single largest investment, with \$4.175 million spent (43% of the total program). Upgraded roads and bridges improve safety for residents, businesses, and visitors, while also strengthening the transport links that connect our farming and tourism industries to wider markets.

Other highlights included:

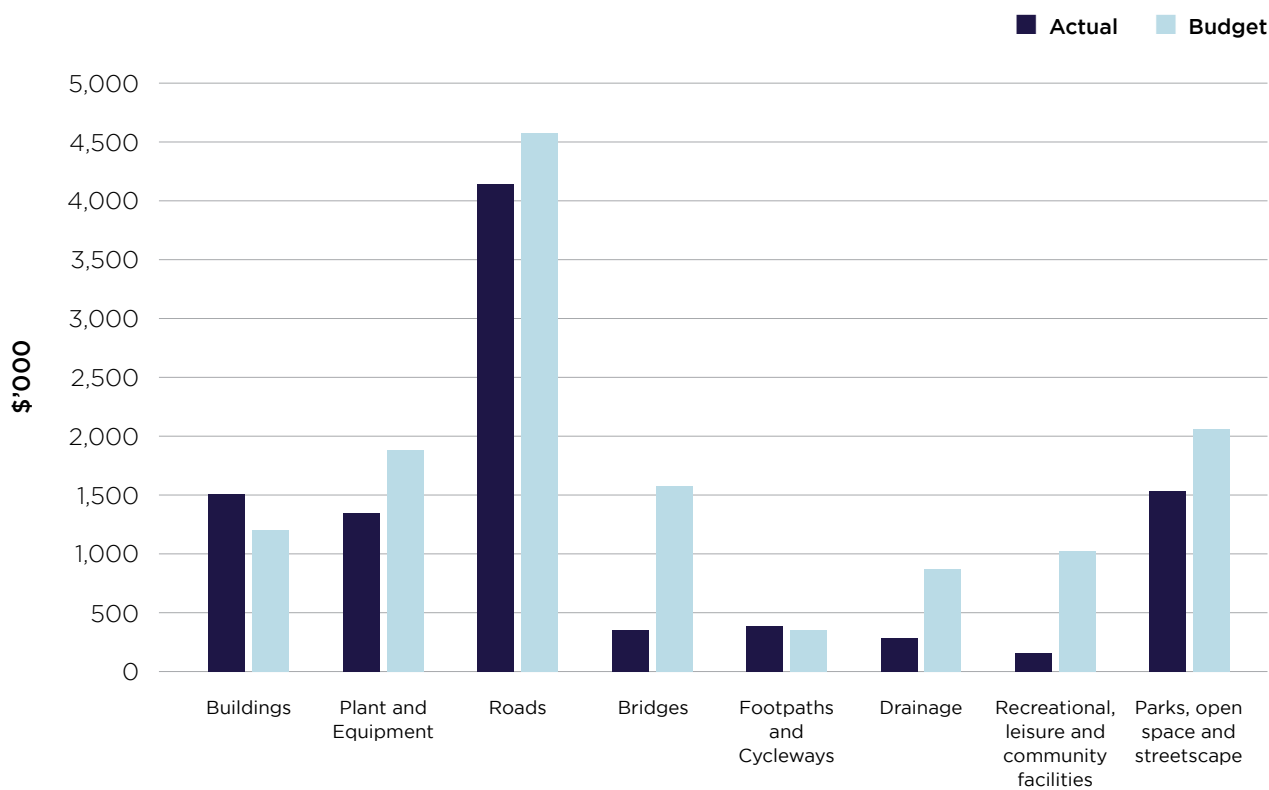
- **\$1.524 million for parks, open spaces, and streetscapes** — improving the amenity of our towns and supporting community use of shared spaces.
- **\$1.526 million for buildings** — ensuring community facilities remain safe, functional, and accessible.
- **\$1.346 million for plant and equipment** — providing staff with the tools to deliver services more efficiently.
- **\$338,900 for bridges** — supporting safe travel and access across our rural road network.
- **\$380,578 for footpaths and cycleways** — improving connectivity and encouraging healthy, active lifestyles.
- **\$278,808 for drainage** — addressing stormwater management and resilience to future weather events.
- **\$165,737 for recreational, leisure, and community facilities** — supporting the wellbeing of our residents through upgraded spaces.

While delivery was impacted by external factors beyond Council’s control, the works completed in 2024–25 have already improved safety, connectivity, and amenity across the Shire. Importantly, many projects not delivered will carry forward into 2025–26, ensuring continuity of investment and value for the community.

Capital Program 2024-25



Capital Program 2024-25: Actual vs Budget



Capital Projects

Improving Road Safety with \$2 Million in Transport Accident Commission (TAC) Funding

Council secured \$2 million of funding through the TAC's Safer Local Roads and Streets Program in 2024-2025. The design and development of contract documents have been finalised, with project delivery scheduled for 2025-2026. This is an important step forward for community safety and infrastructure. This funding will support safety upgrades on three high-risk roads:

- Euroa-Strathbogie Road
(Euroa to Strathbogie)
- Harrys Creek Road
(Kithbrook to Violet Town)
- Longwood-Ruffy Road
(Tarcombe to Ruffy)

These projects were identified through independent TAC expert analysis in consultation with Council and align with our commitment to reducing road trauma and improving safety for all road users.

Expanding Our Traffic Data Network

As part of Council's commitment to evidence-based transport planning and road safety, over 25 traffic counters were installed across the local road network during the 2024-2025 year. These units collect accurate data on vehicle volumes, speed, and travel. This data plays a vital role in:

- Identifying high-traffic and high-risk areas.
- Supporting the design of road safety upgrades.

- Informing grant applications and funding priorities.
- Supporting speed limit review applications for DTP.
- Monitoring the impact of traffic calming or infrastructure projects.

By building a robust and reliable traffic data network, Council is better equipped to make informed decisions that support safer, more efficient roads for all users.

Planning and Investment Highlights

Council received 139 new planning applications, with an estimated development value of over \$15 million. More than 60 new lots were approved, and several applications remain under assessment.

A standout project is the major subdivision at 401 High Street, Nagambie — one of the Shire's most significant residential growth initiatives. Nagambie is set for strong growth, with additional subdivisions ranging from 2 to 30 lots also underway in Euroa and Avenel.

Strategic planning also progressed, including:

- Completion of the Open Space Strategy
- Launch of the Asset Plan 2025-2035
- Ongoing development of the Stormwater Management Strategy
- Proposal of the Avenel Flood Study, supported by GBCMA and DEECA

Council continues to process quality applications efficiently, with most determined within the 60-day statutory timeframe. A new system has also been introduced to streamline planning referrals and improve coordination between Planning and Asset Planning teams — delivering faster, more consistent outcomes for applicants and the community.

Delivering Key Infrastructure Projects

Council delivered a range of important infrastructure upgrades in 2024-25, improving safety, accessibility, and community wellbeing across the Shire.



Annual Reseal Program

50km of priority roads were resurfaced with support from the Roads to Recovery Program, improving safety, extending asset life, and reducing maintenance costs. Durable line marking was also applied.



Longwood Female-Friendly Changerooms

A major milestone was reached with the completion of new female-friendly changerooms and a septic upgrade at Longwood Recreation Reserve. This project supports gender equity and growing participation in local sport, funded by Sport and Recreation Victoria, Council, and the Longwood Football Netball Club.



Nagambie Foreshore Walk Upgrade

Restoration of the flood-damaged boardwalk was undertaken, using sustainable materials to improve safety, accessibility, and the visitor experience — supported by the State Government's Flood Support Fund.



Footpath Construction

Over 2,000 metres of new footpaths were built to improve pedestrian safety and connectivity in key townships.



Streetscape Enhancements

The Strathbogie Township streetscape upgrade and new town entry signage in Avenel were completed, enhancing township identity and appeal.



Major Road Patching

Over 160 patch locations were repaired across five key roads — Harrys Creek, Creighton's Creek, Merton-Strathbogie, Euroa-Strathbogie, and Spring Creek — improving safety and reducing future maintenance needs.



Weir Road and Reedy Lake Road Upgrade

Despite delays from the 2022 floods and other challenges, this upgrade has delivered a safer, more resilient connection for Nagambie and Kirwans Bridge communities.



Harrys Creek Road Landslip

A design and cost estimate has been submitted to the Department of Transport under the Disaster Recovery Funding Arrangements. Traffic management remains in place while we await approval to proceed to tender.

Advocacy

Strathbogie Matters

Strathbogie Shire Council launched its advocacy video series to give residents greater visibility into the work being done behind the scenes to secure positive outcomes for the region. As a rural community, advocacy plays a vital role in ensuring local voices are heard—whether it's calling for improved infrastructure, better digital connectivity, or investment in local jobs and services. This series is designed to shine a light on the key issues Council is raising with State and Federal Governments and to share the progress being made.

Through regular video updates, the series highlights both immediate concerns and broader strategic priorities that underpin Council's long-term advocacy efforts. These include complex, long-term challenges like power reliability, drought resilience, and digital infrastructure, alongside more localised initiatives like the Avenel pedestrian rail crossing, Greening Euroa, and the Nagambie Freight and Industry Connector.

Drought Support

Council strongly advocated for greater support for communities impacted by dry conditions. Despite not being officially classified as experiencing drought, many parts of the Shire experienced significant agricultural and economic stress. Council called on state and federal governments to provide equitable drought relief based on demonstrated hardship, rather than geographic classification alone, and worked alongside peak bodies and neighbouring councils to advocate for practical support for local farmers.

Emergency Services and Volunteer Fund Reform

Throughout the year, Council continued to advocate for greater transparency and fairness in the way the Emergency Services and Volunteer Fund (ESVF) is applied to rural and regional communities. Many residents raised concerns about inconsistencies in how the levy is calculated, particularly in areas with limited or no access to emergency service coverage. Council engaged directly with the State Revenue Office and relevant government departments to highlight the impact on landholders, especially in farming areas. In addition to formal submissions and correspondence, Council collaborated with other rural municipalities to build a shared advocacy position.

This collective effort aimed to influence future reforms to ensure the levy reflects service availability and community risk in a more equitable way.

Improved Safety

Improving safety and accessibility around Avenel train station remained a priority advocacy focus for Council in 2024–25. In response to ongoing concerns from residents, Council worked closely with VicTrack, the Department of Transport and Planning, and V/Line to raise awareness of critical issues at the Saleyard Road and Bank Street crossings. These concerns included pedestrian safety, inadequate parking, and poor visibility near the rail line. Council undertook local engagement to gather evidence and community feedback and used this to strengthen its case for investment.

While the project is managed at a state level, Council's advocacy ensured the local voice was heard in planning discussions and contributed to the development of interim and long-term solutions that improve safety for both pedestrians and vehicles in the area.

Bridge Renewal

In 2024–25, Strathbogie Shire Council continued its strong advocacy for critical infrastructure upgrades across the region. A major focus was the future of Kirwans Bridge. Council worked closely with community members and stakeholders to develop and cost several replacement options, estimated between \$6–7 million. This work was supported by the formation of a community advocacy panel and engagement sessions to ensure local voices were heard.

Council continued its strong advocacy to address the future of Chinamans Bridge, a deteriorating, heritage-listed timber structure in Nagambie. In June 2024, Council resolved to demolish the bridge due to serious safety concerns and prohibitive restoration costs. Following unanimous community support through public consultation, Heritage Victoria granted conditional approval for demolition in February 2025.

Council has since appointed structural and heritage experts to develop detailed plans, including a Heritage Interpretation Strategy to honour the bridge's legacy. Demolition works are anticipated to begin in early 2026, with a focus on balancing community safety, heritage preservation, and fiscal responsibility.

Digital Connectivity

Improving telecommunications remains a key focus for Council. Council has continued to advocate to all levels of government and providers like NBN Co to fix digital blackspots across the Shire.

This advocacy has helped deliver new mobile towers in Boho, Euroa, Kirwans Bridge, Mangalore, Nagambie, and Violet Town—bringing real benefits to residents, businesses, and emergency services.

We've also contributed to AusNet's Strathbogie Benalla Community Liaison Group, supporting proposed energy upgrades in the 2026–2031 Australian Energy Regulator Budget.

Recent wins include the completed upgrade at Mount Wombat and ongoing negotiations to improve the Telstra tower in Nagambie.

Energy Reliability and Sustainability

Council continued to advocate for better power reliability and investment in renewable energy. We focused on the need for community batteries and alternative energy solutions in Violet Town, Avenel, Euroa, and Strathbogie to boost resilience, cut emissions, and improve supply in high-risk areas.

We also participated in AusNet's Strathbogie Benalla Community Liaison Group, supporting major upgrades proposed in their bid to the Australian Energy Regulator for 2026–2031.

Highlights 2024-25



Euroa Public Art Project – Stage Two

Stage Two of Euroa's public art journey received \$50,000 through the 2024-25 Pitch My Project program, building on the success of the iconic magpie sculpture. Following strong community support for local fauna themes, Council commissioned award-winning Kilmore artist Chris Anderson to create two new sculptures — a bold platypus for Seven Creeks Park and a 'baby' platypus for Binney Street. These works will strengthen links between local businesses, public spaces, and the community garden art trail, with installation expected in late 2025.

Outdoor Cinema

Our free outdoor cinema events across Strathbogie, Nagambie, and Euroa provided a much-loved opportunity for families and neighbours to reconnect. Alongside popular films, local food vendors and activities for all ages created welcoming spaces that celebrated community togetherness and the joy of shared experiences.



International Women's Day 2025

More than 120 community members gathered at Fowles Wine in Avenel for Council's International Women's Day event, themed March Forward. The afternoon tea celebrated women's achievements, with Mayor Cr Claire Ewart-Kennedy sharing her experiences of breaking barriers in the media industry.

Guests also heard from photographer and film director Alexandrena Parker, Ms Annabelle Cleeland MP, State Member for Euroa, and winemaker Tegan Clydesdale, each offering stories of resilience, leadership, and advocacy. The event highlighted Council's ongoing commitment to celebrating days of significance that inspire lasting change.

National Volunteer Week 2025

Council's celebration of National Volunteer Week was held at the newly reopened Discovery Park in Nagambie.

More than 100 volunteers attended the event, themed Connecting Communities. Keynote speaker Sarah Barnbrook, founder of Away From Keyboard Inc. and Volunteer of the Year at the Australian Women in Security Awards, delivered an inspiring address on compassion and digital wellbeing. Local Legend awards were presented to Maureen "Mozzi" Fowler and David Carson for their decades of dedication to community service.

Guests also enjoyed lunch, a tour of the redeveloped park, and a scenic cruise on the Goulburn River and Nagambie Lakes.



ARTBOX Highlights

In 2024-25, ARTBOX delivered 12 exhibitions across five locations, showcasing the work of approximately 36 artists through eight solo exhibitions, one duo, one trio, and two large group shows.

Arts in Avenel: A Month of Creative Celebration (September 2024) transformed Jubilee Park into a hub of creativity. The program featured our first-ever group community exhibition, with over 30 works by 15 local artists — including the Avenel Sketchers and a local craft group — ranging from intricate quilts to expressive paintings and sketches.

The festive opening event set the tone for a month of workshops, displays, and conversations that strengthened community pride and connection.

In February 2025, Architecture, Then and When at ARTBOX Nagambie presented an evocative collection by acclaimed Australian artist Mitchell McAuley.

Framed works on paper and sculptural pieces reflected

architectural influences from Bologna, Italy, and Longwood, Victoria. Mitchell's international exhibition experience brought a global perspective to our local program, encouraging visitors to see familiar landscapes through new creative lenses.

The Euroa Three (April 2025) celebrated the figurative works of local artists Deb Cavanagh (acrylic), Anna Mackrell (oil), and Bruce Hargrave (watercolour). Each artist brought a distinct style and medium, showcasing the diversity of talent within the region. A unique highlight was the daily presence of at least one artist, giving visitors the chance to engage directly with the creators, hear their stories, and gain a deeper appreciation of the works on display.

Together, these exhibitions reinforced ARTBOX's role in championing local talent, fostering creative exchange, and bringing diverse, high-quality art experiences to Strathbogie Shire.

New Playgrounds for Our Communities

In 2024–25, Council delivered three new playgrounds across the Shire, creating safe and welcoming spaces for children and families.

At Strathbogie and Moglonemby, ageing infrastructure was replaced as part of Council's capital works program. Local voices shaped the designs, with consultation including sessions with the Strathbogie community and visits to the Primary School to hear directly from children. In Moglonemby, Council worked closely with the Hall Committee to ensure the play space supported future improvements to community facilities.

Longwood saw the Shire's first nature play space, delivered in partnership with the Longwood Action Group through Pitch My Project funding. Identified as a community priority through the Longwood Master Plan, this project has been two years in the making. Stage 1 was completed in 2024–25, with Stage 2 scheduled for 2026–27. Local children also contributed their ideas to ensure the space reflects the needs of young people.

These projects highlight the importance of genuine community engagement and partnership. By working together, Council and the community have created play spaces that encourage activity, connection, and pride across the Shire.



Victorian Seniors Festival 2024

As part of the Victorian Seniors Festival, over 100 guests attended a special concert at the Violet Town Community Complex. The Goulburn Valley Concert Orchestra performed under the festival's theme, Explore. Engage. Evolve., encouraging seniors to embrace new opportunities and connections. The orchestra, made up of students, teachers, professionals, and community members, showcased local talent and created an inclusive cultural experience. The event reflected Council's commitment to valuing and involving seniors in community life.

Increase in Animal Registration

Animal registrations rose by 624 in 2024–25, bringing the total to 2,297. This increase is largely due to Council's proactive database use to identify unregistered pets and follow up directly with owners. Council continues to keep records up to date through reminders, door knocks, and cross-checks with microchip and government databases.

Council investigated 18 reports of dog attacks or rushes, with no prosecutions. Education remains a priority— especially around securing properties and keeping dogs on leads in public areas.

Securing Support for Youth

This funding strengthens local youth initiatives and provides opportunities for young people to develop skills, connect with their communities, and take on leadership roles.

The Amplify program delivers \$120,000 of funding over three years to support young people in leading the planning and delivery of safe, youth-friendly events for those aged 12 to 25. The Engage program contributes \$165,000 of funding over the same period, with a focus on leadership, skill-building, and empowerment. These programs are anticipated to ensure continued access to resources that help young people thrive and make positive contributions.



Youth Events and Initiatives

Several youth-led and youth-focused events were delivered across the Shire, offering opportunities for creativity, connection, and skill development.

Rock Fish

A combined music and fishing event held at the Euroa Arboretum, attended by around 150 young people and families. The event provided both entertainment and opportunities for community connection.

Aqua Safe

A recreation and safety event at Buckley Park, Nagambie, designed with input from young people who had identified water safety as a priority. The event built confidence and awareness in aquatic environments while providing fun, engaging activities.

Here and Now Festival

A youth-led festival featuring art, performances, and interactive experiences. It showcased creativity and inclusion, giving young people a platform to express their ideas and passions.

Battle of the Bands

A returning signature event providing a performance and competition platform for emerging musicians. The program offered young people an opportunity to showcase their talents, gain experience, and connect with peers.

Engagement Hub

The Community Recovery (Engagement Hub) Trailer has been constructed as a mobile unit designed to support communities during and after emergencies. Combining mobility, accessibility, and the ability to deliver timely information, the trailer can be deployed across the Strathbogie Shire to provide on-the-ground support. It has successfully facilitated pop-up information sessions focused on The First 72 Hours, helping build community resilience by encouraging individuals to plan ahead and understand how to access critical information during emergency situations.



Citizenship

In 2024-25, four citizenship ceremonies were held, marking a significant milestone in the lives of sixteen individuals who chose to make our community their home. We were proud to welcome new citizens from the United Kingdom, India, Pakistan, the Philippines, Taiwan, South Africa, Brazil, and China. These ceremonies celebrated not only their commitment to Australia but also the rich cultural diversity that continues to strengthen and enrich our region.

Costa's Climate Ready Gardens

This sold-out community event was held at Tabilk's Peppercorn Paddock, featuring Costa Georgiadis from Gardening Australia. The day inspired practical climate resilience through sustainable gardening, cultural connection, and community collaboration. Highlights included a smoking ceremony led by Taungurung Elders, insights into traditional land care, and native seedling giveaways to promote biodiversity. Supported by Emergency Recovery Victoria, the event empowered locals to take meaningful action against climate change.



Local Emergency Action Plans (LEAPs)

Council partnered with communities in Avenel, Euroa, Violet Town, Strathbogie Tableland, and Nagambie to co-design Local Emergency Action Plans.

These community-led plans help residents prepare for extreme weather events and disruptions to essential services like power, water, and transport—building local resilience and readiness.



Winter Wonderland

Winter Wonderland 2024 was a resounding success, attracting over 2,000 attendees across Nagambie, Avenel, and Euroa. The event brought joy and connection to flood-affected communities through ice skating, face painting, delicious food, live music, and a special appearance by Anna and Elsa from Frozen. More than just festive fun, the event delivered a welcome economic boost and showcased the region's appeal as a destination. Made possible through the Community Recovery Hub, a joint initiative of the Australian and Victorian Governments, Winter Wonderland highlighted the power of community spirit and connection.

Funding secured for flood planning controls

Funding of \$150,000 was secured to advance proposed amendments to flood planning controls. This work is anticipated to improve the accuracy of flood overlays and zones, supporting safer land use decisions and contributing to community resilience over time.

Planning Service Improvements

The Greenlight online system for planning permit lodgement and assessment was introduced to streamline processes both internally and externally.

It enhanced transparency, improved application tracking, and supported more efficient service delivery through collaboration with neighbouring municipalities.

Explore Euroa Day

Following the severe flooding in October 2022 that caused widespread damage to community facilities and disrupted local groups, the community came together to celebrate resilience and connection. Over 20 local organisations hosted interactive pop-up activities, engaging residents of all ages. The event featured roving performers, children's superhero training and scavenger hunts, and the joyful reopening of the Euroa Miniature Railway, reflecting the strength and spirit of the community.



16 Days of Activism Against Gender-Based Violence

In partnership with Respect Victoria and with support from Safe and Equal, Strathbogie Shire Council proudly delivered the 2024 campaign to raise awareness and action against gender-based violence.

A highlight was the Walk Against Family Violence at Nagambie Lake, bringing together the community in a visible stand for safety, respect, and equality.

Planning for Growth and Resilience

During 2024–25, the Planning Department progressed important strategic work, including the preparation of the draft Urban Growth Strategy and the draft Rural Residential and Land Use Strategy. These documents are expected to inform Council's longer-term planning program, guiding priorities, aligning projects with Council objectives, and positioning the organisation to respond to future challenges and opportunities.

Waste and Recycling

Circular Gardens – Local Compost Closing the Loop

This project showcased the power of local partnerships and circular thinking. A total of 395 cubic metres of recycled compost – created from our community's food and garden organics – was returned to gardens across the Shire, boosting biodiversity, improving soil health, and closing the loop on organic waste.

Three community gardens benefited:

- Euroa Arboretum, Euroa
- Tablelands Community Garden, Ruffy
- Yiiro Community Garden, Euroa

Council's Works team also adopted recycled compost for soil improvement and landscaping at:

- Sevens Park, Euroa
- Binney Street Gardens, Euroa
- Park Street Gardens, Nagambie

Recycled organics also supported rehabilitation of the closed Violet Town landfill, meeting all EPA requirements.

Climate Ready Garden Program

The Climate Ready Garden Program provided practical education to support grassroots climate action. By helping residents design gardens that are beautiful, resilient, and biodiversity-friendly, it empowered people to take climate action in their own backyards while supporting native wildlife.

Program highlights included:

- Eight workshops delivered across the Shire (February–May 2025)
- Over 130 attendances, with 88 unique participants – many returning for multiple sessions
- Workshops rated 4.6/5 stars by participants
- Nearly all sessions booked out – showing strong community demand
- Participants' confidence in sustainable gardening increased from 5.1 to 8.2/10
- 38 personalised garden designs completed, featuring native plants, habitat elements (logs, nesting boxes), recycled mulch, water sources, and minimal-lawn designs for water efficiency.





Purple Bin Rollout – Improving Glass Recycling

The Purple Bin campaign marked our local rollout of a statewide glass recycling initiative, aimed at reducing contamination and ensuring our glass can be recycled. This marks the final step in meeting the State Government's requirement for Council to provide four bins to all properties within designated service zones.

Key outcomes:

- Approximately 4,900 purple bins delivered in June 2025, completing our transition to a four-bin system
- Community confidence in glass recycling increased by 10%, and knowledge improved by 11% since campaign launch in November 2024
- 45 newspaper ads published, including a 4-page wrap in both the Euroa Gazette and Nagambie Community Voice
- 4,096 letters sent to impacted ratepayers
- YouTube ads generated 7,155 local video views
- 11 in-person engagement events held, including library pop-ups, markets, and community events.

Nagambie Tip Shop Opening

The opening of the Nagambie Tip Shop marked a significant step in Council's commitment to sustainability and community engagement. Attended by over 40 community members, Mayor Claire Ewart-Kennedy, and Cr Laura Binks, the event highlighted strong local support. The Nagambie Men's Shed contributed to the welcoming atmosphere with a community BBQ.

The Tip Shop encourages waste reduction and reuse by offering second-hand and eco-friendly items. The launch featured creative sustainability initiatives, including recycled-themed Christmas portraits, and provided free drop-off for recyclable materials such as e-waste and scrap metal. With support from Sustainability Victoria, the event also strengthened partnerships for future environmental initiatives.

This initiative reflects Council's dedication to environmental responsibility and lays the foundation for ongoing waste education and resource recovery in the region.

Engaging with our Community

Pitch My Project

Six community projects valued at \$300,000 were endorsed for funding through Council's Pitch My Project initiative for 2024-2025, the fourth year of the program.

Community members were invited to pitch project ideas that aligned with one of the six Strategic Focus Areas of the 2021-25 Council Plan to be included in the 2024-25 Council Budget.

A total of 15 eligible projects were voted on by the community resulting in six successful project pitches:

Strategic Focus Area	Project	Value
Engage. Create. Unite.	Euroa Strathbogie Shire Art Trail	\$50,000
Live. Access. Connect.	Strathbogie Walking Path Design	\$50,000
Inclusive. Productive. Balanced.	Euroa Branding Project Stage 2	\$50,000
Strong. Healthy. Safe.	Longwood Nature Play Space Stage 2	\$50,000
Protect. Enhance. Adapt.	Avenel Memorial Hall generator	\$50,000
Accountable Transparent. Responsible.	Ruffy Tablelands Centre Verandah	\$50,000

Community Consultation – Share Strathbogie

During 2024-25 Council continued to engage through targeted outreach, broad consultation and the Share Strathbogie Community Panel based on the four engagement principles set out in our Community Engagement Policy:

1. Genuine and transparent
2. Inclusive and accessible
3. Responsive and flexible
4. Listen and learn

Council opened 14 project pages for public comment and consultation during 2024-25 with a range of opportunities for the community to provide input including online, face-to-face and in writing. The online hub had 10,972 views, 980 contributions from 470 people and more than 5,590 unique visitors to the site. The most contributions were received for Strathbogie Shire Council's Sport Strategy Survey where we received 131 contributions.

The top visited project was the Rural Residential and Land Use Strategy and Urban Growth Strategy with 1,389 visits across 763 unique visitors.

Other consultations included:

- Leaping into Resilience
- Sports Strategy
- Local Legends Initiative
- Play and Open Space Strategy
- Lease and Licensing Policy
- Kerbside Policy
- Rural Residential and Land Use Strategy and Urban Growth Strategy
- Euroa Public Art: Stage Two
- Our Community Our Future
- Sevens Creek Master Plan
- Governance Rules



Community Satisfaction Survey Results

The Local Government Community Satisfaction Survey (CSS) is coordinated by the State Government but is primarily funded by participant Councils and conducted by independent researcher JWS Research.

The purpose of the survey is to measure how Victorian residents rate the performance of their Council. The results are useful to Councils as they highlight areas in need of improvement and enable them to track performance over time.

2025 Analysis

In 2025, community perceptions of Strathbogie Shire Council's overall performance improved significantly, with our index score rising by 12 points to 48. While this result remains below the Small Rural Council average (54) and State-wide average (53), it represents a strong recovery following several years of decline.

The appearance of public areas continues to be Council's highest-rated service (index score of 72), performing above the State average. Waste management also rated higher than the State average, while customer service remains steady at 68, in line with similar councils. Areas identified for improvement include unsealed and sealed local roads, and planning and building permits. The results highlight the importance of clear communication and transparency in Council decision-making, presenting a key opportunity to further strengthen community trust and satisfaction.

About Council



Our Councillors

Our community elects Councillors to represent them in accordance with the *Local Government Act 2020* every four years. The Victorian Electoral Commission (VEC) conducted the Local Government elections in October 2024.

Seven Councillors collectively make decisions and guide the development of strategies and policies to shape Strathbogie's future. Our Councillors elect a new Mayor and Deputy Mayor each year. The current Mayor and Deputy Mayor were elected at a Statutory Meeting in November 2024.



Cr Claire Ewart-Kennedy
Mayor



Cr Scott Jeffery
Deputy Mayor



Cr Laura Binks



Cr Gregory Carlson



Cr Vicki Halsall



Cr Clark Holloway



Cr Fiona Stevens

Peter Stephenson
Administrator
(Dec 2023 to Oct 2024)

Our People

Chief Executive Officer

Rachelle Quattrocchi
(commenced 5 May 2025)

Former Interim Chief Executive Officer

Tim Tamlin
(concluded 2 May 2025)

**Director
People and Governance**
Amanda Tingay

**Director
Community and Planning**
Rachael Frampton

**Director
Sustainable Infrastructure**
Oliver McNulty
(commenced 4 March 2025)

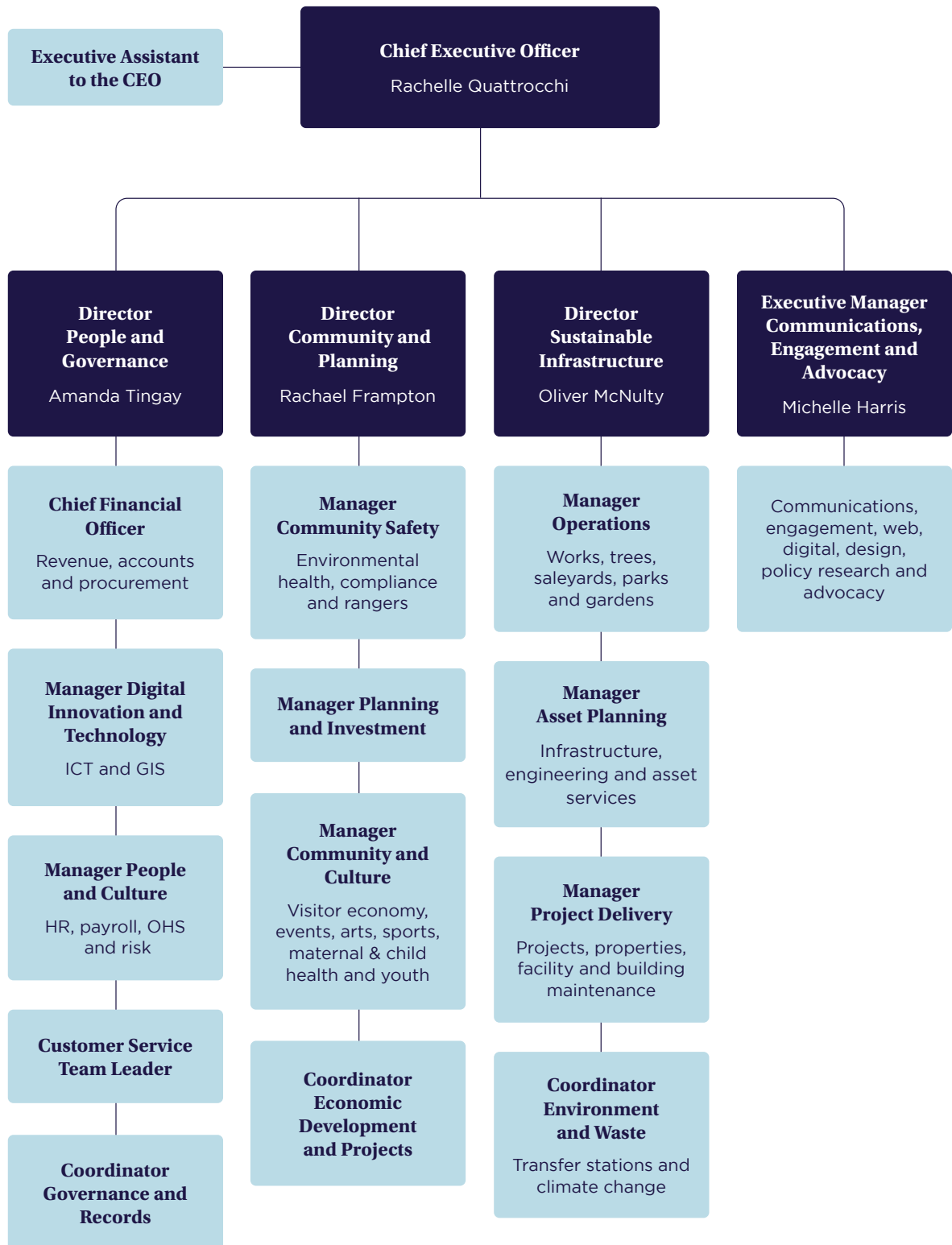
**Acting Executive Manager
Communications, Engagement and
Advocacy**
Michelle Harris
(commenced 7 November 2024)

*Former Director
Sustainable Infrastructure*
John Harvey
(concluded 4 December 2024)

*Former Executive Manager
Communications, Engagement and Advocacy*
Rosemary Scott
(concluded 4 March 2024)



Our Organisation



Our Staff

Strathbogie Shire Council is one of the largest employers in the municipality. We employed approximately 125 permanent and temporary employees on a full time, part time, and casual basis during 2024-25. Two-thirds of our staff also live within the municipality meaning our people bring local passion, perspective, and knowledge to the services they provide.

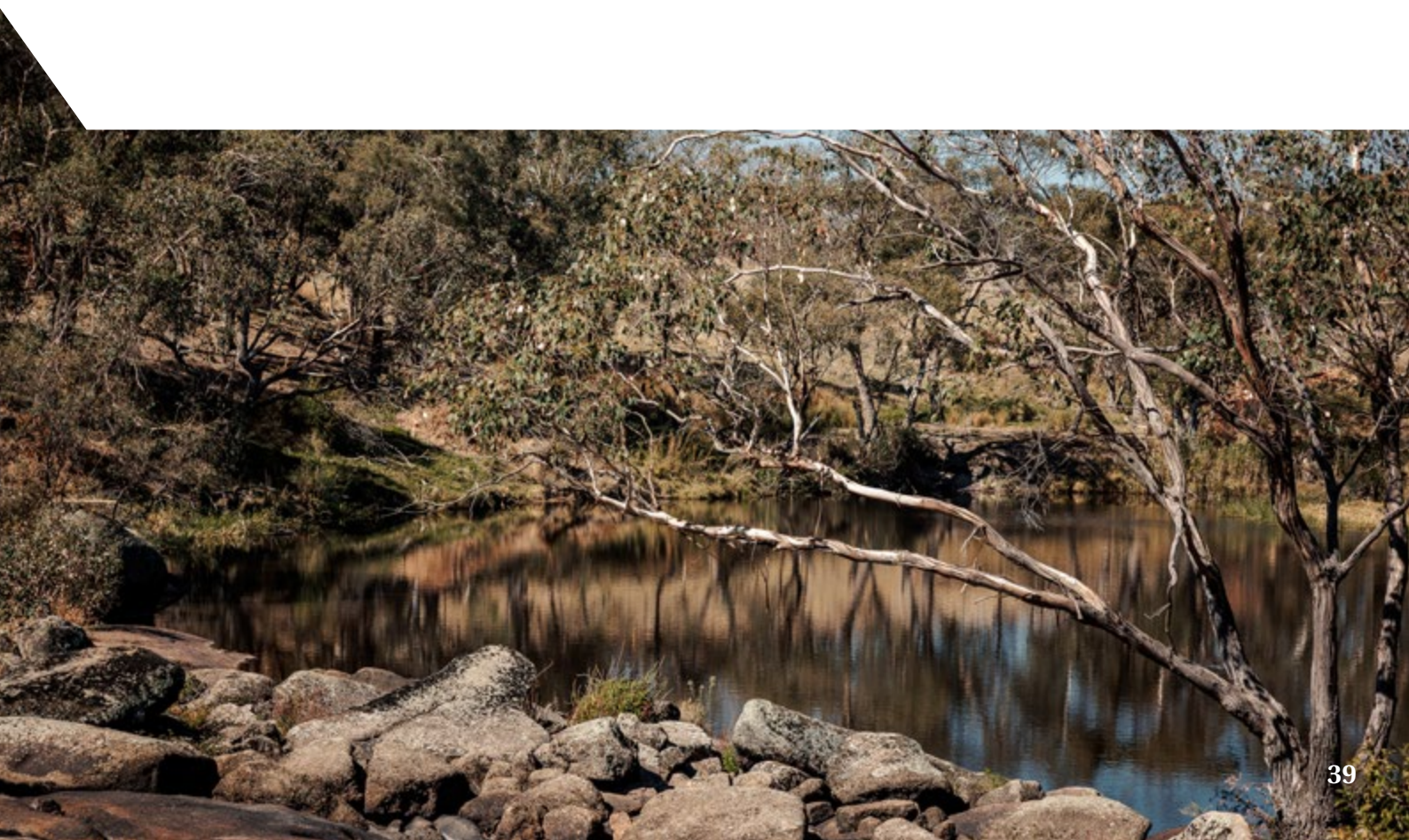
Approximately half of our staff are female, and a significant portion of the female workforce is made up of part time employees at different levels within the organisation. We try to limit the number of casual staff and temporary contracts in the workforce to provide job security.

	Band 1 FTE	Band 2 FTE	Band 3 FTE	Band 4 FTE	Band 5 FTE	Band 6 FTE	Band 7 FTE	Band 8 FTE	Other FTE	Total FTE
Permanent Full Time – W	0.0	0.0	0.0	4.00	5.00	13.00	5.00	1.84	7.00	35.84
Permanent Full Time – M	0.0	0.0	33.00	6.00	2.00	6.00	6.00	4.00	5.00	62.00
Permanent Full Time – X	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Permanent Part Time – W	0.0	0.0	1.34	8.01	2.34	8.08	1.68	0.0	1.26	22.72
Permanent Part Time – M	0.0	0.0	2.74	0.0	0.0	0.59	0.55	0.0	0.67	4.55
Permanent Part Time – X	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Casual – W	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Casual – M	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Casual – X	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00
Total	0.0	0.0	37.08	18.01	9.34	27.67	13.23	5.84	13.93	125.11

W – Women M – Men X – Self-described gender

	Executive / Comms and Engagement	Community and Planning	Sustainable Infrastructure	People and Governance	Total FTE
Permanent Full Time – W	8.00	10.00	4.84	13.00	35.84
Permanent Full Time – M	1.00	5.00	52.00	4.00	62.00
Permanent Full Time – X	0.0	0.0	0.0	0.0	0.00
Permanent Part Time – W	0.0	9.33	1.79	11.60	22.72
Permanent Part Time – M	0.0	0.55	3.41	0.59	4.55
Permanent Part Time – X	0.0	0.0	0.0	0.0	0.00
Casual – W	0.0	0.0	0.0	0.0	0.00
Casual – M	0.0	0.0	0.0	0.0	0.00
Casual – X	0.0	0.0	0.0	0.0	0.00
Total	9.00	24.88	62.04	29.19	125.11

W – Women M – Men X – Self-described gender



Flexible Working Arrangements

Council provides a range of flexible working arrangements including:

- Working from home
- Flexible start and finish times
- Working more hours across fewer days (e.g., nine-day fortnight)
- Part Time
- Study Leave
- Purchase of additional leave.

In recent years more employees have taken advantage of the flexible working arrangements Council offers. Council supports these arrangements to promote Equal Employment Opportunity across the organisation.

Offering flexibility to all employees not only enables greater work-life-balance for existing staff, but it has also improved Council's attractiveness as an employer. We will continue to support these arrangements.

Employment Conditions

The Strathbogie Shire Council remains committed to fostering an inclusive, safe and rewarding working environment that attracts and retains high quality candidates, while supporting employee's well-being and professional growth.

We continue to support flexible work arrangements, prioritise workplace safety and encourage professional development opportunities.

The Strathbogie Shire Council's Enterprise Agreement No.10 – 2023, sets out some of the terms and conditions of employment offering benefits including leave allowances and a family friendly work environment.

Professional Development

Council is committed to the personal growth and development of its employees and provides different options for its employees to achieve it. This includes short in person and online training courses, on and off the job training, workshops, conferences, and formal study options.

The work of a dedicated officer on a skills requirement analysis for future planning across the organisation was completed at the end of 2024-2025. As a result, we procured a comprehensive training package through the Australian Institute of Management, providing staff access to more than 65 specialised short courses. They address interpersonal, departmental, and organisational training needs identified in the report.

Taking into consideration employees' aspiration for personal development enables us to determine the best path for development and in turn supports Council's succession planning and assists with the attraction, retention, and development of our staff.

Occupational Health and Safety

Council continues to work on the safety issues across the organisation with focus on emergency management, staff safety and education and building security.

Council has an active Health and Safety Representative Committee, and its members engage with their departments in safety discussions and look at ways to improve overall safety. Regular inductions, inspections, and audits are being completed.

The OHS Officer together with employees continuously updates and creates relevant safety documents and reviews procedures for their work areas to ensure they are meeting safety standards. Council continues to strengthen the safety culture and progress the Safety Management System to support a safe workplace for all its employees.

Recruitment

Council continues its strategic focus to attract and secure quality employees across the organisation.

Council continues to address recruitment challenges by embracing diversity, offering remuneration transparency and greater flexibility. As a result, in 2024-25 we successfully filled thirty two vacant positions encompassing both internal appointments as well as external hires.

Recognition of Years Of Service

Strathbogie Shire Council's employees remain the cornerstone of our continued success and this year we celebrated again, numerous milestones in dedicated service across the organisation. Their loyalty and professional growth within our organisation not only strengthen our operational capabilities but also reinforces our commitment to being an employer that values exceptional talent.

During 2024-25, thirty three recognition of years of services were awarded across four categories:

Years of Service	Number of Recipients
Three years	19
Five years	11
Ten years	0
Fifteen years	1
Twenty years	2

Employee Wellbeing

Council continues to focus on the health and wellbeing of its employees, starting even before employees commence.

Partnering with Work Healthy Australia, Strathbogie Shire Council continues to offer soft tissue appointments on a weekly basis to all employees. These appointments address common issues such as neck and shoulder tension, lower back pain, and repetitive strain injuries that can result from gardening or sporting activities.

An Employee Assistance Program (EAP) is a support service available free of charge to all employees and their families. It offers counselling and mediation service that enable discussion in confidence of either work related or personal matters affecting the lives of employees and their families. Appointments are offered in person, via phone, or via video conference to ensure employees can access the service in a way that suits them best.

Strathbogie Shire Council has expanded its employee wellbeing program to include health awareness events. During Men's and Women's Health Weeks, we engaged subject matter experts to deliver presentations on critical health topics, including prostate cancer awareness, breast cancer education, mental health resources, nutrition education, and skin cancer awareness and prevention. These initiatives demonstrate Council's commitment to supporting comprehensive employee health and wellbeing.

Furthermore, a new wellbeing online platform gives employees access to large variety of resources on topics such as mental and physical health, including healthy eating, healthy sleeping, fitness activities and age-related health issues, but also financial knowledge. Employees can access short live classes, attend or replay webinars, test their knowledge through quizzes or read articles from an extensive wellbeing library on any topic they are interested in.

Equal Employment Opportunity

Council is committed to providing a workplace that is free from bullying, sexual harassment, discrimination, and victimisation and where staff, Councillors, contractors, prospective employees, and volunteers treat each other with respect, courtesy, and dignity.

Continuous efforts to raise awareness across the organisation were supported by compulsory staff training on bullying and harassment and unconscious bias.

We continued to work through our Workforce Plan and Gender Equality Action Plan.

We received the outcome report from the Commissioner for Gender Equality in the Public Sector Dr Nicki Vincent following the submission of our progress report. The Commissioner not only found that enough information was submitted to determine whether our organisation made progress against the workplace gender equality indicators, she also determined Council met the requirements under Victoria's *Gender Equality Act 2020* and the Regulations. This meant our progress report was compliant.

Council celebrated its strong and committed female workforce by hosting an International Women's Day event. The Commissioner for Gender Equality in the Public Sector, introduced by the Mayor, joined us as a guest speaker. Her passion for working towards gender equality was infectious. But her examples of gender inequality in everyday life that is often not so obvious, made us reflect on our own actions and highlighted the need to still do more.

Delivering our Council Plan

Out of the 65 actions in the 2024-25 Action Plan, 40 have been achieved, 21 are in progress and four have not been achieved.



Council Plan Focus Area:

1. Focus. Create. Unite.

Action			Council's Role	Completion Date	Status
1.1.1	Work in partnership with the Taungurung Land and Waters Council to implement the Memorandum of Understanding.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	Complete.
1.1.2	Continue to meet with the Taungurung Land and Waters Council to review, monitor and provide feedback on the implementation of infrastructure projects in line with the Land Use Activity Agreement.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	Complete. A minimum of 8 meetings have occurred the past 12 months. Participation in the TLAWC Local Government Forum.
1.1.3	Embed a Partnership Plan, outlining the approach, principles and assessment criteria, across the organisation.	Public Health and Wellbeing	Deliver	31 March 2025	Not achieved. Advocacy is a focus in the 2025-26 Council Plan Action Plan.
1.1.4	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		Deliver	31 March 2025	In progress - will be finalised by 2026.
1.1.5	Complete the review and implement the Arts and Culture Strategy to support the community in driving diversity in activities and events.	Engaged Public Health and Wellbeing	Deliver	28 February 2025	Complete. New eight year Strategy and annual action plan to be developed in 2026.

Performance Indicators

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Satisfaction rating Art centres and libraries	Annual Community Satisfaction Survey	Deliver	Yearly	69	68
Satisfaction rating Lobbying	Annual Community Satisfaction Survey	Advocate	Yearly	49	44
Satisfaction rating Consultation and engagement	Annual Community Satisfaction Survey	Deliver	Yearly	50	44
Satisfaction rating Informing the community	Annual Community Satisfaction Survey	Deliver	Yearly	52	49
Satisfaction rating Community decisions	Annual Community Satisfaction Survey	Deliver	Yearly	46	37
Meetings conducted with the eight Action Groups	Council Data	Deliver	Yearly	7	Two per year



Council Plan Focus Area:

2. Live. Access. Connect

Action		Council's Role	Completion Date	Status
2.1.1 Implement the Asset Plan. Local Government Act 2020 requires new Council to deliver Asset plan by October 2025.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	Complete. Adopted by Council 17 June 2025.
2.1.2 Lobby State and Federal governments to fund improved digital and telecommunications infrastructure – Telstra, Ausnet, 3G closure.	Engaged Public Health and Wellbeing	Advocate	30 June 2025	In progress. Continued advocacy ask. Participation in AusNet's Strathbogie Benalla Community Liaison Group. Significant upgrades have been proposed in the AER 2026-2031 Budget Bid to improve energy reliability. Continued advocacy with telecommunications providers, upgrade completed on Mount Wombat, current negotiation for an improvement to the Nagambie Telstra Tower.
2.1.3 Work with community groups to expand existing community bus services.	Public Health and Wellbeing	Advocate	30 June 2025	Complete.
2.1.4 Support the work being undertaken by the Euroa Mountain Bike Club to develop a mountain bike track at Balmattum Hill through advocacy with Parks Victoria and relevant government departments.		Deliver	30 Sept 2024	Complete. Feasibility and cost benefit study presented to Council. Further work required to undertake CHMP, and land acquisition.
2.1.5 Prepare a Play and Open Space Strategy.	Engaged Public Health and Wellbeing	Deliver	31 July 2024	Complete. Strategy adopted 20 August 2024.
2.1.6 Review and implement the Tracks and Trails Strategy to improve connectivity and physical activity across the municipality.		Deliver	30 June 2025	In progress: Has been incorporated into the new Council Plan to be consolidated with other similar Strategies.
2.1.7 Scope and secure funding to development a Cycling Strategy.				In progress: Community consultation has occurred for the Active Transport Strategy. Work will continue as an action in the 2025-26 Council Action Plan "consolidate tracks, trails and footpaths and strategies".
2.1.8 To clarify land arrangements with VicTrack for the car park precinct (Saleyard Road and Bank Street, Avenel) including a funding commitment to upgrade the area.		Deliver	31 March 2025	In progress: Continued advocacy underway.

Action		Council's Role	Completion Date	Status
2.1.9 Work collaboratively with the Department of Transport and Planning to address the community's safety concerns (Saleyard Road and Bank Street, Avenel) in a coordinated		Deliver	30 June 2025	In progress: Continued advocacy underway.
2.1.10 Advocate to the State and Federal Governments for a funding commitment to deliver a solution for Kirwans Bridge that extends the bridge life by more than 50 years.		Deliver	30 June 2025	In progress: continued advocacy underway.
2.1.11 Advocate to the State Government regarding for a solution to Chinamans Bridge and urgent funding to implement the solution.		Advocate and Deliver	30 June 2025	In progress: Funding has been sourced and budget allocated in 2025-26 capital budget. Demolition permit received by Hertiage Victoria.

Performance Indicators

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Satisfaction rating - local streets and footpaths	Annual Community Satisfaction Survey	Deliver	Yearly	48	45
Satisfaction rating - lobbying	Annual Community Satisfaction Survey	Advocate	Yearly	44	51
Percentage completion - projects delivered in capital expenditure budget	Council Data	Deliver	Yearly	89%	Maintain
Infrastructure per head of municipal population	Local Governance Performance Reporting Framework (Know Your Council)	Deliver	Yearly	\$29,265 *Population provided from 2024 statistics	Increase
Asset renewal and asset upgrade as a percentage of depreciation	Local Governance Performance Reporting Framework (Know Your Council)	Deliver	Yearly	120%	Increase
Success of Top five asks in Councils' Advocacy Ask	Advocacy Ask Document	Advocate	Yearly	Significant upgrades have been proposed in Ausnets AER 2026-2031 Budget Bid to improve energy reliability Continued advocacy with telecommunications providers, upgrade completed on Mount Wombat, current neogitation for an improvement to the Nagambie Telstra Tower.	Funding allocated by State and Federal Governments

Council Plan Focus Area:

3. Protect. Enhance. Adapt.

Action			Council's Role	Completion Date	Status
3.1.1	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.	Engaged Public Health and Wellbeing	Deliver	30 June 2025 (year four actions)	Complete: Climate Change Action Plan 2022-2027 continues to be delivered. Climate change action plan implementation delivered biannually. Four of the 2024/25 actions are now complete. Five actions are in progress; and are near completion.
3.1.2	Integrate the Naturally Cooler Town initiative into day-to-day operations in partnership with the Goulburn Murray Climate Alliance.	Engaged Public Health and Wellbeing	Partner	30 June 2025	Complete: The Naturally Cooler Town initiative is complete and the watering and maintenance of the trees is underway.
3.1.3	Complete the Violet Town landfill rehabilitation project. EPA sign off pending.	Engaged Public Health and Wellbeing	Partner	Partner	In progress: Independent auditors have signed the rehab project off as complete and it is now sitting with the EPA. Following sign off after-care management will revert to Council.
3.1.4	Continue to involve the community in tree planting projects across the Shire.	Engaged Public Health and Wellbeing	Advocate	30 June 2025	In progress: Work still underway with community groups as required.
3.1.5	Advocate to Federal and State governments for investment in reliable power supply infrastructure with a focus on renewable energy.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	In progress: Participation in Ausnets Strathbogie Benalla Community Liaison Group. Significant upgrades have been proposed in the AER 2026-2031 Budget Bid to improve energy reliability.
3.1.6	Continue to support community recovery from the October 2022 Flood Event.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	
3.1.7	Develop and adopt a Fair Access Policy (in line with State Government requirement). Complete, Fair Access Policy adopted June 2024.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	Complete.
3.1.8	Strengthen project scoping and design outcomes to maximise environmental benefit, including the management of stormwater to improve water quality.		Deliver	30 June 2025	In progress.
3.1.9	Creation of a Significant Tree Register.		Deliver	30 June 2025	In progress.

Action		Council's Role	Completion Date	Status
3.1.10	Continue advocacy in partnership with Goulburn Valley Water, opportunities to green open spaces in towns with recycled water from the towns' wastewater treatment plant. Active member of Greening Euroa.	Partner	30 June 2025	In progress: Opportunities for grants are being investigated and talks are continuing with GVW.
3.1.11	Review and implement actions from the Domestic Wastewater Management Plan to support growth within existing townships and mitigate health risks from wastewater.	Deliver	30 June 2025	In progress.
3.1.12	Deliver education program to enhance community understanding of the new four bin system.	Deliver	30 June 2025	Complete.
3.1.13	Advocate for funding for the implementation of the Municipal Drainage Strategy.	Partner	30 June 2025	Complete – funding received.
3.1.14	Understand the outcomes of the Civic Accommodation Study and present findings and recommendations to Council.	Partner	30 June 2025	Complete – report presented at the July 2024 Council meeting.

Performance Indicators

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Satisfaction rating - Waste management services	Annual Community Satisfaction Survey	Deliver	Yearly	69	70
Number of education sessions delivered to schools or community groups	Council Data	Partner	Yearly	56	N/A
Average waste diversion rate	Monthly data supplied by Contractor and reported on in monthly council report.	Partner	Monthly	68.38%	70%
Contamination rate in our organics stream	Monthly data supplied by Contractor and reported on in monthly council report.	Partner	Monthly	1.40%	Less than 2%
Satisfaction rating Environmental sustainability	Annual Community Satisfaction Survey	Deliver	Yearly	58	57
Delivery of progress report – Climate Change Action Plan Implementation	Council Data	Deliver	Biannually	Four of the 2024/25 actions are now complete. Five actions are “in progress” and are near completion	Biannual reporting

Council Plan Focus Area:

4. Inclusive. Balance. Safe.

Action			Council's Role	Completion Date	Status
4.1.1	Implement year two actions of the Economic Development Strategy.	Engaged Public Health and Wellbeing	Deliver	30 June 2025 (year four actions)	Complete.
4.1.2	Continue to implement the recommendations of the Strathbogie Planning Scheme review.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	In progress: RRLUS and UGS on track to be adopted by December 2025.
4.1.3	Continue to advocate for the development of the Mangalore Airport as a freight intermodal and transport/industrial hub.	Engaged Public Health and Wellbeing	Advocate	30 June 2025	Complete.
4.1.4	Undertake the development of the Euroa Railway Precinct Master Plan.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	In progress: Consultation to occur in the near future.
4.1.5	Continue advocating to Australian Rail Track Corporation (ARTC) for a community led outcome for the redesign of Euroa railway infrastructure.	Engaged Public Health and Wellbeing	Advocate	30 June 2025	In progress: ongoing, until works are complete.
4.1.6	Finalise and adopt the Avenel 2030 Strategy to guide future development and growth while maintaining local character. Complete, adopted October 2024.	Engaged Public Health and Wellbeing	Deliver	30 June 2025	In progress: Adoption on hold due to the updates required following the adoption of other key strategic planning documents.
4.1.7	Participate in Goulburn Regional Tourism Inc	Engaged Public Health and Wellbeing	Partner	30 June 2025	Complete and ongoing.

Performance Indicators

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Planning permit applications decided within 60 statutory days	Planning Permit Activity Report	Deliver	Yearly	85%	78%
Satisfaction rating - building and planning permits	Annual Community Satisfaction Survey	Deliver	Yearly	42	47
Satisfaction rating - business development & tourism	Annual Community Satisfaction Survey	Deliver	Yearly	57	56
Satisfaction rating - tourism development	Annual Community Satisfaction Survey	Deliver	Yearly	59	57
Average monthly visitation to the Nagambie Lakes Visitor Information and Euroa Visitor Information Centres	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Monthly	323	300
Median number of days to decide on a planning permit application	Local Government Performance Reporting Framework data (Know Your Council)	Deliver	Yearly	Data not currently available	44 days
Asset renewal and asset upgrade as a percentage of depreciation	Local Government Performance Reporting Framework data	Deliver	Yearly	120%	107.16



Council Plan Focus Area:

5. Strong. Healthy. Safe.

Action			Council's Role	Completion Date	Status
5.1.1	Prepare a Play and Open Space Strategy. Complete, adopted by Council August 2024.	Public Health and Wellbeing	Deliver	31 July 2025	Complete.
5.1.2	Continue to deliver a series of events and initiatives to support healthy eating practices, reduced obesity and increased physical activity.	Public Health and Wellbeing	Deliver	30 June 2025	Complete
5.1.3	Complete the annual audit of tobacco sales inspections, prosecuting those businesses who sell tobacco to people under the age of 18 years.	Public Health and Wellbeing	Deliver	30 June 2025	Complete.
5.1.4	Continue to deliver a range of Youth Leadership Events and Activities across the municipality. Action complete, ongoing programs to be implemented.	Public Health and Wellbeing	Partner	30 June 2025	Complete. Series of youth events delivered annually.
5.1.5	Review the Public Open Space Contributions Policy.	Public Health and Wellbeing	Deliver	30 June 2025	Not achieved: due to Strategic work program, will be referred to consideration for the strategic work program 2025-2029.
5.1.6	Promote participation and continue to deliver MCH programs for 0-4 year-olds.	Public Health and Wellbeing	Deliver	30 June 2025	Complete.
5.1.7	Implement an annual action plan for health and wellbeing priorities identifying partnerships that will support the delivery of the plan.	Public Health and Wellbeing	Partner	30 June 2025	Complete.
5.1.8	Participate in 16 Days of Activism Against Gender Based Violence - deliver local initiatives throughout the municipality. Complete - participate in December 2024.	Public Health and Wellbeing	Deliver	31 December 2024	Complete.
5.1.9	Educate and raise awareness on ageism and elder abuse through an educational campaign that challenges ideologies.	Public Health and Wellbeing	Deliver	30 June 2025	Complete.
5.1.10	Review and implement programs to drive increased participation at our aquatic facilities informed by the Strathbogie Community Pools Strategy 2019-2029. Ongoing, working with Friends of Pool.	Public Health and Wellbeing	Deliver	30 June 2025	Complete.
5.1.11	Deliver community led actions through the implementation of the Domestic Animal Management Plan, which may include further off leash dog parks.	Public Health and Wellbeing	Deliver	30 June 2025	Complete. Annual progress report tabled in August annually.

Action			Council's Role	Completion Date	Status
5.1.12	Develop and implement a communication and engagement plan to promote the health and wellbeing benefits of volunteering. Complete – “Local Legends” volunteer week activities.	Public Health and Wellbeing	Deliver	31 December 2024	Complete.
5.1.13	Continue to monitor the compliance of Council's emergency management framework with changing legislative requirements	Public Health and Wellbeing	Deliver	30 June 2025	Complete. All Plans and reviews are on Council's website.
5.1.14	Continue to advocate to Department of Transport around improving road safety and aligning speed limits with community expectations.	Public Health and Wellbeing	Advocate	30 June 2025	Complete and ongoing.
5.1.15	Explore options for the development of a local law around smoking in Council owned public places.	Public Health and Wellbeing	Advocate	30 June 2025	Complete: under the <i>Tobacco Act 1987</i> which includes statewide bans in certain outdoor areas such as playgrounds, sporting venues and within ten meters of public building entrances.

Performance Indicators

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Satisfaction rating - appearance of public areas	Annual Community Satisfaction Survey	Deliver	Yearly	72	73
Satisfaction rating - recreational facilities	Annual Community Satisfaction Survey	Deliver	Yearly	64	67
Annual total attendance figures for all aquatic facilities	Council Data	Deliver	Yearly	18,450	18,361
Number of completed tobacco sale audits to under 18's	Council Data	Deliver	Yearly	Not delivered	Not delivered
Percentage of children enrolled who participate in Maternal and Child Health services	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Yearly	71%	74%
Percentage of Aboriginal children enrolled who participate in Maternal and Child Health Services	Local Government Performance Reporting Framework data (Know Your Council)	Partner	Yearly	62%	87%
Percentage of infants enrolled in Material Child Health services who participate in 4-week key stage visit	Local Government Performance Reporting Framework data	Partner	Yearly	110%	90%

Council Plan Focus Area:

6. Accountable. Transparent. Responsible.

Action		Council's Role	Completion Date	Status
6.1.1 Implement the Workforce Plan 2021-2025.		Deliver	31 July 2025	In progress: Actions for the current workforce plan that remain open or are ongoing.
6.1.2 Implement actions of the Gender Equity Action Plan 2021-25.	Engage	Deliver	30 June 2025	In progress: New Gender Equality Action Plan that will reflect on actions in the current plan that remain opening or ongoing
6.1.3 Develop and implement an Information Technology Strategy to ensure the organisation has a suite of fully integrated systems to maximise operational efficiency.		Deliver	30 June 2025	Not achieved: Information Technology Strategy action in the 2025-26 Council Plan Annual Action Plan.
6.1.4 Incorporate the gender impact assessment tool into decision making processes to assess the gendered impacts of policies, programs and services.	Engage	Deliver	30 June 2025	Complete and ongoing.
6.1.5 Support the Audit and Risk Committee in completing its work plan.		Partner	30 June 2025	Complete.
6.1.6 Complete an audit of Council's property portfolio to identify options to maximise community benefit.	Engage	Deliver	30 June 2025	Complete.
6.1.7 Implement the Action Plan in response to the 2023/24 staff satisfaction survey.	Engage	Deliver	30 June 2025	Complete.
6.1.8 Implement an ongoing good governance training program for Councillors and staff, including self-assessment elements.		Deliver	30 April 2025	Complete.
6.1.9 Review our Customer Service Charter in partnership with a Community Panel to refine our service standards and response times.		Deliver	30 June 2025	Not achieved: Customer Focused Service Charter action in the 2025-26 Council Plan Annual Action Plan.
6.1.10 Analyse options for, and develop a plan for implementation, of an integrated performance reporting software system to efficiently collate mandatory reporting requirements and monitor performance around the delivery of this Plan.		Deliver	30 June 2025	Complete: Analysis of performance reporting undertaken. Existing system utilised.

Action		Council's Role	Completion Date	Status
6.1.11 Development and implementation of a comprehensive gender equity framework through policies, training and proactively acting on feedback from staff, Councillors, and the community.	Engage	Deliver	30 June 2025	Complete: While there is no written Gender Equality Framework, all policies were reviewed in light of gender equality. Also reflected in any training opportunity and delivery amounting to a practical framework for Council's interaction with staff and community.
6.1.12 Explore leadership training program options.	Engage	Deliver	30 June 2025	Complete: training for Councillors undertaken. Mandatory and elective.

Performance Indicators

Measure	Data Source	Council Role	Reporting Frequency	2025 Result	Target
Satisfaction rating Customer Service	Annual Community Satisfaction Survey	Deliver	Yearly	68	68
Percentage of staff with procurement responsibilities completed procurement and probity training	Council Data	Deliver	Yearly	69%	100%
Satisfaction rating – Overall performance	Annual Community Satisfaction Survey	Deliver	Yearly	48	36
Satisfaction rating – Overall direction	Annual Community Satisfaction Survey	Deliver	Yearly	58	23
Satisfaction rating – Value for Money	Annual Community Satisfaction Survey	Deliver	Yearly	40	35
Satisfaction rating -Community decisions	Annual Community Satisfaction Survey	Deliver	Yearly	46	37
Expenses per head of municipal population	Local Government Performance Reporting Framework data	Deliver	Yearly	Data not currently available	
Recurrent grants per head of municipal population	Local Government Performance Reporting Framework data	Deliver	Yearly	Data not currently available	

Governance



In Victoria, Councils are constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Making Council decisions and taking actions in accordance with relevant law
- Ensuring the ongoing financial stability of the Council
- Ensuring the economic, social and environmental sustainability of the municipality including mitigation and planning for climate change risks
- Providing leadership by establishing strategic objectives and monitoring achievements
- Taking into account the diverse needs of the local community in decision-making
- Ensuring resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities.

The community has many opportunities to provide input into Council's decision-making processes including deliberative engagement, less formal community consultation processes, and participation in public forums such the ability to make submissions to Council and ask questions at Council meetings.

Council's formal decision-making processes are conducted through council meetings, which are run in accordance with our Governance Rules. Due to the sheer volume of decisions that need to be made on a daily basis under legislation, Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies and instruments of delegations are reviewed twice yearly to ensure they are up to date.

2024 Local Government Elections

In 2024 an Independent Electoral Representation Advisory Panel found that an unsubdivided electoral structure with seven Councillors that aligns with the principles of the *Local Government Act 2020* would provide the best model for promoting fair and equitable representation for voters in Strathbogie Shire Council and consequently facilitate good governance.

Subsequently, Strathbogie Shire moved to an unsubdivided electoral structure with seven Councillors effective October 2024.

In July 2024 Council launched the Your Community Your Voice Campaign to encourage Strathbogie Shire residents to stand as candidates for Council.

Your Community Your Voice was a comprehensive and sustained campaign held over many months, involving both internal and external stakeholders, providing prospective candidates with as much information as possible to consider becoming prospective candidates.

Fifteen candidates eventually stood for Council in the Local Government Election held on 26 October 2024, and seven Councillors were elected:

- Cr Laura Binks
- Cr Gregory Carlson
- Cr Claire Ewart-Kennedy
- Cr Vicki Halsall
- Cr Clark Holloway
- Cr Scott Jeffery
- Cr Fiona Stevens

At the Statutory Meeting of Council held on 19 November 2024 Cr Claire Ewart-Kennedy was elected Mayor and Cr Scott Jeffery was elected Deputy Mayor.

Our Focus On Good Governance

On 26 November 2024 Council received correspondence from the Minister for Local Government, The Hon Helissa Horne MP outlining her expectations around how Councillors will perform their duties.

A response was provided to the Minister for Local Government reiterating Councillors commitment to achieving the best outcomes and financial sustainability for our community and focusing on the strategic governance of our Municipality.

As part of the focus on good governance Councillors committed to, and completed (but not limited to) the following:

- Mandatory induction and training
- Preparation, community consultation and finalisation of the 2025-29 Council Plan and other legislated documents by 30 June 2025
- Councillors vision and commitment to their role
- Internal resolution solutions
- Working with the Municipal Monitor

Since taking the Oath or Affirmation of Office on 12 November 2024, Councillors undertook rigorous mandatory training and induction as set out in the Local Government (Governance and Integrity) Regulations 2020 within a period of four months of swearing in.

This set the tone for the Councillors commitment to their statutory obligations and establishing a high level of strategic direction for Strathbogie Shire Council.

Councillors also responded to the Victorian Government reforms to strengthen governance, integrity and Councillor conduct, and look forward to improved, sustainable and progressive outcomes for the whole of our Shire in the future.

Councillor's Vision

We will be a Councillor group that delivers valuable outcomes for our community through teamwork characterised by:

- respectful debate
- collaboration, and
- the commitment to being inclusive and transparent.

Councillor Values

- Respect
- Integrity
- Accountability
- Transparency

In accordance with the *Local Government Act 2020*, sections (88) (89) (90) (91) (92) (93) and (94) in January 2025, Council commenced the development of the:

- Community Vision 2035
- Council Plan 2025-29 (incorporating the Municipal Health and Wellbeing Plan)
- Revenue and Rating Plan
- Long Term Financial Plan
- Asset Plan
- 2025-26 Annual Budget.

This was a very extensive body of work, including community consultation and deliberative engagement. The strategic planning documents were completed and adopted by Council in June 2025.

Municipal Monitor

Pursuant to section 179(2) of the *Local Government Act 2020* (the Act), the Minister for Local Government provided notice of the appointment of Ms Marg Allan as Municipal Monitor to Strathbogie Shire Council.

The Minister announced that Ms Marg Allan was appointed as Municipal Monitor for Strathbogie Shire Council for a 12-month period, 6 November 2024 to 6 November 2025 (both dates inclusive).

The appointment of a Monitor promotes the use of Municipal Monitors to support good governance practices across Councils in Victoria.

The Monitor's Terms of Reference are as follows (as set by the Minister):

Without limiting the Municipal Monitor's functions and powers under sections 180 and 181, respectively, of the Act, the Municipal Monitor is:

1. To monitor the governance processes and practices of the Council, with specific regard to the following matters
 - a. The Councillors' understanding and performance of their statutory roles and responsibilities, including the adequacy of the Council's Councillor induction training program and professional development training
 - b. The Council's meeting procedures and decision-making processes, including attendance at briefings and Council meetings, and the adequacy of the Governance Rules
 - c. The relationships between Councillors, including Councillor behaviour with respect to the Model Councillor Code of Conduct and processes for resolving disputes between Councillors

- d. The Council's policies, processes and practices related to the recruitment, appointment, and proposed employment conditions of an ongoing Chief Executive Officer, including the establishment of an effective working relationship between the interim and the ongoing Chief Executive Officer and the Councillors,
 - e. The Council's policies and practices that manage the interactions between Councillors and Council staff and contractors, and compliance with those policies and practices
 - f. The Council's asset management practices, including its ability to meet current and future infrastructure and asset needs of the community
 - g. Any other matters that may affect the Council's ability to effectively perform its functions, including Councillor behaviour that is creating a serious risk to health and safety or preventing the Council from performing its functions.
- 2. To advise and provide any relevant assistance and support to the Council to ensure good governance, with specific regard to the matters raised in clause 1.
 - 3. To assist the Council to develop an Action Plan and progress updates for any necessary governance improvements, with specific regard to the matters raised in clause 1.
 - 4. To report to the Minister for Local Government, with respect to the matters in clause 1, on:
 - a. any steps or actions taken by the Council to improve its governance and the effectiveness of those steps or actions
 - b. any recommendations in relation to the exercise of any Ministerial power under the Act.

Ms Allan will provide a report to the Minister at the completion of her tenure in November 2025.

Councillor Code of Conduct

Effective from 26 October 2024, all Councillors are required to observe the Model Code of Conduct which is prescribed in Schedule 1 of the Local Government (Governance and Integrity) Amendment Regulations 2024.

The Model Code of Conduct replaces the previous statutory requirement for each Council to develop its own Councillor Code of Conduct.

The Model Code of Conduct establishes clear standards for the behaviour and responsibilities of Councillors. Its purpose is to ensure that Councillors can effectively perform their duties and functions, supporting the Council in its overriding role to provide good governance for the benefit and wellbeing of the municipal community. By setting these expectations, Councillors are better equipped to perform their duties in a manner that reflects the values of integrity, transparency, respect and accountability.

The Model Code of Conduct is also designed to foster a spirit of cooperation and constructive collaboration among Councillors and the Council administration. The Model Code of Conduct supports open and respectful debate, enabling Councillors to express their views freely, while maintaining civility and mutual respect. By working together effectively, Councillors can make decisions that serve the best interests of the municipality as a whole, ensuring the community benefits from good governance and effective civic leadership.

Furthermore, the Model Code of Conduct serves to strengthen public confidence and trust in local government. By adhering to high ethical standards and demonstrating a commitment to serving the public interest, Councillors contribute to a positive and transparent relationship between the Council and the community it serves.

Conflict of Interest

Section 130 of the *Local Government Act 2020* requires Councillors to disclose conflicts of interest in the manner required by the Council's Governance Rules and exclude themselves from the decision-making process in relation to that matter. This includes excluding themselves from any discussion or vote on the matter at any Council meeting or delegated committee, and any action in relation to the matter.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Sections 127 and 128 of the *Local Government Act 2020* provide clarity around what constitutes a general and material conflicts of interest.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest by both Councillors and delegated officers. Declaration of a conflict of interest is a standard agenda item for all council meetings.

During 2024-25 one conflict of interest was declared at council meetings by Councillors and no declarations were made by Council Officers.

Council Meetings

Council decisions are made at scheduled meetings of Council. Meetings are open to the public unless Council resolves to close the meeting to consider confidential matters. Meetings are held on the third Tuesday of each month commencing at 4.00pm.

The table below shows Councillor and Administrator attendances at Council meetings 1 July 2024 to 30 June 2025.

Councillor	Ordinary Council Meetings	Extraordinary Meetings	Absent from Meetings	Total Meetings
Administrator Peter Stephenson	4	0	0	4
Mayor Cr Claire Ewart-Kennedy	7	3	1	11
Deputy Mayor Cr Scott Jeffery	6	2	3	11
Cr Laura Binks	8	3	0	11
Cr Gregory Carlson	7	1	3	11
Cr Vicki Halsall	8	3	0	11
Cr Clark Holloway	8	3	0	11
Cr Fiona Stevens	8	3	0	11

Council Representation

In addition to participation in Council meetings and engagement in direct community and individual consultation, Councillors are appointed to a variety of industry bodies to represent the interests of Strathbogie Shire Council. The appointments for 2024-25 are listed in the following table.

Committee/Industry Group	Council Delegate (s)
Chief Executive Officer Employment and Remuneration Committee	Mayor Cr Claire Ewart-Kennedy Cr Scott Jeffery Cr Greg Carlson
Audit and Risk Committee	Mayor Cr Claire Ewart-Kennedy Cr Clark Holloway Cr Scott Jeffery (substitute)
Municipal Association of Victoria (MAV)	Mayor Cr Claire Ewart-Kennedy Cr Vicki Halsall (substitute)
Victorian Local Governance Association (VLGA)	Cr Laura Binks
Rural Councils Victoria (RCV)	Cr Laura Binks Cr Fiona Stevens
Hume Region Local Government Network	Mayor Cr Claire Ewart-Kennedy
Goulburn Valley Regional Library Corporation	Cr Greg Carlson
Calder Woodburn Memorial Avenue Advisory Committee	Cr Fiona Stevens

Councillor Allowances

In accordance with Section 39 of the *Local Government Act 2020* and the Councillor Expenses Policy, Councillors are entitled to receive an allowance whilst performing their duties. The Mayor and Deputy Mayor are also entitled to receive a higher allowance.

The Victorian Independent Remuneration Tribunal made a Determination providing an annual adjustment to the values of the allowance payable to Mayors, Deputy Mayors and Councillors. The adjusted allowances took effect from 1 July 2024.

The Tribunal also increased the value of the Remote Area Travel Allowance to compensate eligible Councillors for time spent on long-distance travel to council meetings or functions.

From 1 July 2024, the Remote Area Travel Allowance was \$47.70 per day for eligible Councillors, up to a maximum of \$5,937.50 per annum.

Additionally, Section 39 (5) of the *Local Government Act 2020* states that a Mayor, Deputy Mayor or Councillor may elect:

- a. to receive the entire allowance to which they are entitled; or
- b. to receive a specified part of the allowance to which they are entitled; or
- c. to receive no allowance.

Strathbogie Shire Council is a category one municipality, which means the allowances are at the lowest end of those set for all councils.

Allowances for the period 19 November 2024 to 30 June 2025

Councillor	Total Allowance Paid
Mayor Cr Claire Ewart-Kennedy	\$59,218.20
Deputy Mayor Cr Scott Jeffery	\$30,834.76
Cr Laura Binks	\$19,644.75
Cr Gregory Carlson	\$19,644.75
Cr Vicki Halsall	\$19,644.75
Cr Clark Holloway	\$19,644.75
Cr Fiona Stevens	\$19,644.75
Total Allowance Paid 19 November 24 to 30 June 2025	\$188,276.71

Councillor Support, Resources, Reimbursements and Reporting of Expenses Policy

In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. Council's Gifts, Benefits and Hospitality Policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor paid by the Council.

Councillor	Meals and Travel	Car Mileage	IT and Comms	Conferences and Training	Total Expenses
Administrator Peter Stephenson	\$540.85				\$540.85
Mayor Cr Claire Ewart-Kennedy	\$141.86				\$141.86
Deputy Mayor Cr Scott Jeffery					\$0.00
Cr Laura Binks		\$2235.20			\$2235.20
Cr Gregory Carlson					\$0.00
Cr Vicki Halsall		\$554.40			\$554.40
Cr Clark Holloway		\$2416.01			\$2416.01
Cr Fiona Stevens		\$777.04			\$777.04

Governance and Management Overview

Council continues to strengthen its statutory and better practice framework in response to extensive policy and reporting requirements introduced in the past year by the *Local Government Act 2020*.

The *Local Government Act 2020* requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations. Council's Governance and Management Checklist results are set out on the following pages.

2024-2025 Governance and Management Checklist

Metric Code	Governance and Management Item	Status	In place?	Date	Supporting Comments
GC1	Community Engagement Policy	Adopted in accordance with section 55 of the Act	✓	20/06/2023	The Community Engagement policy requires the preparation of an engagement plan for projects, policies and other matters where Council is seeking community input. Constructive deliberative engagement will be used to inform key strategies including 2025-29 Council Plan and other integrated strategies. The Community Engagement policy was adopted by Council on 20/6/2023.
GC2	Community Engagement Guidelines	Current guidelines in operation	✓	20/06/2023	Guidelines are outlined in the Community Engagement Policy – engagement plans are developed for projects and strategies to identify optimal engagement approach.
GC3	Financial Plan	Adopted in accordance with section 91 of the Act	✓	17/06/2025	The Financial Plan 2025-35, prepared under the requirements of the <i>Local Government Act 2020</i> , was adopted by Council on 17/06/2025
GC4	Asset Plan	Adopted in accordance with section 92 of the Act	✓	17/06/2025	The Asset Plan 2025-35 prepared in accordance with the <i>Local Government Act 2020</i> , was adopted by Council on 17/06/2025.
GC5	Revenue And Rating Plan	Adopted in accordance with section 93 of the Act	✓	17/06/2025	The Revenue and Rating Plan 2025 was adopted by Council on 17/06/2025
GC6	Annual Budget	Budget adopted in accordance with section 94 of the Act	✓	17/06/2025	Following extensive community engagement, the 2025-26 annual budget, fees and charges and declaration of rates and charges was adopted by Council on 17/06/2025.
GC7	Risk Policy	Current policy in operation	✓	18/06/2024	The Risk Management Policy was adopted by Council 18/06/2024.
GC8	Fraud Policy	Current policy in operation	✓	17/10/2023	The Fraud and Corruption Control Policy was adopted by Council 17/10/2023.
GC9	Municipal Emergency Management Plan	Municipal Emergency Management Planning Committee (MEMPC)	✓	30/05/2023	The 2023-2026 Municipal Emergency Management Plan was adopted in May 2023. Four Strathbogie Municipal Emergency Management Planning Committee meetings were held in 2024-25 with a minimum of two additional Council staff attending each meeting excluding the Chair. On two occasions three Council staff attended in addition to the Chair.
GC10	Procurement Policy	Adopted in accordance with section 108 of the Act	✓	20/08/2024	The Procurement Policy and Procedure was adopted by Council on 20/08/2024.

Metric Code	Governance and Management Item	Status	In place?	Date	Supporting Comments
GC11	Business Continuity Plan	Current plan in operation	✓	20/04/2021	The Business Continuity Plan was adopted 20/04/21 and in the process of review. The Business Continuity Management Policy was adopted by Council on 15/04/2025.
GC12	Disaster Recovery Plan	Current plan in operation	✓	31/07/2022	The Disaster Recovery Plan was updated in July 2022. Council have engaged a Managed Service Provider for the ICT Disaster Recovery systems. Council maintain an average Recovery Point Objective of 15 seconds. Six monthly testing is undertaken, the most recent test being undertaken on 22/05/2024.
GC13	Complaint Policy	Policy developed in accordance with section 107 of the Act	✓	13/12/2022	The Complaints Policy was adopted by Council on 13/12/2022.
GC14	Workforce Plan	Policy developed in accordance with section 46 of the Act	✓		The workforce plan was developed in 2021 and is due for renew in 2025.
GC15	Payment of Rates and Charges Hardship Policy	Current policy in operation	✓	16/07/2024	The Rates Payment and Collection Policy and Procedures was adopted by Council on 16/07/2024.
GC16	Risk Management Framework	Current framework in operation	✓	18/06/2024	The Risk Management Framework was adopted by Council on 18/06/2024.
GC17	Audit And Risk Committee	Established in accordance with section 53 of the Act	✓	10/12/2024	The Audit and Risk Committee was established in 1997. Following the 2020 general council elections the Audit and Risk Committee was reconstituted as an Audit and Risk Committee on 25/08/2020. The Audit and Risk Charter is reviewed annually and was adopted by Council on 10/12/2024.
GC18	Internal Audit	Internal auditor engaged	✓	11/12/2024	Council appointed internal auditors RSD Audit on 1/09/2023 and their contract is valid until 31/08/2026.
GC19	Performance Reporting Framework	Current framework in operation	✓		Indicators are established through the adoption of the 2025-2029 Council Plan. The Annual 2024-2025 Financial Statements and 2024-2025 Performance Statement and Governance Management Checklist has been completed and audited by VAGO.
GC20	Council Plan Report	Current report	✓	17/06/2025	The 2025-29 Council Plan was adopted on 17 June 2025. The 2025-29 Council Plan Action Plan requires twice yearly reporting to Council against the Action Plan. The first report is due October 2025.

Metric Code	Governance and Management Item	Status	In place?	Date	Supporting Comments
GC21	Quarterly Budget Reports	Quarterly reports presented to Council in accordance with section 97(1) of the Act	✓	30/06/2025	Quarterly budget reports are made to Council: Financial Report September 2024: Financial Report December 2024: March 2025: June 2025.
GC22	Risk Reporting	Risk reports prepared and presented	✓	30/06/2025	The Strategic Risk Register is reported quarterly to the Audit and Risk Committee (6/09/2024, 29/11/2024, 28/02/2025, 6/06/2025), and to Council meetings for endorsement of Audit and Risk Committee meeting minutes.
GC23	Performance Reporting	Performance reports prepared	✓	18/02/2025	A mid-year budget was prepared for Council for the period ending December 2024 (noted by Council February 2025) and Annual Financial Statements for the period ending 30 June 2024. The biannual reviews of the 2021-2025 Council Plan were adopted by Council in February 2025 and final 2021-25 Council Plan Action Plan report due for adoption by Council July 2025.
GC24	Annual Report	Annual report presented at a meeting of Council in accordance with section 100 of the Act	✓	15/10/2024	The 2023-2024 Annual Report was adopted by Council 15/10/2024.
GC25	Councillor Code of Conduct	Code of conduct reviewed and adopted in accordance with section 139 of the Act	✓	26/10/2024	The Model Councillor Code of Conduct was legislated in October 2024 - <i>Local Government Act 2020</i> .
GC26	Delegations	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	✓	30/06/2025	Delegations and Authorisations are reviewed biannually in January and July each year. Delegations were reviewed and updated in July 2024 and March 2025. A register of the Delegations and Authorisations is available on Council's website.
GC27	Meeting Procedures	Governance Rules adopted in accordance with section 60 of the Act	✓	20/08/2024	The Governance Rules were adopted by Council on 20/8/2024.

Audit and Risk Committee

The Audit and Risk Committee has been appointed by Council in accordance with section 53 of the *Local Government Act 2020*.

Its role is to provide independent oversight to monitor the effectiveness of Council in carrying out the responsibilities for accountable financial management, abiding by the governance principles outlined in the Act, maintenance of an effective system of internal control, maintenance of an effective risk management framework and fostering a transparent environment within which Council operates.

The Committee has prepared and adopted a Workplan in accordance with the requirements of section 54 of the *Local Government Act 2020*. This detailed plan assists the Committee with ensuring it discharges all its responsibilities under the Act and that a broad range of Council operations and policy frameworks are scrutinised over the three-year life of the workplan. The key pillars of the work plan are actions to:

- Monitor the compliance of Council policies and procedures with the overarching governance principles and the *Local Government Act 2020* and the regulations and any ministerial directions
- Monitor Council financial and performance reporting
- Monitor and provide advice on risk management and fraud prevention systems and controls
- Oversee internal and external audit functions
- Monitor internal controls
- Monitor compliance with relevant laws and regulations.

The table right shows Independent Committee Member and Council Representatives attendances at Audit and Risk Committee meetings 1 July 2024 to 30 June 2025.

The Audit and Risk Committee met five times during 2024-25. Key achievements include:

- Overview of the 2024-25 Financial Statement, Performance Statement and Annual Report preparations
- Input into the preparation and review of the 2025-26 draft budget, draft capital works program and draft fees and charges
- Overview and monitoring of the 2024-25 external audit program
- Reviewed the actions relating to the 2022-27 Climate Change Action Plan
- Reviewed and made recommendations relating to the Governance Rules, Audit and Risk Charter and Council Policies
- Reviewed the results of the 2023-24 Audits: Local Government Report and endorsed the recommendations from the report
- Reviewed Council's asset management and valuation process.

Audit and Risk Committee Meetings

Member	September 2024	November 2024	February 2025	April 2025	June 2025
Paul Ayton Chair Independent Member	Yes	Yes	Yes	Yes	Yes
Sophie Lukeis Independent Member	Yes	Yes	No	Yes	Yes
Alister Purbrick AM Independent Member	Yes	Yes	Yes	Yes	Yes
John Tanner AM Independent Member	Yes	Yes	Yes	Yes	Yes
Administrator Peter Stephenson Council Administrator to 26 October 2024	Yes	N/A	N/A	N/A	N/A
Cr Claire Ewart-Kennedy Councillor Representative from 19 Nov 2024	N/A	Yes	Yes	Yes	Yes
Cr Clark Holloway Councillor Representative from 19 Nov 2024	N/A	Yes	Yes	Yes	Yes
Crowe (Australasia) External Auditors - VAGO Agent representative	Yes	No	Yes	No	Yes
RSD Audit Representative(s) Internal Auditors	Yes	Yes	Yes	No	Yes

Internal Audit

Council's internal audit function provides independent and objective assurance that ensure appropriate processes and controls are in place. The function is resourced by an external provider – RSD Audit.

A risk based three-year Internal Audit Plan is reviewed, revised and approved annually by the Audit and Risk Committee to ensure that the audit resources remain focussed on the appropriate areas.

The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes and management input.

The following internal audits were finalised in 2024-25:

- Infrastructure (Civil) Asset Management
- Project Management (including management of projects)
- Cyber Security
- Occupational Health and Safety
- Payroll.

External Auditors

Strathbogie Shire Council is externally audited by the Victorian Auditor General.

For the 2024-25 year, the annual external audit of Council's Financial Statements and Performance Statement was conducted by Crowe (Australasia) as agents for the Victorian Auditor General's Office.

The external auditors attend Audit Committee meetings during the year to present the annual Audit Plan and Independent Audit Reports. The external audit management letter and responses are provided to the Audit Committee.

Documents Available for Public Inspection

Council is committed to achieving the public interest principles set out in section 58 of the *Local Government Act 2020*, which are:

1. Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act
2. Council information must be publicly available unless:
 - a. the information is confidential by virtue of this Act or any other Act; or
 - b. public availability of the information would be contrary to the public interest
 - c. Council information must be understandable and accessible to members of the municipal community
 - d. public awareness of the availability of Council information must be facilitated. Council's Public Transparency Policy outlines our aim to provide ease of access to as much Council held information as possible, while not breaching privacy legislation.

Council is committed to transparent decision making and involving our community in making those decisions. We understand that our community needs access to a wide range of information to enable people to participate in the wide range of decision making and community engagement processes we undertake.

We also know that promoting awareness across the community as to the availability of Council information is an important part of this engagement process. The objectives of this policy are to promote:

- accountability around how Council is allocating and spending public money
- increased confidence and trust in the community through greater understanding and awareness
- enhanced involvement in Council's decision-making process by the community in line with our Community Engagement Strategy and Policy
- greater clarity in Council's decision-making processes
- improved Council's performance and service delivery to our community
- access to information that is current, reliable, easily accessible and disseminated in a timely manner
- the protection of information that is identified as being sensitive or confidential under the Act and other legislation.

A range of information is available for public inspection on Council's website or upon request at the Euroa Customer Service Centre at 109A Binney Street Euroa in accordance with Council's Public Transparency Policy including:

- copies of local laws under section 75 of the *Local Government Act 2020*
- a register of conflicts of interest declared by Councillors and Executive Officers at Council meetings
- summary of personal interests for Councillor and Officers under section 135 of the *Local Government Act 2020*
- a register of election campaign donations
- details of current allowances fixed for the Mayor and Councillors

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by Councillor or any member of Council staff in the previous 12 months
- details of total annual remuneration for all senior officers in respect of the current and previous financial year, including ranges set out as specified and the number of senior officers within those ranges
- minutes of ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- a register of delegations kept under sections 87(1) and 98(4) of the Act
- details of all property, finance and operating leases involving land, buildings, plant or vehicles entered into by the Council as lessor or lessee, including the name of the other party to the lease, the terms and the value of the lease
- a register of Authorised Officers maintained under section 224(1A) of the Act
- a list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant
- a list of contracts for services and goods valued at \$150,000 or more and contracts for works valued at \$200,000 or more, which Council has entered into without first engaging in a formal competitive process and which are not contracts which are referred to in section 186(5) of the Act.

Members of the public can request to view these registers at our Binney Street head office during business hours (where the information is not available on Council's website) by contacting the Governance Officer on 1800 065 993 (toll free) or by emailing info@strathbogie.vic.gov.au.

Maximising Value for Money

Council must adopt a procurement policy that outlines the principles, processes and procedures around the purchase of goods, services and commissioning of works by Council. Council adopted the Procurement Policy on 21 November 2023.

The Policy is consistent with the requirements of section 108 of the *Local Government Act 2020* and is based on the following objectives, which are to:

- seek to promote open and fair competition and provide Value for Money
- provide clear guidelines to the Council to allow consistency and control over procurement activities
- demonstrate accountability to ratepayers and residents
- provide guidance on ethical behaviour in public sector procurement
- demonstrate the application of best practice in procurement activities
- demonstrate the consideration of sustainability in procurement with respect to social, economic and environmental factors
- increase the probability of obtaining the best outcome for the municipal community when procuring goods and services
- seek to undertake collaborative procurement with other councils.

Council's Procurement Policy is based on the principles of:

- **Integration with Council Strategy** – Supporting the aims and objectives of Council's current Council Plan and demonstrating responsible financial management must be applied to all procurement activities.
- **Value for Money** – Centred on obtaining the best quality and value for the price and ensuring that the quality of the goods and services meets Council's criteria with regards to policy, performance, risk, and cost constraints. Therefore, value for money does not necessarily mean the cheapest price.
- **Benefit to the Community** – Council will consider opportunities to sustain local employment, so when different products are of comparable price and quality, products having more local content will be given precedence.
- **Environmental Sustainability** – Council will give preference to goods, services and works that will advance the use of resources having higher recycled or reused content and which are responsibly sourced. A whole life cycle cost consideration will also be given to these products in terms of the impact on the environment throughout the entire life cycle.
- **Fair And Honest Dealing** – All prospective contractors, consultants and suppliers will be afforded an equal opportunity to submit a tender or quote. Impartiality must be maintained throughout the procurement process.
- **Probity, Accountability and Transparency** – Means being able to justify and provide evidence of the process followed so an independent third party must be able to see clearly that a process has been followed and that the process was fair and reasonable.

Contracts

Council takes its obligations under the *Local Government Act 2020* in relation to maximising value for money through competitive processes seriously. No contracts for \$200,000 or more for works of a kind specified in section 186(5)(a) and (c) of the *Local Government Act 2020* were entered into without initial attempts to engage suitable suppliers via a public a competitive process.

Municipal Public Health and Wellbeing Plan

To provide a streamlined and embedded commitment to supporting health and wellbeing, the Municipal Public Health and Wellbeing Plan, a requirement under the *Public Health and Wellbeing Act 2008*, was integrated into the 2021-2025 Council Plan.

The Health and Wellbeing Action Plan 2021-25 was developed to set out the actions Council would undertake during this time to protect, improve, and promote public health and wellbeing in Strathbogie Shire. We have monitored progress through annual reviews and as part of the Council's integrated planning and performance reporting process.

The Health and Wellbeing Action Plan 2021-25 has been finalised with 97% of actions supporting the seven key themes being either completed or in progress. Access and inclusion across the life stages have been promoted throughout Health and Wellbeing Action Plan 2021-25 supported by the Community Funding, Youth, and capital works programs, and the delivery of Maternal and Child Health services and programs.

Disability Action Plan

In accordance with section 38 of the *Disability Act 2006*, Council has to prepare a Disability Action Plan. Council must report on the implementation of this plan in its Annual Report. Council has incorporated the Disability Action Plan into the Municipal Public Health and Wellbeing Plan.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan every four years. The Domestic Animal Management Plan outlines how Council will manage domestic animals within the municipality and ensure compliance with the Act and the Domestic Animal Regulations 2015.

In August 2024, Council noted the annual progress report for the 2021-2025 Domestic Animal Management Plan, which continues to guide delivery of animal management services.

Council also commenced the development of the 2026-2029 Domestic Animal Management Plan. This work will include broad community engagement to ensure the plan reflects local needs and supports responsible pet ownership, animal welfare, and public safety across the Shire.

Food Act Ministerial Directions

Food Act Ministerial Directions In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report.

No such Ministerial Directions were received by Council during the 2024-25 financial year.

Road Management Act Ministerial Direction

In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its Annual Report.

No such Ministerial Directions were received by Council during the 2024-25 financial year.

Freedom of Information

In accordance with section 7(4AA) (a) and 7(4AA) (b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in its annual report and on its website, about information made available to the public.

In accordance with our Public Transparency Policy, we will try and release as much information as possible without the need to lodge a Freedom of Information request. However, where information is requested contains personal information or information from third parties, a freedom of information request will need to be lodged. This is because the *Freedom of Information Act 1982* requires us to consult with people about the release of their information.

Access to documents may be obtained through written request to the Freedom of Information Officer by making an application in writing and by email. To make it easy for our community to lodge a request, an online form can be accessed on our website at Freedom of Information Request – Strathbogie Shire.

All applications must be addressed to the Freedom of Information Officer and be accompanied by the application fee (which may be waived by Council in certain circumstances) and needs to be clear about what information is being requested.

Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges). Further information regarding Freedom of Information can be found on the Strathbogie Shire Council website.

During 2024-25, Eleven (11) Freedom of Information requests were received:

- Access to information was granted in part for three (3) applications in this reporting year
- Three (3) requests were not processed
- No documents existed for two (2) applications
- Access was denied in full in three (3) instances as the information was outside of the Act.

Public Interest Disclosures

In accordance with section 69 of the *Protected Disclosure Act 2012* a council must include in their annual report information about how to access the procedures established by the Council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosures complaints investigated during the financial year. Council is a Nominated Agency under the *Public Interest Disclosures Act 2012* with the power to receive disclosures relating to its employees, contractors, Council registered volunteers, Council appointed committee members or Councillors.

The Act requires Council to appoint a Public Interest Disclosure Coordinator and to set out clear policies and procedures for the receipt and referral of public interest disclosures to the relevant authority for further investigation. Council adopted its Public Interest Disclosures Policy in April 2025.

Council takes its obligations as a Nominated Agency very seriously. While we are unable to determine the outcome of a public interest disclosure, we play a vital role in the receipt of complaints and provision of information for consideration by other bodies such as the Independent Broad-based Anti-Corruption Commission, the Victorian Inspectorate and the Integrity and Oversight Committee.

Council also wishes to assure anyone lodging, or thinking of lodging, a public interest disclosure that they will be dealt with in a confidential and supportive manner in accordance with the requirements of the Act.

We will also protect the confidentiality and welfare of others involved in any investigation as the welfare of all those involved in the matter is of paramount importance to us. We will deal with any disclosure expeditiously and as a matter of operational priority.

Our policy and procedures apply to all Strathbogie Shire Council employees, Councillors and members of Council appointed committees are designed to ensure:

- Council meets its legislated obligations under the *Public Interest Disclosures Act 2012* in relation to the receipt, initial assessment and any subsequent referral of a public interest disclosure to IBAC or another investigative entity
- that Council employees and the community are provided with clear and consistent advice as to how a disclosure can be made, how it will be assessed and referred to an investigative entity if need be
- that a culture is created across the organisation that encourages and values the reporting of suspected improper conduct, detrimental action or corruption
- that operational priority is given to the receipt, assessment and referral of any public interest disclosure

- that a consistent and effective system is in place for the receipt and initial assessment of all disclosures made to Council
- that robust and consistent procedures are in place to protect the confidentiality and safety of the person making the public interest disclosure
- that the person making the public interest disclosure is kept informed of the progress of their complaint, is supported throughout the process and that no reprisals will result from them making the disclosure
- that processes are in place to protect the confidentiality and wellbeing of the person(s) whom are the subject of the disclosure and those cooperating with any investigation into the matter.

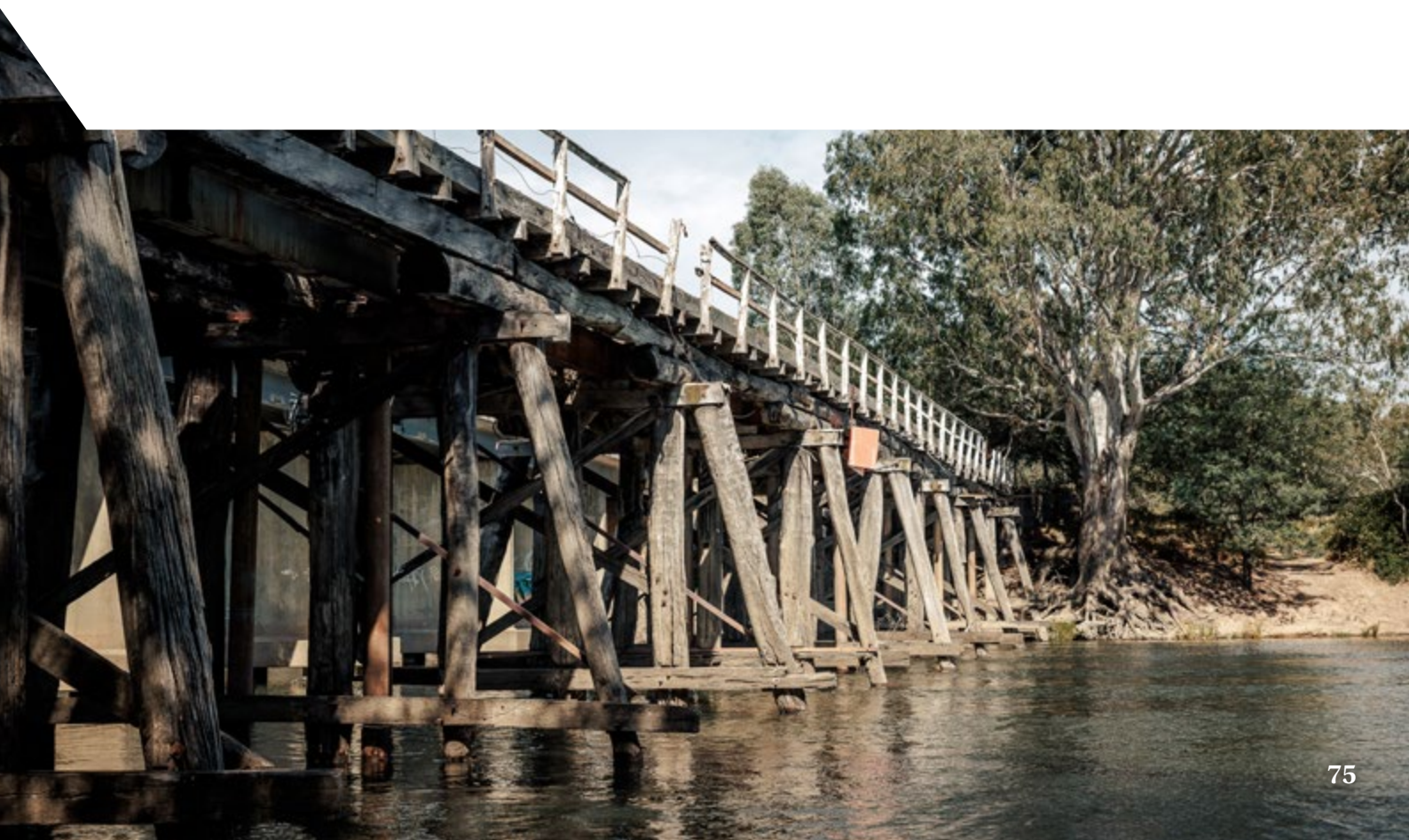
There was one public interest disclosures received by officers appointed to receive disclosures, or by the Independent Broad-based Anti-Corruption Commission (IBAC) during 2024-25.

Further information about how to make a public interest disclosure can be obtained confidentially by contacting Council's Public Interest Disclosure Coordinator, Director People and Governance.

Alternatively, disclosures can be made directly to IBAC at www.ibac.vic.gov.au or through the Office of the Victorian Ombudsman at www.ombudsman.vic.gov.au.

Infrastructure and Development Contributions

Council reported \$92,000.00 open space contributions from developers during the 2024-25 financial year.

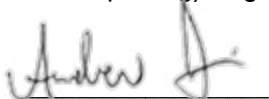


Performance Statement



Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.



Andrew Davis

Chief Financial Officer

Dated: 23 September 2025

In our opinion, the accompanying performance statement of the Strathbogie Shire Council for the year ended 30 June 2025 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

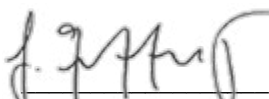
We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this performance statement in its final form.



Claire Ewart-Kennedy

Mayor

Dated: 23 September 2025



Scott Jeffery

Deputy Mayor

Dated: 23 September 2025



Rachelle Quattrocchi

Chief Executive Officer

Dated: 23 September 2025

Independent Auditor's Report

To the Councillors of Strathbogie Shire Council

Opinion	I have audited the accompanying performance statement of Strathbogie Shire Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Strathbogie Shire Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
29 September 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

1. Description of Municipality

Strathbogie Shire is a large rural municipality situated in central Victoria, encompassing an area of 3,300 square kilometres and home to 11,455 residents. Around 80% of total land is used for agricultural and farming purposes, which is the primary driver of the local economy.

The Shire is strategically located approximately 125 kilometres north of Melbourne's CBD and is surrounded by the key regional centres of Bendigo, Shepparton, Seymour and Wangaratta, which provide access to employment, services and amenity for its residents. Accessibility is provided via major transport routes, including the Hume Freeway and Goulburn Valley Freeway, in addition to rail transport and Mangalore Regional Airport, which is an advantage for industry and the community.

The Shire has several key townships spread across the Shire that support residents, visitors, businesses and rural industries, including Euroa and Nagambie. These are complemented by smaller communities including Avenel, Violet Town and Strathbogie.

The municipality provides a diverse range of natural assets that contribute to resident and visitor amenity. These include the Strathbogie Ranges to the east and the Goulburn River to the west, which includes Lake Nagambie and its surrounding amenities. These assets support nature-based and outdoor recreation including cycling, walking, water sports and fishing.

2. Service Performance Indicators

For the year ended 30 June 2025

	2022	2023	2024	2025		
	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	1.64	0.75	1.22	N/A	1.57	A new scanning process was implemented in 2024/2025 which has improved capturing of attendance. All facilities also saw an increase in user group bookings most notably school swimming carnivals.
Animal Management Health and Safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	0%	0%	0%	N/A	0%	There has been no Animal Management Prosecutions in the reporting period. Council continues to prioritise education, early intervention, and voluntary compliance as the most effective methods for managing animal related matters within the community. No matters escalated to a severity that required prosecution, and therefore legal action was not warranted during this time.
Food Safety Health and Safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	0%	0%	N/A	0%	There has been nil critical and major non-compliance outcome notifications during the reporting period.
Governance Satisfaction <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with the consultation and engagement efforts of Council]	52	50	44	57	50	There has been an increase in satisfaction with community consultation and engagement since the last reporting period. This improvement suggests that efforts to improve communication and involvement with the community are being well-received and are having a positive impact.
Libraries Participation <i>Library membership</i> [Percentage of the population that are registered library members] x100	N/A	N/A	36.52%	N/A	31.25%	Library membership decreased in the 2024-25 reporting period due to changes in how School online memberships were recorded.

	2022	2023	2024	2025		
	Actual	Actual	Actual	Target as per budget	Actual	
Maternal and Child Health Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	69.47%	69.46%	71.01%	N/A	71.37%	Participation in MCH services have remained steady and on a par with the previous reporting period.
Maternal and Child Health Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	66.67%	73.33%	80.77%	N/A	62.07%	There has been a decrease in participation in the MCH service by Aboriginal children. This is due to the age of this cohort being older than 18 months and having less scheduled key age and stage visits during the reporting period.
Roads Condition <i>Sealed local roads below the intervention level</i> [Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal]	99.91%	98.87%	99.93%	99.90%	80.84%	Accelerated deterioration of Council managed sealed roads is being experienced, possibly as a result of delayed impact of extreme weather events. A full reassessment of roads is planned for 2025/2026.
Statutory Planning Service Standard <i>Planning applications decided within the relevant required time</i> [percentage of planning application decisions made within the relevant required time]	78.25%	75.42%	89.19%	88.00%	83.84%	Planning applications decided within timeframes remains steady and within target range.
Waste Management Waste Diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	70.72%	70.80%	70.74%	71.00%	68.59%	Waste diverted from landfill remains steady and is within the target range.

3. Financial Performance Indicators

For the year ended 30 June 2025

	2022	2023	2024	2025		2026	2027	2028	2029	
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Efficiency Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,597.77	\$4,919.81	\$4,818.75	\$4,595.00	\$4,856.87	\$4,691.26	\$4,650.15	\$4,682.97	\$4,775.84	
Revenue level <i>Average rate per property assessment</i> [Sum of all general rates and municipal charges / Number of property assessments]	\$2,156.43	\$2,249.41	\$2,373.38	N/A	\$2,475.98	\$2,555.86	\$2,626.09	\$2,691.71	\$2,758.98	
Liquidity Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	232.08%	230.80%	202.03%	136.00%	264.80%	97.17%	118.29%	144.06%	165.22%	At the end of 2024/25, there are slightly higher current assets, and slightly lower current liabilities (trade and other payables and trust funds), that are contributing to this ratio improving. Current assets are positively impacted by the early receipt of 50% of the Financial Assistance Grants.

	2022	2023	2024	2025		2026	2027	2028	2029	
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	-85.07%	-7.93%	50.16%	N/A	149.59%	47.06%	67.84%	93.51%	115.00%	At the end of 2024/25, there are slightly higher current assets (and lower restricted assets), and slightly lower current liabilities (trade and other payables and trust funds), that are contributing to this ratio improving. Current assets are positively impacted by the early receipt of 50% of the Financial Assistance Grants.
Obligations Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	0.92%	16.82%	15.02%	N/A	13.44%	12.30%	11.34%	10.28%	9.22%	No new borrowings during the 2024/25 year. Decrease reflects ongoing loan repayments. Funds for Violet Town Landfill rehabilitation work and truck wash capital projects were borrowed at the end of the 2022/23 financial year. Decrease in forecast years is due to no new proposed borrowings in the 2025/26 Council budget.
Obligations Loans and borrowings <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.51%	0.50%	1.93%	N/A	1.41%	1.37%	1.35%	1.31%	1.28%	No new borrowings during the 2024/25 year. Decrease reflects lower loan and borrowing repayments compared to the prior year. Funds for Violet Town Landfill rehabilitation work and truck wash capital projects were borrowed at the end of the 2022/23 financial year. Decrease in forecast years is due to no new proposed borrowings in the 2025/26 Council budget.
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	10.15%	21.88%	18.62%	N/A	16.97%	15.91%	14.86%	13.88%	12.78%	

	2022	2023	2024	2025		2026	2027	2028	2029	
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Asset renewal and upgrade <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x100	75.62%	135.43%	144.53%	173.00%	108.33%	195.94%	104.44%	103.29%	101.92%	This ratio has decreased in 2024/25, due to lower amounts of upgrade expenditure, due to a lower level of grant funded capital works, including flood recovery funding, and LRCIP program funding.
Operating position Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	11.07%	0.77%	-25.94%	N/A	5.18%	4.94%	0.66%	1.44%	1.64%	There has been an improved ratio in 2024/25 due to the higher level of Financial Assistance Grants received in the current year. Council forecasts aim to maintain this ratio in the positive range in future years.
Stability Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	62.81%	53.68%	72.66%	66.00%	56.76%	60.56%	64.77%	65.33%	65.46%	The decrease in 2024/25 is due to the timing of Financial Assistance Grants in 2024/25, which were much higher than 2023/24 and included a prepayment of 50% of the 2025/26 grant. The usual outcome is forecast to be in the range of 60 to 65% in future years.
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.39%	0.40%	0.33%	N/A	0.33%	0.33%	0.33%	0.33%	0.33%	

4. Sustainable Capacity Indicators

For the year ended 30 June 2025

	2022	2023	2024	2025	
	Actual	Actual	Actual	Actual	
Population <i>Expenses per head of municipal population</i>	\$2,628.01	\$3,436.34	\$3,329.59	\$3,358.31	
Population <i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$26,428.49	\$28,448.16	\$30,237.97	\$36,804.12	There has been an increase in this measure as a result of the revaluations to a number of Council's infrastructure asset classes in response to the amendments to the AASB 13 accounting standard that took effect in the current reporting period. The fair value of Council's infrastructure assets increased by \$80 million.
Population <i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	5.29	5.20	5.28	5.35	
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$2,039.13	\$2,159.59	\$2,199.95	\$2,238.49	
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$826.99	\$910.94	\$236.48	\$1,107.89	The increase in 2024/25 is due to the timing of receipt of Financial Assistance Grants in 2024/25, which were much higher than 2023/24 and included a prepayment of 50% of the 2025/26 grant.
Disadvantage <i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	4.00	4.00	4.00	4.00	Auto populated from the Victorian SEIFA index figure Socio-Economic indexes for Areas (SEIFA), Australia, 2021, Australian Bureau of Statistics.
Workforce turnover <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	29.0%	26.2%	16.0%	14.8%	

5. Notes to the Accounts

5.1 Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's community satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the Local Government (Planning and Reporting) Regulations 2020. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year, and the results forecast for the period 2025-26 to 2028-29 by the Council's Financial Plan.

The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2 Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the <i>Aboriginal Heritage Act 2006</i>
adjusted underlying revenue	means total income other than: • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and • contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the <i>Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

5.3 Other Matters

Overview of 2025

For part of the 2024-2025 reporting period, Strathbogie Shire Council remained under Administration. In December 2023, Strathbogie Shire Council was suspended for the remainder of its term, and an interim administrator (Mr Peter Stephenson) was appointed in response to the Municipal Monitors final report. The suspension applied to all members of Strathbogie Shire Council and took effect from Wednesday, 6 December 2023 until the end of the council term, October 2024.

On 7 March 2024, the Minister for Local Government, the Hon Melissa Horne MP (the Minister) announced the re-appointment of Mr Peter Stephenson as the Administrator for Strathbogie Shire Council effective from 7 March 2024 until 6.00am on the day of the October 2024 Council elections, this was to ensure continuity of leadership, functions and duties of the council.

Following the Council election, a new councillor group was elected and officially sworn in on 12 November 2024. The councillor group underwent an intense and diligent induction, to achieve high levels of teamwork, good governance, accountability, transparency, efficiency, representation and inclusion for our municipal community.

Pursuant to section 179(2) of the *Local Government Act 2020* (the Act), in November 2024, the Minister for Local Government provided notice of the appointment of Ms Marg Allan as Municipal Monitor to Council. The appointment effective from 6 November 2024 to 6 November 2025.

Ms Allan has been a positive influence and has provided supportive, steadying and reassuring advice and mentoring to the Councillor group, and the Councillors have reciprocated by seeking Ms Allan out for one-on-one mentoring as required.

The new council group appointed Rachelle Quattrocchi as the new permanent Chief Executive Officer (CEO) in July 2025. Rachelle brings over 25 years of experience in local government, with a strong background in strategic leadership, community engagement, and service delivery.

With the support of the new Councillor group, CEO, Council Staff and the Municipal Monitor, Strathbogie Shire Council has achieved great strides towards improving governance and accountability and regaining the trust of our community.

Report of Operations

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

Service / indicator / measure	2022	2023	2024	2025	Comments
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	0.00	0.00	1.00	1.75	There has been a 75% increase in inspections. A total of 7 health inspections were completed. This included 4 standard pool inspections (1 visit per pool), 2 follow up inspections and 1 complaint inspection.
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities/Population]	1.64	0.75	1.22	1.57	A new scanning process was implemented in 2024-2025 which has improved capturing of attendance. All facilities also saw an increase in user group bookings most notably school swimming carnivals.
Service cost					
Cost of aquatic facilities [Direct cost of aquatic facilities less income received/Number of visits to aquatic facilities]	\$19.06	\$37.21	\$46.01	\$29.42	There have been lower costs for the 2024-25 reporting period, however higher usage, contributing to the materiality variance.
Animal Management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests/Number of animal management requests]	1.50	1.50	3.34	2.32	There was a notable decrease due to improved internal processes, improved triaging, clearer assessment criteria which resulted in efficient handling of service requests.
Service standard					
Animals reclaimed [Number of animals reclaimed/Number of animals collected] x100	86.27%	67.86%	76.04%	62.82%	There's been a drop in animals reclaimed, likely linked to cost-of-living pressures making it harder for some owners to cover associated fees.
Animals reclaimed [Number of animals reclaimed/Number of animals collected] x100	11.76%	6.25%	26.09%	68.97%	There was a significant increase in the number of animals rehomed compared to the previous year. This uplift is largely due to Strathbogie Shire now operating its own pound facility and managing the rehoming process internally. In the previous year, rehoming numbers were lower as the facility had only recently opened, limiting capacity and processes were still being established.

Service / indicator / measure	2022	2023	2024	2025	Comments
Service cost <i>Cost of animal management service per population</i> [Direct cost of the animal management service/ Population]	\$10.91	\$11.02	\$15.60	\$14.82	The costs slightly reduced this year, with a full year of operating the Pound facility in house. This allowed for greater control over expenses, with a conscious focus on purchasing and improving service efficiency.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/Number of animal management prosecutions] x100	0.00%	0.00%	0.00%	0.00%	There has been no Animal Management Prosecutions in the reporting period. Council continues to prioritise education, early intervention, and voluntary compliance as the most effective methods for managing animal-related matters within the community. No matters escalated to a severity that required prosecution, and therefore legal action was not warranted during this time.
Food Safety					
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints/ Number of food complaints]	8.00	4.33	2.20	2.25	
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> /Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100 <i>Food safety samples</i> [Number of food samples obtained / Required number of food samples] x100	77.45%	32.41%	66.98%	71.43%	
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$478.50	\$540.45	\$841.77	\$999.60	This improvement reflects the outcome of employing an additional part-time Environmental Health Officer throughout 2024 to support food sampling collection. A full year of an additional part time EHO salary costs, as well as higher food sampling expenses due to an increase in the number of samples collected.

Service / indicator / measure	2022	2023	2024	2025	Comments
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	0.00%	0.00%	0.00%	There has been nil critical and major non-compliance outcome notifications during the reporting period.
Governance					
Transparency <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100	1.00%	0.45%	1.49%	1.79%	There has been a 20% increase in council decisions made at meetings closed to the public since last year, this is due to items requiring consideration as confidential business. These items are included in Council Agendas supported by Confidential Business Certificates.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	52.00	50.00	44.00	50.00	There has been an increase in satisfaction with community consultation and engagement since the last reporting period. This improvement suggests that efforts to improve communication and involvement with the community are being well-received and are having a positive impact.
Attendance <i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) x (Number of Councillors elected at the last Council general election)] x100	92.86%	88.89%	99.05%	66.96%	There has been a 32% decrease in councillor attendance at meetings since last year. This is due to suspension of the Councillors of the Strathbogie Shire from 6 December 2023 to 6am on election day, 26 October 2024, during this time.

Service / indicator / measure	2022	2023	2024	2025	Comments
Service cost					
Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$50,380.71	\$59,354.43	\$66,226.29	\$64,264.00	
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	51.00	47.00	37.00	46.00	There has been a 24% increase in satisfaction with council decisions since last year. This improvement suggests that efforts to improve transparency and communication with the community are being well-received and are having a positive impact.
Libraries					
Resource currency					
Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	53.19%	53.42%	156.13%	62.84%	The recently purchased library collection items were incorrectly reported for the 2023-24 reporting period. The Actual figure for 2023-24 was 28,839 items. This being within the materiality threshold for 2024-25 decrease of 5.15%
Service cost					
Cost of library service per population [Direct cost of the library service / Population]	\$17.84	\$24.44	\$21.45	\$31.97	Increase in costs includes direct financial contribution to the Library corporation from Strathbogie Shire Council. In addition, direct rental costs have been incurred for the new Nagambie library premise during this reporting period.
Utilisation					
Loans per head of population [Number of library collection item loans / Population]	New	New	7.05	7.21	Mobile Library and HQ collection items are allocated equally between municipalities.
Participation					
Library membership [Number of registered library members / Population] x100	New	New	37%	31.25%	Library membership decreased in the 2024-25 reporting period due to changes in how School online memberships were recorded.
Library visits per head of population [Number of library visits / Population]	New	New	4.44	4.45	Australia Bureau of Statistics used - Population estimates by Local Government area.

Service / indicator / measure	2022	2023	2024	2025	Comments
Maternal and Child Health (MCH)					
Service standard					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	98.81%	100.00%	100.00%	100.00%	
Service cost					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$40.84	\$88.83	\$109.24	\$112.29	
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	69.47%	69.46%	71.01%	71.37%	Participation in MCH services have remained steady and on a par with the previous reporting period.
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	66.67%	73.33%	80.77%	62.07%	There has been a decrease in participation in the MCH service by Aboriginal children. This is due to the age of this cohort being older than 18 months and having less scheduled key age and stage visits during the reporting period.
Satisfaction					
Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	110.71%	94.94%	91.76%	110.34%	A 20.25 increase in the 4-week key age and stage visit is a result of new enrolments into the service. This is evidenced in Council's enrolment numbers with Council receiving 87 birth notifications but a total of 93 new enrolments for the reporting period. Also contributing to the percentage increase is the timing of births and the 4-week key age and stage visit, births occurring in June are having their 4 week visit in July crossing through to the next reporting period. When the data is extrapolated out over the 2023-2024 period and 2024-2025 period there are 172 birth notifications in total and 174 total attending 4-week key age and stage visits.

Service / indicator / measure	2022	2023	2024	2025	Comments
Roads					
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	24.00	34.96	25.09	17.41	This could be a reflection of the focus on Inland Rail whereby calls are sent directly to the project as opposed to Council.
Condition					
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.91%	99.87%	99.93%	80.84%	Accelerated deterioration Council managed sealed roads is being experienced, possibly as a result of delayed impact of extreme weather events. A full reassessment of roads is planned for 2025-2026.
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$32.92	\$37.61	\$89.35	\$36.82	This reduction represents the gains achieved as a result of the focused high volume of work completed.
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.82	\$4.77	\$4.24	\$5.61	Costs in this area, secured through tender, are rising across the industry, a reflection of increased material costs and increasing demand as a result of the big build.
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	47.00	45.00	40.00	39.00	The impact of extreme weather events, suspending normal operations and consuming resources, has meant that reactive maintenance is behind and will take time to catch up. In addition, many roads are showing signs of delayed reaction to flooding and saturation, e.g. breakdown of seals.

Service / indicator / measure	2022	2023	2024	2025	Comments
Statutory Planning					
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	71.00	91.00	90.50	57.00	This improvement reflects our commitment to delivering a more efficient and responsive planning service, giving residents, landowners, and businesses greater certainty and supporting local investment.
Service standard <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	78.25%	75.42%	89.19%	83.84%	Planning applications decided within timeframes remains steady and within the target range.
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,347.23	\$3,833.02	\$4,971.71	\$6,537.46	This is largely due to the complexity of applications and the need to resource the service adequately to maintain quality outcomes. Council remains committed to ensuring that the planning service is both sustainable and effective in meeting the needs of our growing community.
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	66.67%	100.00%	100.00%	0.00%	Only one matter went to VCAT for full merit hearing and VCAT did not support Council's decision in this case. We respect the process and will use the feedback to strengthen future planning decisions for our community. It is important to mention that two matters were resolved at VCAT via compulsory conference process to achieve good planning outcomes.

Service / indicator / measure	2022	2023	2024	2025	Comments
Waste Management					
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	2.31	6.11	7.97	12.43	It appears that the increase in missed bin reports over the past 12 months may be associated with the conclusion of the contract with Cleanaway. During this period, there has been a noticeable rise in service issues, which could suggest a shift in operational priorities or resourcing.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$112.13	\$143.94	\$91.40	\$138.24	It was discovered that there was an error in calculating this cost in the previous financial year which reported the cost lower than actual. The cost this year seems higher due to the incorrect figure last year.
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$137.56	\$172.42	\$152.10	\$152.36	
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	70.72%	70.80%	70.74%	68.59%	Waste diverted from landfill remains steady and is within the target range.

Financial Report



Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Andrew Davis, CPA
Principal Accounting Officer
Dated : 23 September 2025
Euroa

In our opinion, the accompanying financial statements present fairly the financial transactions of the Strathbogie Shire Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Cr Claire Ewart-Kennedy
Mayor
Dated : 23 September 2025
Euroa



Cr Scott Jeffery
Deputy Mayor
Dated : 23 September 2025
Euroa



Rachelle Quattrocchi
Chief Executive Officer
Dated : 23 September 2025
Euroa

Independent Auditor's Report

To the Councillors of Strathbogie Shire Council

Opinion	I have audited the financial report of Strathbogie Shire Council (the council) which comprises the: • balance sheet as at 30 June 2025 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

**Auditor's
responsibilities
for the audit of
the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
29 September 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2025

	Note	2025 \$	2024 \$
Income / Revenue			
Rates and charges	3.1	23,290,618	22,242,742
Statutory fees and fines	3.2	580,256	597,544
User fees	3.3	1,183,380	1,009,655
Grants - operating	3.4	12,504,280	3,153,394
Grants - capital	3.4	3,808,611	6,045,049
Contributions - monetary	3.5	1,227,761	249,754
Contributions - non monetary	3.5	-	24,988
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(505,570)	20,475
Share of net profits (or loss) of associates and joint ventures	6.2	10,437	1,764
Other income	3.7	1,164,328	1,599,372
Total income / revenue		43,264,101	34,944,737
Expenses			
Employee costs	4.1	14,116,840	13,569,178
Materials and services	4.2	16,148,870	16,859,935
Depreciation	4.3	7,537,007	7,103,026
Amortisation - intangible assets	4.4	107,486	80,450
Depreciation - right of use assets	4.5	170,432	261,761
Allowance for impairment losses	4.6	3,235	(3,313)
Borrowing costs	4.7	164,296	173,822
Finance costs - leases	4.8	10,125	18,706
Other expenses	4.9	610,761	487,063
Total expenses		38,869,052	38,550,628
Surplus/(deficit) for the year		4,395,049	(3,605,891)
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.1	80,203,490	23,193,445
Total other comprehensive income		80,203,490	23,193,445
Total comprehensive result		84,598,539	19,587,554

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	5.1	10,639,390	9,655,645
Trade and other receivables	5.1	5,981,606	4,696,976
Prepayments	5.2	486,305	631,291
Contract assets	5.1	1,710,338	2,228,093
Other assets	5.2	15,340	15,516
Total current assets		18,832,979	17,227,521
Non-current assets			
Trade and other receivables	5.1	8,602	12,426
Other financial assets	5.1	2,032	2,032
Investments in associates, joint arrangements and subsidiaries	6.2	270,925	260,487
Property, infrastructure, plant and equipment	6.1	469,688,491	388,157,289
Right-of-use assets	5.8	143,023	324,934
Intangible assets	5.2	168,623	228,812
Total non-current assets		470,281,696	388,985,980
Total assets		489,114,675	406,213,501
Liabilities			
Current liabilities			
Trade and other payables	5.3	2,505,894	3,376,405
Trust funds and deposits	5.3	859,578	1,057,889
Contract and other liabilities	5.3	881,689	850,028
Provisions	5.5	2,611,796	2,885,009
Interest-bearing liabilities	5.4	177,291	168,603
Lease liabilities	5.8	75,953	189,434
Total current liabilities		7,112,201	8,527,368
Non-current liabilities			
Trust funds and deposits	5.3	34,791	34,791
Provisions	5.5	1,353,437	1,382,392
Interest-bearing liabilities	5.4	2,993,765	3,171,056
Lease liabilities	5.8	78,259	154,212
Total non-current liabilities		4,460,252	4,742,451
Total liabilities		11,572,453	13,269,819
Net assets		477,542,222	392,943,682
Equity			
Accumulated surplus		128,461,461	124,158,467
Reserves	9.1	349,080,761	268,785,215
Total Equity		477,542,222	392,943,682

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the Year Ended 30 June 2025

	Note	Total \$	Accumulated Surplus \$	Revaluation Reserve \$	Other Reserves \$
2025					
Balance at beginning of the financial year		392,943,682	124,158,467	268,432,227	352,988
Surplus for the year		4,395,049	4,395,049	-	-
Net asset revaluation gain	6.1	80,203,490	-	80,203,490	-
Transfers to other reserves	9.1	-	(92,055)	-	92,055
		<u>477,542,222</u>	<u>128,461,461</u>	<u>348,635,717</u>	<u>445,043</u>
Balance at end of the financial year		477,542,222	128,461,461	348,635,717	445,043

		Total \$	Accumulated Surplus \$	Revaluation Reserve \$	Other Reserves \$
2024					
Balance at beginning of the financial year		373,356,128	127,849,568	245,238,782	267,778
Deficit for the year		(3,605,891)	(3,605,891)	-	-
Net asset revaluation gain	6.1	23,193,445	-	23,193,445	-
Transfers to other reserves	9.1	-	(85,210)	-	85,210
		<u>392,943,682</u>	<u>124,158,467</u>	<u>268,432,227</u>	<u>352,988</u>
Balance at end of the financial year		392,943,682	124,158,467	268,432,227	352,988

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2025

		2025	2024
		Inflows/ (Outflows)	Inflows/ (Outflows)
	Note	\$	\$
Cash flows from operating activities			
Rates and charges		22,532,417	21,316,483
Statutory fees and fines		493,280	97,918
User fees		1,180,145	1,012,968
Grants - operating		11,427,567	1,933,207
Grants - capital		4,518,390	4,979,375
Contributions - monetary		1,227,761	249,754
Interest received		414,225	826,431
Trust funds and deposits taken		2,822,403	2,351,680
Other receipts		953,530	1,089,572
Net GST refund		3,040,473	2,731,436
Employee costs		(14,279,535)	(13,490,938)
Materials and services		(19,539,338)	(23,311,057)
Trust funds and deposits repaid		(3,020,714)	(2,218,348)
Other payments		(610,760)	(487,063)
Net cash provided by/(used in) operating activities		<u>11,159,842</u>	<u>(2,918,581)</u>
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(9,688,946)	(11,792,450)
Payments for intangible assets		(47,297)	(114,986)
Proceeds from sale of property, infrastructure, plant and equipment		81,125	64,391
Proceeds from sale of investments		-	21,550,000
Net cash provided by/(used in) investing activities		<u>(9,655,118)</u>	<u>9,706,955</u>
Cash flows from financing activities			
Finance costs		(164,296)	(173,822)
Repayment of borrowings		(168,603)	(255,603)
Repayment of lease liabilities		(188,080)	(285,008)
Net cash provided by/(used in) financing activities		<u>(520,979)</u>	<u>(714,433)</u>
Net increase (decrease) in cash and cash equivalents		983,746	6,073,940
Cash and cash equivalents at the beginning of the financial year		9,655,645	3,581,705
Cash and cash equivalents at the end of the financial year		<u>10,639,390</u>	<u>9,655,645</u>
 Financing arrangements	 5.6		

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works For the Year Ended 30 June 2025

	Note	2025 \$	2024 \$
Property			
Buildings		1,526,513	1,184,773
Total property		<u>1,526,513</u>	<u>1,184,773</u>
Plant and equipment			
Plant, machinery and equipment		686,398	779,140
Fixtures, fittings and furniture		612,369	228,153
Intangible assets		47,297	114,986
Total plant and equipment		<u>1,346,064</u>	<u>1,122,279</u>
Infrastructure			
Roads		4,175,725	4,382,755
Bridges and culverts		338,900	1,958,650
Footpaths and cycleways		380,578	617,304
Drainage		278,808	331,461
Recreational, leisure and community facilities		165,737	1,294,678
Parks, open space and streetscapes		1,523,918	1,015,536
Total infrastructure		<u>6,863,666</u>	<u>9,600,384</u>
* Total capital works expenditure		<u>9,736,243</u>	<u>11,907,436</u>
Represented by:			
New asset expenditure		1,258,588	678,503
Asset renewal expenditure		6,504,230	6,673,174
Asset expansion expenditure		312,994	962,630
Asset upgrade expenditure		1,660,431	3,593,129
Total capital works expenditure *		<u>9,736,243</u>	<u>11,907,436</u>
* Reconciliation of Statement of Capital Works to Notes			
Additions as per Note 6.1 Property, Infrastructure, Plant and Equipment		9,688,946	
Additions as per Note 5.2 (b) Intangible assets		47,297	
Total capital works expenditure		<u>9,736,243</u>	

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 1 OVERVIEW

Introduction

The Strathbogie Shire Council was established by an Order of the Governor in Council on 18 November 1994 and is a body corporate. The Council's main office is located at the corner of Binney and Bury Streets, Euroa, Victoria 3666.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

1.2 Impact of emergencies and natural disasters

Council continued its recovery works into the 2024/25 financial year from previous natural disaster events – storm/minor flood events in December 2023/January-February 2024 and the flood event in October 2022. Council has noted the following significant impacts on its financial operations:

- Council spent \$744,806 on natural disaster recovery work during the year.
- Council received \$202,358 grant funding from the Commonwealth government.
- Chinamans Bridge - Nagambie, a heritage listed timber disused bridge was affected by the October 2022 Flood Event. The bridge is in a state of imminent collapse, and subject to an exclusion zone. Council received a permit from Heritage Victoria in early 2025 to demolish Chinamans Bridge with the exception of the land-based abutments. Council continues to work with an experienced Heritage Consultant and structural engineer to meet the conditions of the permit whilst developing the scope of works for a staged demolition plan and specifications to enable a procurement process for the demolition works. Demolition, and associated heritage interpretation work is planned for 2025/26. No real estimates for the demolition of the bridge are available at the moment, however, it is considered it could be in the range of \$1-2 million (refer note 8.1).

Notes to the Financial Report For the Year Ended 30 June 2025

Note 2 ANALYSIS OF OUR RESULTS

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Budget 2025 \$	Actual 2025 \$	Variance \$	Variance %	Ref
Income / Revenue					
Rates and charges	23,188,000	23,290,618	102,618	0.44%	1
Statutory fees and fines	693,000	580,256	(112,744)	-16.27%	2
User fees	718,000	1,183,380	465,380	64.82%	3
Grants - operating	7,911,000	12,504,280	4,593,280	58.06%	4
Grants - capital	4,263,000	3,808,611	(454,389)	-10.66%	5
Contributions - monetary	132,000	1,227,761	1,095,761	830.12%	6
Contributions - non monetary	250,000	-	(250,000)	-100.00%	7
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	50,000	(505,570)	(555,570)	-1111.14%	8
Share of net profits/(losses) of associates and joint ventures	-	10,437	10,437	-100.00%	
Other income	1,002,000	1,164,328	162,328	16.20%	9
Total income / revenue	38,207,000	43,264,101	5,057,101	13.24%	
Expenses					
Employee costs	14,697,000	14,116,840	580,160	3.95%	10
Materials and services	15,347,000	16,148,870	(801,870)	-5.22%	11
Depreciation	6,813,000	7,537,007	(724,007)	-10.63%	12
Amortisation - intangible assets	62,000	107,486	(45,486)	-73.36%	
Depreciation - right of use assets	182,000	170,432	11,568	6.36%	
Allowance for impairment losses	1,000	3,235	(2,235)	-223.50%	
Borrowing costs	164,000	164,296	(296)	-0.18%	
Finance costs - leases	10,000	10,125	(125)	-1.25%	
Other expenses	507,000	610,761	(103,761)	-20.47%	13
Total expenses	37,783,000	38,869,052	(1,086,052)	-2.87%	
Surplus/(deficit) for the year	424,000	4,395,049	3,971,049	936.57%	

Notes to the Financial Report For the Year Ended 30 June 2025

(i) Explanation of material variations

Income

1	Rates and charges	Favourable variance is due to higher than anticipated supplementary rates notices issued.
2	Statutory fees and fines	Unfavourable variance is due to less than expected subdivision fee income (\$90,200) due to lower levels of activity and less than expected infringement fee income received (\$22,686).
3	User fees	More than budgeted due to increased saleyard fee income (\$136,895), lease income (\$106,292) and tip fee income (\$86,006).
4	Grants - operating	Higher than budget due to the timing of Commonwealth Financial Assistance grants (\$3,589,653), with 100% of 2024/25 and 50% of 2025/26 grants received in the current financial year. There was also the receipt of unbudgeted grants income; LEAPing into Safer Communities grant (\$263,063), Flood study and flood support grant (\$355,337).
5	Grants - capital	Less than budget due to general capital grants identified in the budget not being fully received (\$278,479).
6	Contributions - monetary	Favourable variance is due to receipt of Inland rail project contributions (\$690,256), Ausnet Energy Resilience contribution (\$163,809) for a community generator project and higher than budgeted contribution from Nagambie Discovery Caravan Park (\$122,619).
7	Contributions - non monetary	Council did not receive any developer non monetary contributions during the year.
8	Loss on disposal of property, infrastructure, plant and equipment	Higher than budget due to written down value of assets renewed during the year (\$554,173).
9	Other income	Higher than budgeted interest on rates debtors, (\$185,027) which partly offset reduced income from container deposit scheme (\$15,908).

Expense

10	Employee costs	Decrease in employee cost is mainly due staff vacancies during the year. This partly offset with increased Work Cover expense (\$69,656) and income protection insurance expense (\$32,320).
11	Materials and services	Increased materials and services expense is mainly due to natural disaster recovery expenditure (\$752,051) continued from prior years (from funding received in prior periods), and increased contractor and professional services expenses (\$555,580). This is partly offset by savings in assets maintenance expenses (\$336,997) and computer software expenses (\$166,145).
12	Depreciation/ Amortisation - intangible assets	Increased depreciation expenditure in infrastructure assets mainly due to assets revaluation and underbudgeted furniture, plant and equipment depreciation.
13	Other expenses	Mainly due to expenses for the State Government appointed Municipal Monitor.

Notes to the Financial Report For the Year Ended 30 June 2025

2.1.2 Capital works

	Budget 2025 \$	Actual 2025 \$	Variance \$	Variance %	Ref
Property					
Buildings	1,200,000	1,526,513	326,513	27.21%	1
Total property	1,200,000	1,526,513	326,513	27.21%	
Plant and equipment					
Plant, machinery and equipment	855,000	686,398	(168,602)	-19.72%	2
Computers and telecommunications	995,000	612,369	(382,631)	-38.46%	3
Intangible assets	52,000	47,297	(4,703)	-9.04%	
Total plant and equipment	1,902,000	1,346,064	(555,936)	-29.23%	
Infrastructure					
Roads	4,631,000	4,175,725	(455,275)	-9.83%	4
Bridges	1,571,000	338,900	(1,232,100)	-78.43%	5
Footpaths and cycleways	344,000	380,578	36,578	10.63%	
Drainage	874,000	278,808	(595,192)	-68.10%	6
Recreational, leisure and community facilities	1,015,000	165,737	(849,263)	-83.67%	7
Parks, open space and streetscapes	2,057,000	1,523,918	(533,082)	-25.92%	8
Total infrastructure	10,492,000	6,863,666	(3,628,334)	-34.58%	
Total capital works expenditure	13,594,000	9,736,243	(3,857,757)	-28.38%	
Represented by:					
New asset expenditure	1,492,000	1,258,588	(233,412)	-15.64%	
Asset renewal expenditure	8,284,000	6,504,230	(1,779,770)	-21.48%	
Asset expansion expenditure	186,000	312,994	126,994	68.28%	
Asset upgrade expenditure	3,632,000	1,660,431	(1,971,569)	-54.28%	
Total capital works expenditure	13,594,000	9,736,243	(3,857,757)	-28.38%	

(i) Explanation of material variations

	Item	Explanation
1	Buildings	Mainly due to projects that were carried forward from 2023/24 to 2024/25; Euroa Civic Centre Toilet Upgrade (\$116,928), Swimming Pool works (\$65,352) and there classification of Play Space Renewal Program (\$224,784) which was budgeted under the parks and recreation capital budget.
2	Plant, machinery and equipment	Market constraints and long lead times in sourcing new vehicles and plants. Part of the remaining budget has been carried forward into 2025/26.
3	Computers and telecommunications	Lower than budget, mainly due to contribution for regional council information technology project (\$200,900) being carried forward into 2025/26.
4	Roads	Mainly due to savings in land use agreement fees (\$268,237) and the road resheeting program (\$153,059), as well as the Nagambie School crossing (\$100,000) which was completed in prior financial year.
5	Bridges	Due to unspent projects carry forward to 2025/26; Chinamen's Bridge (\$1,243,431).
6	Drainage	Mainly due to projects not carried out; Boundary Rd South Future Open Drain (\$200,000) (due to much higher than anticipated costs) and Nagambie Industrial Estate Drainage Scoping (\$100,000) and underspent projects carried forward to 2025/26; Storm Water Strategy (\$239,060). Most of the budgeted drainage works were put on hold until council has finalised and adopts its drainage strategy.
9	Recreational, leisure and community facilities	Mainly due to unspent budget on Nagambie Splash Park (\$500,000) which is delayed until 2025/26, and general budget allocation of \$300,000 which was reallocated to other projects during the mid-year budget review.
10	Parks, open space and streetscapes	Mainly due to projects carried forward to 2025/26 year; streetscapes project (\$529,522) and Street Light upgrade (\$50,000).

Notes to the Financial Report For the Year Ended 30 June 2025

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 People & Governance

People & Governance provides primarily internally focussed services including financial management, human resources, risk management, occupational health and safety, information communication technology, records management, frontline customer service and corporate governance and council business.

Community & Planning

Community & Planning provides high quality community focused programs. Service areas include maternal and child health, youth, seniors, community grants, arts and culture, tourism, regulatory services, local laws, emergency management and economic development programs. It also includes strategic and statutory land use planning.

Sustainable Infrastructure

Sustainable Infrastructure provides strategic management of council assets and waste management services. Service areas include assets management, operations and waste management.

Corporate Leadership

Corporate Leadership provides effective strategic oversight, policy development and communications/engagement.

Mayor & Councillors

Elected members to the council and associated services.

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$	\$	\$	\$	\$
2025					
People & Governance	27,021,065	(13,341,591)	13,679,474	6,466,567	167,885,960
Community & Planning	2,494,717	(6,172,061)	(3,677,344)	1,451,704	77,667,080
Sustainable Infrastructure	13,741,138	(17,752,576)	(4,011,438)	8,394,620	223,392,256
Corporate Leadership	-	(1,042,985)	(1,042,985)	-	13,124,565
Mayor & Councillors	7,181	(559,839)	(552,657)	-	7,044,815
	43,264,101	(38,869,052)	4,395,050	16,312,891	489,114,675

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$	\$	\$	\$	\$
2024					
People & Governance	20,816,820	(11,981,537)	8,835,283	177,360	126,251,175
Community & Planning	3,787,587	(7,537,775)	(3,750,188)	2,902,790	79,426,615
Sustainable Infrastructure	10,325,930	(17,428,234)	(7,102,304)	6,108,583	183,643,802
Corporate Leadership	9,710	(1,145,004)	(1,135,294)	9,710	12,065,074
Mayor & Councillors	4,690	(458,078)	(453,388)	-	4,826,834
	34,944,737	(38,550,628)	(3,605,891)	9,198,443	406,213,501

Notes to the Financial Report For the Year Ended 30 June 2025

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

	2025	2024
	\$	\$

3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the valuation of the land and all improvements on the land.

The valuation base used to calculate general rates for 2024/25 was \$7,015 million (2023/24 \$6,663 million).

General rates	20,097,503	18,987,736
Service rates and charges	3,193,115	3,255,006
Total rates and charges	23,290,618	22,242,742

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Building fees	120,375	116,105
Planning fees	228,627	243,304
Health registrations	86,508	89,563
Animal registrations	119,230	108,722
Land information certificates	22,452	22,196
Fire Prevention Notice Infringements	3,064	17,654
Total statutory fees and fines	580,256	597,544

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Tip fees	261,106	231,101
Nagambie Lakes events	20,949	29,749
Saleyard operations revenue	469,522	346,168
Swimming pools revenue	20,570	21,638
Rent/lease Charges	206,689	173,546
Euroa Cinema	40,987	42,743
Septic tank fees	34,308	31,700
Other user charges and contributions	129,249	133,010
Total user fees	1,183,380	1,009,655

User fees by timing of revenue recognition

User fees recognised over time	-	-
User fees recognised at a point in time	1,183,380	1,009,655
Total user fees	1,183,380	1,009,655

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Notes to the Financial Report For the Year Ended 30 June 2025

	2025 \$	2024 \$
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	14,318,700	6,184,204
State funded grants	1,994,191	3,014,239
Total grants received	16,312,891	9,198,443
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants	10,788,653	300,656
<i>Recurrent - State Government</i>		
Maternal & Child Health	284,960	337,477
Community Safety	19,570	7,249
Youth	137,840	127,886
Pests and Plants Program	67,360	67,176
Municipal Emergency Resource Programme	60,000	60,000
Supported Playgroup	67,084	55,336
Vulnerable Persons Register	-	1,005
Boat Ramp Maintenance	-	9,100
Other	13,498	34,945
Total recurrent operating grants	11,438,965	1,000,830
<i>Non-recurrent - Commonwealth Government</i>		
Emergency & Disaster Management	202,357	500,000
<i>Non-recurrent - State Government</i>		
Environment	74,453	56,990
Tourism & Events	77,603	126,130
Emergency & Disaster Management	266,042	1,268,149
Water/Waterways Management	-	57,145
Health	45,000	47,525
Planning	266,457	-
Other	133,403	96,625
Total non-recurrent operating grants	1,065,315	2,152,564
Total operating grants	12,504,280	3,153,394
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	1,566,581	1,737,470
Total recurrent capital grants	1,566,581	1,737,470
<i>Non-recurrent - Commonwealth Government</i>		
Infrastructure Funding Grant	1,761,109	2,946,078
Drought Funding	-	100,000
Nagambie Locksley Road Bridge	-	600,000
<i>Non-recurrent - State Government</i>		
Recreation	-	129,901
Footpaths and cycleways	-	241,600
Transfer Station Upgrade	-	290,000
Infrastructure	480,921	-
Total non-recurrent capital grants	2,242,030	4,307,579
Total capital grants	3,808,611	6,045,049

Notes to the Financial Report For the Year Ended 30 June 2025

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

	2025	2024
	\$	\$
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	12,884,153	4,276,053
Specific purpose grants to acquire non-financial assets	2,242,029	4,307,579
Other specific purpose grants	545,042	546,027
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	641,666	68,784
	16,312,890	9,198,443

(d) Unspent grants received on condition that they be spent in a specific manner

Operating

Balance at start of year	542,425	1,508,649
Received during the financial year and remained unspent at balance date	63,830	174,050
Received in prior years and spent during the financial year	(473,486)	(1,140,274)
Balance at year end	132,769	542,425

Capital

Balance at start of year	307,603	1,094,413
Received during the financial year and remained unspent at balance date	620,923	227,603
Received in prior years and spent during the financial year	(179,606)	(1,014,413)
Balance at year end	748,920	307,603

Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Report For the Year Ended 30 June 2025

	2025	2024
	\$	\$
3.5 Contributions		
Monetary	1,227,761	249,754
Non-monetary	-	24,988
Total contributions	<u>1,227,761</u>	<u>274,742</u>
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Kerb & Channel	-	24,988
Total non-monetary contributions	<u>-</u>	<u>24,988</u>

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	81,125	64,391
Written down value of assets disposed	(586,695)	(43,916)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	<u>(505,570)</u>	<u>20,475</u>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest	419,534	841,572
Interest on rates	306,327	236,277
Diesel rebate	87,923	88,677
Insurance recoveries	192,343	322,589
Other items	158,201	110,257
Total other income	<u>1,164,328</u>	<u>1,599,372</u>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Report For the Year Ended 30 June 2025

	2025	2024
	\$	\$
Note 4 THE COST OF DELIVERING SERVICES		
4.1 (a) Employee costs		
Wages and salaries	11,957,180	11,555,503
WorkCover	334,060	277,227
Superannuation	1,385,000	1,217,076
Fringe benefits tax	106,109	122,493
Other	334,491	396,879
Total employee costs	14,116,840	13,569,178

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	21,682	37,342
Employer contributions - other funds	-	-
	21,682	37,342
Employer contributions payable at reporting date.	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	685,285	546,019
Employer contributions - other funds	750,975	630,063
	1,436,260	1,176,082
Employer contributions payable at reporting date.	-	-

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Building maintenance	713,483	674,082
General maintenance	5,591,186	6,759,960
Flood recovery	744,806	1,347,479
Utilities	422,750	365,683
Office administration	2,364,808	2,081,754
Information technology	966,229	735,295
Insurance	676,292	559,686
Consultants	1,289,878	1,088,829
Legal fees	173,328	206,302
Emergency Expense	273,565	708,779
Waste Management	2,932,545	2,332,086
Total materials and services	16,148,870	16,859,935

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

Property	1,075,797	1,013,928
Plant and equipment	734,753	474,778
Furniture and Equipment	251,291	260,853
Infrastructure	5,475,166	5,353,467
Total depreciation	7,537,007	7,103,026

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

Notes to the Financial Report For the Year Ended 30 June 2025

	2025 \$	2024 \$
4.4 Amortisation - Intangible assets		
Software	107,486	80,450
Total Amortisation - Intangible assets	107,486	80,450
4.5 Depreciation - Right of use assets		
Property	5,218	25,045
Plant and equipment	165,214	236,716
Total Depreciation - Right of use assets	170,432	261,761
4.6 Allowance for impairment losses		
Rates debtors	-	-
Other debtors	3,235	(3,313)
Total allowance for impairment losses	3,235	(3,313)
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	7,351	10,664
New allowances recognised during the year	3,235	-
Expected credit loss adjustment/Amounts allowed for but recovered during the year	-	(3,313)
Balance at end of year	10,586	7,351
An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		
4.7 Borrowing costs		
Interest - Borrowings	164,296	173,822
Total borrowing costs	164,296	173,822
Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.		
4.8 Finance Costs - Leases		
Interest - Lease Liabilities	10,125	18,706
Total finance costs	10,125	18,706
4.9 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	63,600	59,200
Auditors' remuneration - Internal Audit	49,424	51,133
Councillors' allowances	188,277	102,994
Other Councillor expenses	201,857	208,191
Election Expenses	107,603	65,545
Total other expenses	610,761	487,063

Notes to the Financial Report For the Year Ended 30 June 2025

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS

5.1 Financial assets

(a) Cash and cash equivalents

	2025	2024
	\$	\$
Cash on hand	2,135	1,281
Cash at bank	737,255	2,654,364
Term deposits	9,900,000	7,000,000
Total cash and cash equivalents	10,639,390	9,655,645

(b) Other financial assets

Non-current

Share in MAV Purchasing Scheme	2,032	2,032
Total non-current other financial assets	2,032	2,032
Total other financial assets	2,032	2,032
Total cash and cash equivalents and other financial assets	10,641,422	9,657,677

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

Notes to the Financial Report For the Year Ended 30 June 2025

	2025	2024
	\$	\$
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	4,178,577	3,417,787
Special rate assessment	15,095	13,860
Net GST receivable	190,920	468,215
<i>Non statutory receivables</i>		
Other debtors	1,607,600	804,465
Allowance for expected credit loss - other debtors	(10,586)	(7,351)
Total current trade and other receivables	<u>5,981,606</u>	<u>4,696,976</u>
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	8,602	12,426
Total non-current trade and other receivables	<u>8,602</u>	<u>12,426</u>
Total trade and other receivables	<u>5,990,208</u>	<u>4,709,402</u>

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	880,402	484,319
Past due by up to 30 days	64,736	5,023
Past due between 31 and 180 days	406,390	91,749
Past due between 181 and 365 days	76,135	41,814
Past due by more than 1 year	179,937	181,560
Total trade and other receivables	<u>1,607,600</u>	<u>804,465</u>

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$6,226 (2024: Nil) were impaired. The amount of the allowance raised against these debtors was \$6,226 (2024: Nil). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	532	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	225	-
Past due between 181 and 365 days	449	-
Past due by more than 1 year	5,020	-
Total trade & other receivables	<u>6,226</u>	<u>-</u>

	2025	2024
	\$	\$
(f) Contract assets		
Contract assets	1,710,338	2,228,093
Total contract assets	<u>1,710,338</u>	<u>2,228,093</u>

Contract assets are recognised when Council has transferred goods or services to the customer but where Council is yet to establish an unconditional right to consideration.

Notes to the Financial Report For the Year Ended 30 June 2025

5.2 Non-financial assets	2025	2024
(a) Other assets	\$	\$
Prepayments	486,305	631,291
Inventories	15,340	15,516
Total other assets	501,645	646,807

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

Software	168,623	228,812
Total intangible assets	168,623	228,812
	Software	Total
	\$	\$
Gross carrying amount		
Balance at 1 July 2024	1,315,211	1,315,211
Additions	47,297	47,297
Balance at 30 June 2025	1,362,508	1,362,508
Accumulated amortisation and impairment		
Balance at 1 July 2024	1,086,399	1,086,399
Amortisation expense	107,486	107,486
Balance at 30 June 2025	1,193,885	1,193,885
Net book value at 30 June 2024	228,812	228,812
Net book value at 30 June 2025	168,623	168,623

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

Notes to the Financial Report For the Year Ended 30 June 2025

	2025	2024
	\$	\$
5.3 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	1,905,399	2,168,291
Accrued expenses	600,495	1,208,114
Total current trade and other payables	2,505,894	3,376,405
(b) Trust funds and deposits		
Current		
Fire services levy	207,737	74,958
Retention amounts	288,673	428,446
Other refundable deposits	363,168	554,485
Total current trust funds and deposits	859,578	1,057,889
Non-current		
Trust funds bequested	34,791	34,791
Total non-current trust funds and deposits	34,791	34,791
Total trust funds and deposits	894,369	1,092,680
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance - operating	132,769	542,425
Grants received in advance - capital	748,920	307,603
Total contract liabilities	881,689	850,028
Other liabilities		
Current		
Deferred capital grants	-	-
Total other liabilities	-	-
Total contract and other liabilities	881,689	850,028

Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Contract liabilities

Contract liabilities reflect grants received in advance from other government agencies. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Other liabilities

Grant consideration was received from State and Federal Governments to support various projects. Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction most closely reflect the stage of completion of each project. As such, Council has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations.

Purpose and nature of items

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Notes to the Financial Report For the Year Ended 30 June 2025

5.4 Interest-bearing liabilities

	2025	2024
	\$	\$
Current		
Treasury Corporation of Victoria borrowings - secured	177,291	168,603
Total current interest-bearing liabilities	177,291	168,603
Non-current		
Treasury Corporation of Victoria borrowings - secured	2,993,765	3,171,056
Total non-current interest-bearing liabilities	2,993,765	3,171,056
Total	3,171,056	3,339,659

Borrowings are secured by a registered charge over the Council rates on the Personal Property Security Register.

(a) The maturity profile for Council's borrowings is:

Not later than one year	177,291	168,603
Later than one year and not later than five years	805,330	982,641
Later than five years	2,188,435	2,188,415
	3,171,056	3,339,659

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

In classifying borrowings as current or non-current Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period. Council's loan arrangements include covenants based on Council's financial performance and position at the end of the reporting period. These covenants are assessed for compliance after the reporting period based on specified financial ratios.

5.5 Provisions

	Employee	Landfill restoration	Total
	\$	\$	\$
2025			
Balance at beginning of the financial year	3,310,149	957,252	4,267,401
Additional provisions	1,142,979	(48,505)	1,094,474
Amounts used	(1,283,295)	(104,475)	(1,387,770)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(22,379)	13,507	(8,872)
Balance at the end of the financial year	3,147,454	817,779	3,965,233
<i>Provisions - current</i>	2,558,029	53,767	2,611,796
<i>Provisions - non-current</i>	589,425	764,012	1,353,437
2024			
Balance at beginning of the financial year	3,231,910	2,661,804	5,893,714
Provisions Addition/(Reversal)	848,052	(515,264)	332,788
Amounts used	(723,468)	(1,161,483)	(1,884,951)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(46,345)	(27,805)	(74,150)
Balance at the end of the financial year	3,310,149	957,252	4,267,401
<i>Provisions - current</i>	2,832,908	52,101	2,885,009
<i>Provisions - non-current</i>	477,241	905,151	1,382,392

Notes to the Financial Report For the Year Ended 30 June 2025

	2025	2024
	\$	\$
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	827,832	810,242
Long service leave	191,130	211,149
Other	61,351	21,576
	1,080,313	1,042,967
Current provisions expected to be wholly settled after 12 months		
Annual leave	300,216	292,309
Long service leave	1,177,500	1,497,632
	1,477,716	1,789,941
Total current employee provisions	2,558,029	2,832,908
Non-current		
Long service leave	589,425	477,241
Total non-current employee provisions	589,425	477,241
Aggregate carrying amount of employee provisions:		
Current	2,558,029	2,832,908
Non-current	589,425	477,241
Total aggregate carrying amount of employee provisions	3,147,454	3,310,149

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:

- discount rate	4.20%	4.35%
- index rate	3.00%	3.00%

Notes to the Financial Report For the Year Ended 30 June 2025

	2025	2024
(b) Landfill restoration	\$	\$
Current	53,767	52,101
Non-current	764,012	905,151
	<u>817,779</u>	<u>957,252</u>

Council is obligated to restore Violet Town landfill site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs. Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

Key assumptions:

- discount rate	4.20%	4.35%
- index rate	2.50%	3.60%

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 th June.

Bank overdraft	1,145,000	1,145,000
Credit card facilities	100,000	100,000
Treasury Corporation of Victoria facilities	3,500,000	3,500,000
Total facilities	<u>4,745,000</u>	<u>4,745,000</u>
Used facilities	(3,171,056)	(3,339,659)
Unused facilities	<u>1,573,944</u>	<u>1,405,341</u>

Notes to the Financial Report For the Year Ended 30 June 2025

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$	\$	\$	\$	\$
2025					
Operating					
Finance	123,306	90,000	135,000	-	348,306
Environment & Waste	3,067,765	3,130,263	9,965,589	1,761,569	17,925,186
Community Engagement	67,741	164,010	-	-	231,751
Community	453,973	304,278	3,300	-	761,551
Compliance	48,400	48,400	48,400	-	145,200
Assets	1,865,600	1,572,398	712,292	-	4,150,290
IT	453,821	297,055	618,409	-	1,369,284
Total	6,080,605	5,606,404	11,482,990	1,761,569	24,931,568
Capital					
Buildings	-	-	-	-	-
Roads	740,607	-	-	-	740,607
Drainage	-	-	-	-	-
Parks open spaces and streetscapes	290,793				290,793
Total	1,031,399	-	-	-	1,031,399
	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$	\$	\$	\$	\$
2024					
Operating					
Finance	151,520	52,996	84,516	-	289,032
Environment & Waste	64,333	-	-	-	64,333
Community Engagement	17,466	17,466	17,466	-	52,398
Community	682,688	110,106	35,706	-	828,500
Compliance	148,400	105,000	105,000	-	358,400
Assets	48,399	-	-	-	48,399
IT	592,319	452,054	1,341,004	-	2,385,377
Total	1,705,125	737,622	1,583,692	-	4,026,439
Capital					
Buildings	417,765	-	-	-	417,765
Bridges	312,431	-	-	-	312,431
Roads	2,415,383	-	-	-	2,415,383
Parks open spaces and streetscapes	239,019				239,019
Total	3,384,598	-	-	-	3,384,598

Notes to the Financial Report For the Year Ended 30 June 2025

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Notes to the Financial Report For the Year Ended 30 June 2025

Right-of-Use Assets

	Property	Plant & Equipment	Total
	\$	\$	\$
Balance at 1 July 2024	16,696	308,238	324,934
Additions	-	-	-
Disposal	(11,478)	-	(11,478)
Depreciation charge	(5,218)	(165,214)	(170,432)
Balance at 30 June 2025	-	143,024	143,024

Lease Liabilities

	2025	2024
	\$	\$
Maturity analysis - contractual undiscounted cash flows		
Less than one year	80,903	199,740
One to five years	80,721	161,624
More than five years	-	-
Total undiscounted lease liabilities as at 30 June:	161,624	361,364

Lease liabilities included in the Balance Sheet at 30 June:

Current	75,953	189,434
Non-current	78,259	154,212
Total lease liabilities	154,212	343,646

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2025	2024
	\$	\$
Expenses relating to:		
Short-term leases	18,659	18,659
Leases of low value assets	-	-
Total	18,659	18,659

Notes to the Financial Report For the Year Ended 30 June 2025

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2024	Additions	Found Assets	Revaluation	Depreciation	Disposal	Write-off *	Transfers	Carrying amount 30 June 2025
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Property	87,538,494	343,268	47,764	-	(1,075,797)	(1,642)	(95,962)	66,223	86,822,348
Plant and equipment	5,484,337	867,583	-	-	(986,044)	(30,880)	-	-	5,334,996
Infrastructure	292,052,302	6,013,499	301,930	80,067,810	(5,475,166)	(554,173)	(20,445)	1,719,081	374,104,838
Work in progress	3,082,156	2,464,596	-	-	-	-	(335,138)	(1,785,304)	3,426,310
	388,157,289	9,688,946	349,694	80,067,810	(7,537,007)	(586,695)	(451,545)	-	469,688,491

Summary of Work in Progress

	Opening WIP	Additions	Write-off	Transfers	Closing WIP
	\$	\$	\$	\$	\$
Property	349,472	1,183,245	(144,722)	(82,223)	1,305,772
Plant and equipment	-	431,184	-	-	431,184
Infrastructure	2,732,684	850,167	(190,416)	(1,703,081)	1,689,354
Total	3,082,156	2,464,596	(335,138)	(1,785,304)	3,426,310

Reconciliation of net revaluation increment per Note 6.1 to Statement of Changes in Equity & Note 9.1 Reserves

Net revaluation increment	80,067,810
Plus - Found assets	349,694
Less - Write-off assets - Buildings	(95,962)
Less - Write-off assets - Parks open spaces and streetscapes	(20,445)
Less - Write-off Work in Progress - Parks open spaces and streetscapes	(97,607)
Net revaluation increment per Statement of Changes in Equity and Note 9.1	80,203,490

* \$237,531 have been written-off to maintenance expense, out of the total write-off of \$451,545.

Notes to the Financial Report For the Year Ended 30 June 2025

(a) Property

	Land - specialised	Land - non specialised	Land under roads	Total Land	Buildings - specialised	Buildings - non specialised	Total Buildings	Cultural and heritage assets	Work In Progress	Total Property
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
At fair value 1 July 2024	24,768,823	9,779,289	3,097,069	37,645,181	73,047,228	2,582,970	75,630,198	4,728,950	349,472	118,353,801
Accumulated depreciation at 1 July 2024	-	-	-	-	(29,441,541)	(1,024,294)	(30,465,835)	-	-	(30,465,835)
	24,768,823	9,779,289	3,097,069	37,645,181	43,605,687	1,558,676	45,164,363	4,728,950	349,472	87,887,966
Movements in fair value										
Additions	-	-	-	-	343,268	-	343,268	-	1,183,245	1,526,513
Found Assets *	-	-	-	-	47,764	-	47,764	-	-	47,764
Disposal	-	-	-	-	(4,380)	-	(4,380)	-	-	(4,380)
Write-off *	-	-	-	-	(141,120)	-	(141,120)	-	(144,722)	(285,842)
Transfers	-	-	-	-	62,223	-	62,223	-	(82,223)	(20,000)
	-	-	-	-	307,755	-	307,755	-	956,300	1,264,055
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	-	-	(1,026,181)	(49,616)	(1,075,797)	-	-	(1,075,797)
Found Assets	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals	-	-	-	-	2,738	-	2,738	-	-	2,738
Write-off *	-	-	-	-	45,158	-	45,158	-	-	45,158
Transfers	-	-	-	-	4,000	-	4,000	-	-	4,000
	-	-	-	-	(974,285)	(49,616)	(1,023,901)	-	-	(1,023,901)
At fair value 30 June 2025	24,768,823	9,779,289	3,097,069	37,645,181	73,354,983	2,582,970	75,937,953	4,728,950	1,305,772	119,617,856
Accumulated depreciation at 30 June 2025	-	-	-	-	(30,415,826)	(1,073,910)	(31,489,737)	-	-	(31,489,737)
Carrying amount	24,768,823	9,779,289	3,097,069	37,645,181	42,939,156	1,509,060	44,448,216	4,728,950	1,305,772	88,128,120

* Buildings - Found Assets (\$47,764) and Write-off (\$95,962) recorded against Assets Revaluation Reserves as a net revaluation decrement (\$48,198) (refer note 9.1).

Notes to the Financial Report For the Year Ended 30 June 2025

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Cultural and heritage assets - Arts & Monuments	Work In Progress	Total plant and equipment
	\$	\$	\$	\$	\$
At fair value 1 July 2024	7,340,843	3,916,838	2,146,950	-	13,404,632
Accumulated depreciation at 1 July 2024	(4,729,590)	(3,190,704)	-	-	(7,920,295)
	2,611,253	726,134	2,146,950	-	5,484,337
Movements in fair value					
Additions	686,398	181,185	-	431,184	1,298,767
Disposal	(313,887)	-	-	-	(313,887)
	372,511	181,185	-	431,184	984,880
Movements in accumulated depreciation					
Depreciation and amortisation	(734,753)	(251,291)	-	-	(986,044)
Accumulated depreciation of disposals	283,007	-	-	-	283,007
	(451,746)	(251,291)	-	-	(703,037)
At fair value 30 June 2025	7,713,354	4,098,023	2,146,950	431,184	14,389,512
Accumulated depreciation at 30 June 2025	(5,181,336)	(3,441,995)	-	-	(8,623,332)
Carrying amount	2,532,018	656,028	2,146,950	431,184	5,766,180

Notes to the Financial Report For the Year Ended 30 June 2025

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Kerb and channel	Parks open spaces and streetscapes	Cultural and heritage assets	Work In Progress	Total Infrastructure
	\$	\$	\$	\$	\$	\$	\$	\$	\$
At fair value 1 July 2024	263,571,017	75,669,519	8,781,039	31,424,194	15,805,098	34,298,666	3,083,288	2,732,685	435,365,505
Accumulated depreciation at 1 July 2024	(87,867,601)	(21,990,981)	(1,836,340)	(9,974,384)	(6,369,652)	(12,541,562)	-	-	(140,580,519)
	175,703,416	53,678,538	6,944,699	21,449,810	9,435,446	21,757,104	3,083,288	2,732,685	294,784,986
Movements in fair value									
Additions	3,959,559	338,900	281,503	50,804	84,017	1,298,716	-	850,167	6,863,666
Found Assets *	-	67,430	-	-	-	260,000	-	-	327,430
Revaluation	94,473,155	-	1,722,654	4,031,692	2,579,768	-	-	-	102,807,269
Disposal	-	-	-	-	-	-	-	-	-
Dispose Infrastructure Assets Renewed	-	(319,270)	-	-	-	(605,000)	-	-	(924,270)
Write-off to Assets Revaluation Reserves *	-	-	-	-	-	(20,792)	-	(97,607)	(118,399)
Write-off to Comprehensive Income Statement	-	-	-	-	-	-	-	(92,809)	(92,809)
Transfers	1,403,705	675,886	(612,589)	15,301	-	240,778	-	(1,703,081)	20,000
	99,836,419	762,946	1,391,568	4,097,797	2,663,785	1,173,702	-	(1,043,330)	108,882,887
Movements in accumulated depreciation									
Depreciation and amortisation	(3,116,886)	(753,019)	(153,754)	(326,201)	(208,459)	(916,847)	-	-	(5,475,166)
Found Assets *	-	-	-	-	-	(25,500)	-	-	(25,500)
Revaluation	(20,691,754)	-	(279,573)	(603,947)	(1,164,185)	-	-	-	(22,739,459)
Dispose Infrastructure Assets Renewed	-	149,127	-	-	-	220,970	-	-	370,097
Write-off *	-	-	-	-	-	347	-	-	347
Transfers	-	-	-	-	-	(4,000)	-	-	(4,000)
	(23,808,640)	(603,892)	(433,327)	(930,148)	(1,372,644)	(725,030)	-	-	(27,873,681)
At fair value 30 June 2025	363,407,436	76,432,465	10,172,607	35,521,991	18,468,883	35,472,368	3,083,288	1,689,355	544,248,391
Accumulated depreciation at 30 June 2025	(111,676,241)	(22,594,873)	(2,269,667)	(10,904,532)	(7,742,296)	(13,266,592)	-	-	(168,454,200)
Carrying amount	251,731,195	53,837,591	7,902,940	24,617,459	10,726,587	22,205,776	3,083,288	1,689,355	375,794,191

* Bridges - Found Assets recorded against Assets Revaluation Reserves as a net revaluation increment (\$67,430) (refer note 9.1).

* Parks open spaces and streetscapes - Found Assets (\$234,500) and Write-off (\$118,052) recorded against Assets Revaluation Reserves as a net revaluation increment (\$116,448) (refer note 9.1).

Notes to the Financial Report For the Year Ended 30 June 2025

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit
Asset recognition thresholds and depreciation periods		\$
Property		
land	-	10,000
Buildings		
buildings	10 to 100 years	5,000
Plant and Equipment		
plant, machinery and equipment	2 to 20 years	1,000
furniture and equipment	2 to 10 years	1,000
leased plant and equipment including right of use assets	3 to 5 years	5,000
Infrastructure		
road pavements - sealed	40 to 130 years	5,000
road pavements - unsealed	25 to 40 years	5,000
road seals	18 to 40 years	5,000
formation and earthworks	-	5,000
bridges deck	50 to 120 years	5,000
bridges substructure	60 to 250 years	5,000
culverts	60 to 250 years	5,000
footpaths	10 to 60 years	5,000
drainage	100 years	5,000
parks open spaces and streetscapes	15 to 100 years	5,000
kerb and channel	50 to 100 years	5,000
cultural and heritage assets	-	5,000

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. There are no leasehold improvements at balance date.

Notes to the Financial Report For the Year Ended 30 June 2025

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer, LG Valuation Services Pty Ltd (Marcus Hann, Qualified Valuer as per Valuation of Land Act 1960 Section 13DA(1A)) in June 2024, and the methodology incorporated the amendments to AASB 13 that were required to be implemented by the end of the current reporting period. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Land	-	9,779,289	-	Jun-24	Full Valuation
Specialised land	-	-	24,768,823	Jun-24	Full Valuation
Land under roads	-	-	3,097,069	Jun-24	Full Valuation
Heritage Buildings	-	-	4,728,950	Jun-24	Full Valuation
Buildings & site improvements	-	1,509,060	42,939,156	Jun-24	Full Valuation
Total	-	11,288,349.19	75,533,998.71		

Valuation of infrastructure

The date and type of the current valuation is detailed in the following table.

A full revaluation of Parks, open space and streetscapes assets were undertaken by a qualified independent valuer, LG Valuation Services Pty Ltd (Marcus Hann, Qualified Valuer as per Valuation of Land Act 1960 Section 13DA(1A)) during the financial year 2023/24, with the methodology incorporating the amendments to AASB 13 that were required to be implemented by the end of the current reporting period.

Valuation of other infrastructure asset classes has been determined in accordance with an internal management valuation undertaken by Council's Asset Management Team.

An inhouse revaluation was conducted by management in the current year for roads, footpaths and cycleways, drainage and kerb and channel. This valuation did not include condition data, however, was based on Rawlinsons Construction Cost Guide 2025 - ePub Application 3.2 or recent contract rates for Council, as well as revisions to valuation methodology for some asset classes, to incorporate required adjustments from the amendments to AASB 13 that were required to be implemented by the end of the current reporting period. A full revaluation of roads assets, including a condition assessment, will be conducted in 2025/26.

The date and type of the current valuation is detailed in the following table.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	251,731,195	Jun-25	Inhouse full valuation
Bridges	-	-	53,837,591	Jun-23	Indexation
Footpaths and cycleways	-	-	7,902,940	Jun-25	Inhouse full valuation
Drainage	-	-	24,617,459	Jun-25	Inhouse full valuation
Kerb and channel	-	-	10,726,587	Jun-25	Inhouse full valuation
Parks, open space and streetscapes	-	-	22,205,776	Jun-24	Full Valuation
Total	-	-	371,021,549		

Condition surveys of Roads, Bridges and Kerb and Channel were independently conducted by Peter Moloney (Dip CE. CE. EWS. MIEAust) of Moloney Asset Management Systems in 2021/22. Replacement unit rates were applied to the asset condition to arrive at revaluation amounts in 2021/22, 2022/23 and in 2024/25. Rawlinson's data from 2025 or recent contract rates were used for arriving at the 2024/25 inhouse valuation for Roads and Kerb and Channel. Fair Value for Bridges was assessed against the ABS 3101 series, however, there had not been a material change in fair value for this asset class. A full revaluation of Bridges assets, including a condition assessment, is planned to be conducted in 2025/26.

Condition surveys of Footpaths and cycleways were conducted internally in 2022/23. Replacement unit rates were applied to the asset condition to arrive at the revaluation figure in 2022/23. Recent contract rates were used for the 2024/25 unit rates. A full revaluation of footpaths and cycleways, including an internal condition assessment, is planned to be conducted in 2025/26.

Drainage assets were revalued based on its age and replacement unit rates as at 30 June 2023. All valuations were reviewed by Jeeva Ali, Civil Engineer/Manager Assets. Rawlinson's data from 2025 was used for determining the 2024/25 indexation valuation for Drainage assets. The next internal revaluation of Drainage assets is planned to be conducted in 2026/27.

Notes to the Financial Report For the Year Ended 30 June 2025

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 60%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$826 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$55 to \$9,500 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 4 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 year to 99 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2025	2024
	\$	\$
Reconciliation of specialised land		
Parks and reserves	15,545,855	15,545,855
Waste management	1,727,028	1,727,028
Civic centres	5,060,207	5,060,207
Council depts	1,263,111	1,263,111
Pre schools	782,620	782,620
Saleyards	390,002	390,002
Total specialised land	24,768,823	24,768,823

Notes to the Financial Report For the Year Ended 30 June 2025

	2025	2024
	\$	\$

6.2 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

- Goulburn Valley Regional Library Corporation	270,925	260,487
--	---------	---------

Goulburn Valley Regional Library Corporation

Background

The Goulburn Valley Regional Library Corporation is an entity which has been established to serve three northern Victorian councils; Strathbogie Shire Council, the Greater Shepparton City Council and Moira Shire Council. Each Council has two committee representatives on the Board of Directors. Each Member council contributes financially to the operation of the Corporation based on the ratio of their population base. Contribution payments are considered a 'fee for service' on a commercial basis and are relative to the services the Corporation provides. The amount of financial contributions does not bring with it any additional voting rights or influence on the library activities and therefore no greater power or control.

Fair value of Council's investment in Goulburn Valley Regional Library Corporation	270,925	260,487
Fair value of Council's investment in Goulburn Valley Regional Library Corporation		
Council's share of accumulated surplus(deficit) at start of year	260,487	258,723
Reported surplus(deficit) for year	10,437	1,764
Council's share of accumulated surplus(deficit) at end of year	270,925	260,487
Movement in carrying value of specific investment		
Carrying value of investment at start of year	260,487	258,723
Share of surplus(deficit) for year	10,437	1,764
Carrying value of investment at end of year	270,925	260,487

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

(b) Community Asset Committee

All entities controlled by Council that have material income, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Notes to the Financial Report For the Year Ended 30 June 2025

Note 7 PEOPLE AND RELATIONSHIPS

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Strathbogie Shire Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Strathbogie Shire Council. The Councillors, Council Administrator, Chief Executive Officer, Directors and Executive Managers are deemed KMP.

Details of KMP at any time during the year are:

Councillors (appointed on 12th November 2024)

Mayor Claire Ewart-Kennedy
Deputy Mayor Scott Jeffery
Councillor Clark Holloway
Councillor Fiona Stevens
Councillor Gregory Carlson
Councillor Laura Binks
Councillor Vicki Halsall

Council Administrator

Peter Stephenson (concluded on 25 October 2024)

Management

Chief Executive Officer (Rachelle Quattrocchi - joined 5 May 2025)
Interim Chief Executive Officer (Tim Tamlin - joined on 15 July 2024 and resigned 2 May 2025)
Chief Executive Officer (Julie Salomon - resigned 4 July 2024)
Acting Chief Executive Officer (Amanda Tingay - 5 July 2024 to 14 July 2024)
Director - People & Governance (Amanda Tingay)
Director - Community & Planning (Rachael Frampton)
Director - Sustainable Infrastructure (Oliver McNulty - joined 3 March 2025)
Director - Sustainable Infrastructure (John Harvey - resigned 29 November 2024)
Acting Director - Sustainable Infrastructure (Brian Doyle - 19/09/2024 to 4/11/2024 and 4/12/2024 to 28/02/2025)
Executive Manager Communications and Engagement (Michelle Harris - joined 7 November 2024)
Executive Manager Communications and Engagement (Rosemary Scott - resigned 14 October 2024)

	2025	2024
	No.	No.
Total Number of Councillors	7	7
Total Number of Council Administrators/Municipal Monitors	1	1
Total of Chief Executive Officer and other Key Management Personnel	11	9
Total Number of Key Management Personnel	19	17

* On 5th December 2023, Minister for Local Government suspended the Councillors for the remainder of its term and appointed a Council Administrator who completed their appointment on 25 October 2024.

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025	2024
	\$	\$
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,359,694	1,267,019
Other long-term employee benefits	14,886	257,664
Post-employment benefits	117,065	117,286
Termination benefits	70,667	-
Total	1,562,312	1,641,969

Notes to the Financial Report For the Year Ended 30 June 2025

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2025 No.	2024 No.
\$1 - \$9,999	1	3
\$10,000 - \$19,999	2	4
\$20,000 - \$29,999	4	-
\$30,000 - \$39,999	1	3
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	2	-
\$70,000 - \$79,999	2	-
\$90,000 - \$99,999	1	-
\$100,000 - \$109,999	-	1
\$120,000 - \$129,999	-	1
\$140,000 - \$149,999	2	1
\$160,000 - \$169,999	-	1
\$200,000 - \$209,999	1	-
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	1	-
\$280,000 - \$289,999	-	1
\$400,000 - \$409,999	-	1
	19	17

Notes to the Financial Report For the Year Ended 30 June 2025

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

	2025 \$	2024 \$
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	338,039	340,654
Other long-term employee benefits	4,920	4,389
Post-employment benefits	43,287	27,057
Termination benefits	-	-
Total	<u>386,246</u>	<u>372,100</u>

The number of other senior staff are shown below in their relevant income bands:

Income Range:	2025 No.	2024 No.
\$170,000 - \$179,999	-	1
\$180,000 - \$189,999	1	-
\$190,000 - \$199,999	1	1
	<u>2</u>	<u>2</u>

Total remuneration for the reporting year for other senior staff included above, amounted to:	386,246	372,100
---	---------	---------

Notes to the Financial Report For the Year Ended 30 June 2025

	2025 \$	2024 \$
7.2 Related party disclosure		
(a) Transactions with related parties		
During the period Council entered into the following transactions with related parties.		
<i>Contribution expenses - Goulburn Valley Regional Library Corporation</i>	294,522	290,648
<i>Goulburn Region Tourism Inc</i>	39,000	-
<i>Other Related Party Expenses *</i>	19,064	42,765
<i>Euroa Caravan Park - Operating and Capital Expenses **</i>		71,729
<i>Euroa Caravan Park - Lease Income * *</i>		165,477
(b) Outstanding balances with related parties		
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties		
<i>Euroa Caravan Park - Sundry Debtors (Lease) **</i>		81,821
(c) Loans to/from related parties		
There are no loans in existence at balance date that have been made, guaranteed or secured by the Council to a related party.		
(d) Commitments to/from related parties		
The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:		
<i>Euroa Caravan Park - Commitments to related parties - Amount allocated for specific purposes **</i>		204,212
* Other Related Party Expenses include transactions with related parties to Amanda Tingay - Director People and Governance (\$19,064).		
** 2024 Comparatives - On 26 June 2013 Council entered into a lease agreement with a tenant for 21 years for Euroa Caravan park and subsequently the lease agreement was transferred to the new tenant Lilly Ann Pty Ltd on 27 February 2017. Former Councillor Kristy Hourigan is a director of Lilly Ann Pty Ltd and Kristy Hourigan was a Councillor from 17 November 2020 to 26 July 2023. There has been no change to the terms and conditions of the lease agreement during the year.		
** Euroa Caravan Park - Commitments include 1/3 of lease revenue allocated for rehabilitation and renewal work and 2/3 of revenue allocated for capital work at Euroa caravan park.		

Notes to the Financial Report For the Year Ended 30 June 2025

Note 8 MANAGING UNCERTAINTIES

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date the Council has been impacted by three significant storms in October 2022, December 2023/ January 2024 and February 2024. These storms led to clean-up and recovery activities in recent financial years, which are now mostly complete. Council has lodged claims with the Victorian State Government for assessment in line with the Disaster Recovery Funding Arrangements 2018. At June 2025 5 claims across the three events totalling \$2.759 million are undergoing formal assessment, for some completed works (\$0.338 million) or planned works that will have certified estimates confirmed ahead of works being undertaken. The amount repayable to Council will not be known until later in the 2025-26 financial year.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Landfill

Council does not have an operational landfill. However, rehabilitation works at Violet Town old landfill site was completed in 2024/25. Council has an obligation to maintain landfill after the rehabilitation work. Landfill provision \$817,779 include future maintenance cost.

Bridges

- Chinamans Bridge - Nagambie, a heritage listed timber disused bridge was affected by the October 2022 Flood Event. The bridge is in a state of imminent collapse, and subject to an exclusion zone. Council received a permit from Heritage Victoria in early 2025 to demolish Chinamans Bridge with the exception of the land-based abutments. Council continues to work with an experienced Heritage Consultant and structural engineer to meet the conditions of the permit whilst developing the scope of works for a staged demolition plan and specifications to enable a procurement process for the demolition works. Demolition, and associated heritage interpretation work is planned for 2025/26. No real estimates for the demolition of the bridge are available at the moment, however, it is considered it could be in the range of \$1-2 million.

Insurance claims

There are no major insurance claims that could have a material impact on future operations.

Legal matters

There are no major legal matters that could have a material impact on future operations.

Liability Mutual Insurance

Council is (was) a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six-year liability period following the cessation of the Scheme (to 30 June 2027). At the end of the liability period, an adjustment payment may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria.

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Notes to the Financial Report For the Year Ended 30 June 2025

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council. In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and TCV borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

Notes to the Financial Report For the Year Ended 30 June 2025

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +0.10% and -0.75% in market interest rates (AUD) from year-end rates of 4.01%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Report For the Year Ended 30 June 2025

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation. The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council's financial statements as follows:

- The current replacement cost of Council infrastructure assets, such as roads, has increased by \$3.5 million as at 30 June 2025 due to the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets;
- Due to the increase in the current replacement cost of Council infrastructure assets, such as roads outlined above, combined with indexation valuation adjustments as at 30 June 2025 to infrastructure assets such as roads, footpaths and cycleways, drainage and kerb and channel, the annual depreciation expense for these asset classes is estimated to increase in the 2025/26 financial year by \$1.503 million, from \$3.805 million to \$5.308 million

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	3 to 5 years
Buildings	3 to 5 years
Roads	3 to 5 years
Bridges	3 to 5 years
Footpaths and cycleways	3 to 5 years
Drainage	4 to 5 years
Kerb and channel	3 to 5 years
Parks open spaces and streetscapes	3 to 5 years
Other infrastructure	3 to 5 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Infrastructure

Notes to the Financial Report For the Year Ended 30 June 2025

(b) Other reserves

2025

Open space reserve
Total Other reserves

Balance at beginning of reporting period \$	Transfer from accumulated surplus \$	Balance at end of reporting period \$
352,988	92,055	445,043
352,988	92,055	445,043

2024

Open space reserve
Total Other reserves

267,778	85,210	352,988
267,778	85,210	352,988

Notes to the Financial Report For the Year Ended 30 June 2025

	2025	2024
	\$	\$
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	4,395,049	(3,605,891)
<i>Non-cash adjustments:</i>		
Depreciation/amortisation	7,814,925	7,445,237
Profit/(loss) on disposal of property, infrastructure, plant and equipment	505,570	(20,475)
Contributions - Non-monetary assets	-	(24,988)
Borrowing costs/Finance Cost	174,421	192,528
Share of net profits of associates	(10,437)	(1,764)
WDV of Infrastructure Assets Renewed	-	-
Other	237,532	216,883
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,280,806)	(387,121)
Trust funds and other deposits received /(repaid)	(198,311)	133,332
(Increase)/decrease in prepayments	144,986	(337,493)
Increase/(decrease) in contract assets	517,755	(1,422,620)
Increase/(decrease) in trade and other payables	(870,511)	(1,726,110)
(Decrease)/increase in contract and other liabilities	31,661	(1,753,034)
(Increase)/decrease in inventories	176	(754)
(Decrease)/increase in provisions	(302,168)	(1,626,312)
Net cash provided by/(used in) operating activities	11,159,842	(2,918,581)

9.3 Superannuation

Council makes the major proportion of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund and other funds are recognised as an expense in the Comprehensive Income Statement when they are made or due. Vision Super is also the clearing house for contributions to Other superannuation funds for Council employees.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Notes to the Financial Report For the Year Ended 30 June 2025

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 of which Council is a contributing employer was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Notes to the Financial Report For the Year Ended 30 June 2025

Employer contributions

(a) Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim)	2023 (Triennial)
	\$m	\$m
- A VBI Surplus	108.4	84.7
- A total service liability surplus	141.4	123.6
- A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

Notes to the Financial Report For the Year Ended 30 June 2025

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were

Net investment returns	5.6% pa
Salary information	3.5% pa
Price inflation (CPI)	2.7% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 Triennial investigation	2023 Triennial investigation
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for two years and 2.75% pa thereafter	3.50% pa
Price inflation	2.0% pa	2.8% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2024 are detailed below:

Scheme	Type of Scheme	Rate	2025 \$	2024 \$
Vision super	Defined benefits	11.5% (2024:11.0%)	21,682	37,342
Vision super	Accumulation	11.5% (2024:11.0%)	685,285	546,019
Other funds	Accumulation	11.5% (2024:11.0%)	750,975	630,063

Council hasn't paid any unfunded liability payments to Vision Super in 2023/24 or 2024/25.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is \$30,739.

Note 10 CHANGE IN ACCOUNTING POLICY

There have been no changes to accounting policies in the 2024-25 year.

strathbogie.vic.gov.au



1800 065 993
info@strathbogie.vic.gov.au
PO Box 177, Euroa VIC 3666

EUROA OFFICE

109A Binney Street, Euroa
VIC 3666 Australia
Open Monday to Friday
9am to 5pm

NAGAMBIE CUSTOMER SERVICE

352 High Street, Nagambie
VIC 3608 Australia
Open Monday to Friday
9am to 4pm