



**Strathbogie  
Shire Council**  
**Budget Report**  
2021/2022

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## Mayor and CEO's Introduction

Strathbogie Shire Council is pleased to release the Budget 2021-2022 during what is a challenging period for the community. Council has endeavoured to balance the need to continue providing facilities and services for our community with the challenges being faced by the community.

We will get through this and we believe the Shire has a very bright future. While there will be a time of recovery from COVID-19, our residents are strong and resilient and there are brighter days ahead.

In preparing the 2021-2022 Budget, Council has considered many factors to try and balance community expectations and benefits with financial responsibilities.

We have attempted to minimise rate increases and have prepared the Budget based on a 1.5 per cent increase in the average rate per property. This is in line with the increase of 1.5 per cent allowed for under the State Government's 'Fair Go Rates' legislation.

The Valuer General has issued advice to the effect that the 2021 general valuation has a relevant date of 1 January 2021 and is based on market conditions at, and immediately before that date. Any market changes occurring now or in the future will be applicable to future valuation cycles.

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

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

Waste collection and disposal charges will rise by 2 per cent.

The Budget works hard to maintain existing service levels and deliver strong investment in capital works across the municipality. Council will continue to provide significant funding for renewal works on our ageing and outdated infrastructure, based on the requirements of the Road Management Plan and taking into account financial constraints.

Previous years, Council absorbed additional costs relating to the waste recycling program and in 2020-2021 will fund detailed design and costings for rehabilitation of the Violet Town landfill, with work expected to commence in 2021-2022.

The 2021-2022 Budget provides for a \$21.57 million capital works program with the following highlights:

ACTIVITY	EXPENDITURE (m)
Roads - including resealing, re-sheeting and rehabilitation	3.855
Road Bridges and Culverts	1.400
Pedestrian Bridges and Paths	3.989
Drainage	0.753
Aquatic Facilities	1.423
Plant and Machinery	0.902
Buildings	1.143
Information Technology	0.350
Parks, Open, Spaces and Streetscapes	0.331
Recreation, Leisure and Community Facilities	2.425
Landfill Restoration	5.000

In addition to the four-year period covered by this Budget, Council's Long Term Financial Plan has been extended to cover a 10-year period which allows for a total expenditure over that period of \$90.05 million

The 2021-2022 Budget provides for operating expenditure of \$30.3 million on services including:

<b>ACTIVITY</b>	<b>EXPENDITURE (m)</b>
Libraries and Arts	0.345
Maternal and Child Health	0.332
Emergency Management	0.141
Waste Management	2.625
Swimming Pools	0.325
Tourism and Events	0.528
Planning	0.984
Parks and Reserves Maintenance	1.211
Roads and Bridges Maintenance	7.608
Saleyards	0.204
Youth Services	0.197
Sustainability	0.213
Animal Management and local Laws	0.293

The budget details the resources required over the next year to fund the large range of services that Council provides to the community. It also includes details of proposed capital expenditure allocations to improve and renew our Shire's physical infrastructure, buildings and operational assets, as well as funding proposals for a range of operating projects.

Finally, I want to thank all those who gave their time to participate in the 2020/21 Budget process. By working together, we can and will, deliver great things for our Shire.

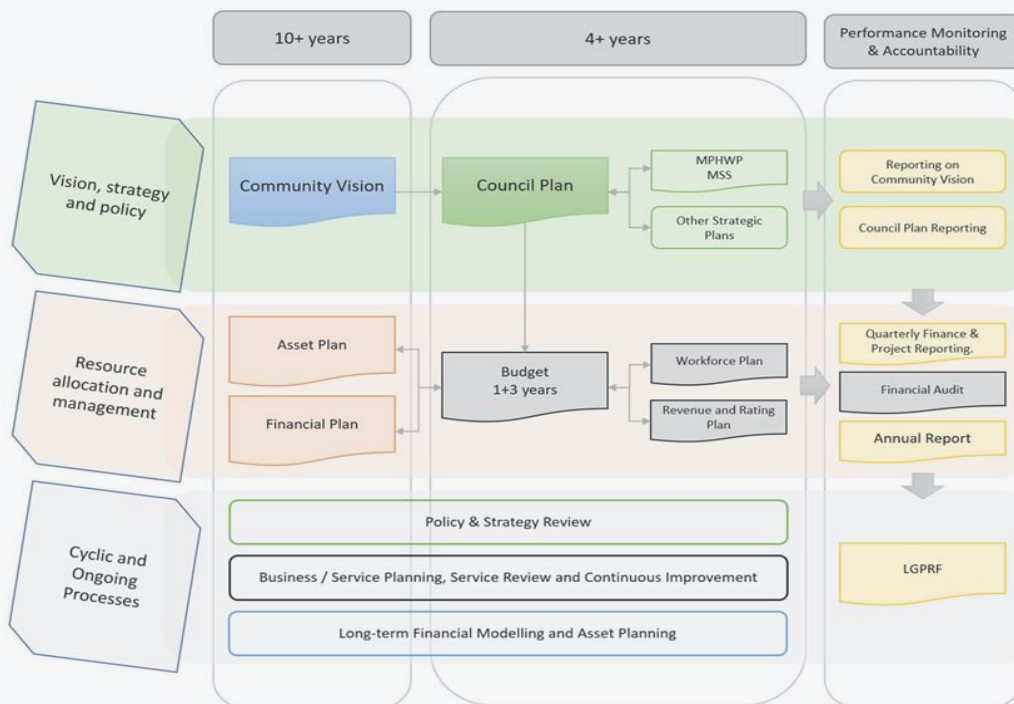
**Cr Chris Raeburn**  
**Mayor**

# 1. Link to the Integrated Planning and Reporting Framework

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

## 1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

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

## 1.1.2 Key planning considerations

### Service level planning

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

## 1.2 Our purpose

### Our Vision

*"Together we are building a flourishing community"*

### Our mission

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

### Our values

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

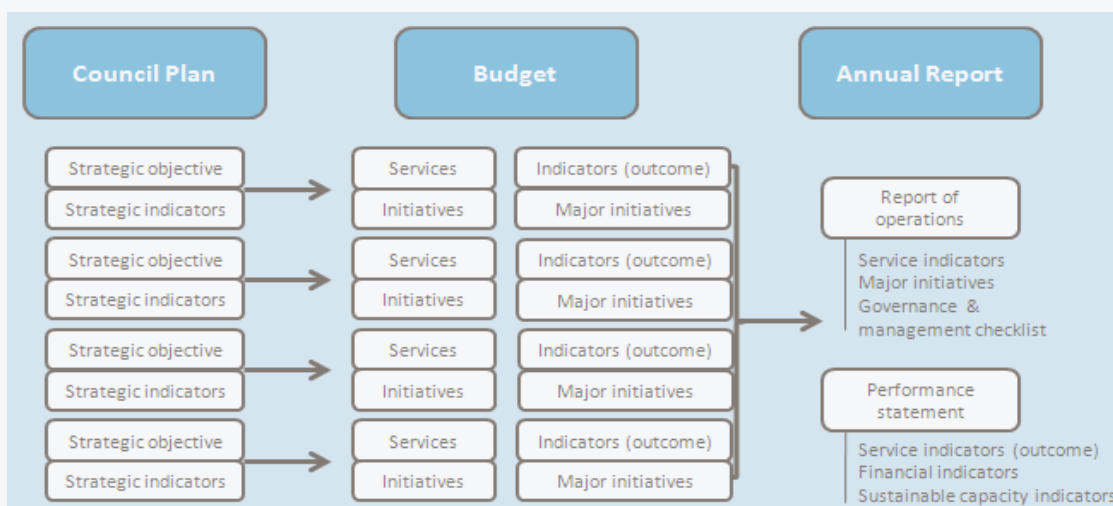
## 1.3 Strategic objectives

*Following Strategic objectives are major pillar of the Council plan*

Strategic Objective	Description
1. Community Wellbeing	To enhance community health and wellbeing
2. Environment	To sustainably manage our natural and built environment
3. Infrastructure	To provide quality infrastructure
4. Economic Development	To support and drive economic development
5. Organisation	To be a high performing Shire

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2021/22 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Jobs, Precincts and Regions

### 2.1 Strategic Objective 1

#### Community Wellbeing

##### Services

Service area	Description of services provided		2019/20	2020/21	2021/22
			Actual \$'000	Forecast \$'000	Budget \$'000
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities, immunisation programs and public health promotions. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	<i>Inc</i>	101	40	101
		<i>Exp</i>	145	175	199
		<i>Surplus / (deficit)</i>	(45)	(134)	(98)
Animal Management and Local Laws	This service provides for the management of domestic animals (mostly dogs and cats) through registration, education and enforcement where necessary. It is also concerned with issues that arise out of the application of Council's Community Local Law.	<i>Inc</i>	71	130	110
		<i>Exp</i>	195	268	293
		<i>Surplus / (deficit)</i>	(124)	(138)	(183)



Libraries and Arts	This service provides public library services at three locations and a community cinema in Euroa. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	<i>Inc</i>	-	-	-
		<i>Exp</i>	281	295	345
		<i>Surplus / (deficit)</i>	(281)	(295)	(345)
Community Grants and Recreational Planning	This service provides funding for the development of community facilities and activities.	<i>Inc</i>	3	3	3
		<i>Exp</i>	12	173	176
		<i>Surplus / (deficit)</i>	(10)	(170)	(173)
Maternal and Child Health	The service provides family outreach visiting and centre based maternal and child health services.	<i>Inc</i>	313	345	268
		<i>Exp</i>	312	295	332
		<i>Surplus / (deficit)</i>	1	49	(64)
Youth Services	This service provides youth facilities and a range of recreation and education based youth activities. Programs include Freeza, National Youth Week and L2P driving experience program.	<i>Inc</i>	144	97	97
		<i>Exp</i>	228	235	197
		<i>Surplus / (deficit)</i>	(84)	(138)	(99)
Street Lighting	This service enhances public safety and community access by providing street lighting in urban areas.	<i>Inc</i>			
		<i>Exp</i>	83	29	29
		<i>Surplus / (deficit)</i>	(83)	(29)	(29)
Parks and Reserves	This service is responsible for the management, maintenance and safety of parks and gardens, sporting grounds and playground facilities.	<i>Inc</i>	4	4	4
		<i>Exp</i>	910	1,493	1,211
		<i>Surplus / (deficit)</i>	(906)	(1,489)	(1,207)
Boating Operations and Safety	Council is the waterways manager for Nagambie Lakes and part of the Goulburn River. This service area provides patrol services, maintenance of boating infrastructure and support for on-water recreational activities.	<i>Inc</i>	27	9	57
		<i>Exp</i>	88	101	140
		<i>Surplus / (deficit)</i>	(61)	(93)	(84)
Community Development	This program oversees activities in the areas of access and inclusion, committee of management support, community planning and other activities designed to strengthen communities.	<i>Inc</i>	43	62	-
		<i>Exp</i>	278	489	306
		<i>Surplus / (deficit)</i>	(235)	(427)	(306)
Emergency Services	This service includes emergency management planning, fire prevention activities and flood risk planning and mitigation.	<i>Inc</i>	94	84	83
		<i>Exp</i>	528	220	141
		<i>Surplus / (deficit)</i>	(434)	(136)	(58)
School Crossing Supervision	This program provides supervision of school crossings in Euroa and Nagambie before and after school hours.	<i>Inc</i>	25	30	31
		<i>Exp</i>	64	67	68
		<i>Surplus / (deficit)</i>	(39)	(37)	(37)

## Major Initiatives

- 1) Work with the Strathbogie Health and Community Services Consortium to determine future direction
- 2) Undertake self assessment under Workplace Equality and Respect Standards

## Other Initiatives

- 3) Review parking arrangements at Avenel Pre-School and Maternal and Child Health
- 4) Continue to review and implement priorities from the Walking Tracks and Trails Strategy

## Service Performance Outcome Indicators

Service	Indicator	2019/20 Actual	2020/21 Forecast	2021/22 Budget
Libraries and Arts	Participation	23	24	24
Maternal and Child Health (MCH)	Participation	74	80	80
Animal Management	Health and safety	0	0	0
Environmental Health	Health and safety	NA	0	0

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

## 2.2 Strategic Objective 2

### Environment

#### Services

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Sustainability Management	Council is committed to responsible and sustainable management of the Shire's natural resources. Programs in this service area include Pests and Weeds program, Implementation of Council's environmental strategy and Carbon Footprint Assessment program.	<i>Inc</i>	252	176	151
		<i>Exp</i>	218	307	213
		<i>Surplus/ (deficit)</i>	34	(131)	(62)
Waste Management	This service includes kerbside garbage and recycling collections, transfer station operations and waste management of public areas.	<i>Inc</i>	259	227	219
		<i>Exp</i>	2,689	2,603	2,625
		<i>Surplus/ (deficit)</i>	(2,431)	(2,375)	(2,406)

## Major Initiatives

- 1) Continue to support Landcare groups and Catchment Management Networks to target weed and pest animal management on roadsides
- 2) Complete Work with Event organisers to implement Zero Waste events
- 3) Rehabilitate Violet Town landfill

## Other Initiatives

- 4) Support sustainable energy initiatives in the Strathbogie Shire in conjunction with the Sustainable Development Reference Group Ongoing
- 5) Commence program to plant 1000 street trees over the next four years

## Service Performance Outcome Indicators

Service	Indicator	2019/20	2020/21	2021/22
		Actual	Forecast	Budget
Waste Management	Waste diversion	70	70	70

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

## 2.3 Strategic Objective 3

### Infrastructure

#### Services

Service area	Description of services provided		2019/20	2020/21	2021/22
			Actual \$'000	Forecast \$'000	Budget \$'000
Municipal Buildings	This service area is responsible for the maintenance of Council owned and controlled buildings.	<i>Inc</i>	157	198	203
		<i>Exp</i>	995	1,630	1,180
		<i>Surplus/ (deficit)</i>	(838)	(1,431)	(977)
Swimming Pools and Beaches	Council operates outdoor pools in Euroa, Nagambie, Violet Town and Avenel.	<i>Inc</i>	14	10	10
		<i>Exp</i>	528	323	325
		<i>Surplus/ (deficit)</i>	(515)	(313)	(315)
Roads and Bridge Maintenance Operations	This service area is responsible for the maintenance of Council's roads and bridges network.	<i>Inc</i>	7,788	9,561	10,496
		<i>Exp</i>	6,702	7,298	7,608
		<i>Surplus/ (deficit)</i>	1,086	2,263	2,889

#### Major Initiatives

- 1) Review Council Asset list to ensure ongoing need
- 2) Progress management arrangements for operation of swimming pools

#### Other Initiatives

- 3) Target major capital works projects to seek government funding to reduce Council's costs
- 4) Progress review of Nagambie Growth Management Plan

## Service Performance Outcome Indicators

Service	Indicator	2019/20	2020/21	2021/22
		Actual	Forecast	Budget
Pool Facilities	Utilisation	2.9	2.5	3
Roads	Satisfaction	51	52	53

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

## 2.4 Strategic Objective 4

### Economic Development

#### Services

Service area	Description of services provided		2019/20 Actual \$'000	2020/21 Forecast \$'000	2021/22 Budget \$'000
Planning	The services covers planning applications, advice on developments proposals.	<i>Inc</i>	309	430	352
		<i>Exp</i>	589	720	984
		<i>Surplus/ (deficit)</i>	(280)	(290)	(632)
Building	provides statutory building services to the community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of Council buildings and investigations of complaints and illegal works.	<i>Inc</i>	61	167	170
		<i>Exp</i>	486	425	578
		<i>Surplus/ (deficit)</i>	(425)	(258)	(409)
Economic Development	This service provides strategic planning and support for the pursuit of economic opportunities in the Shire	<i>Inc</i>	-	-	-
		<i>Exp</i>	172	389	371
		<i>Surplus/ (deficit)</i>	(172)	(389)	(371)
Tourism and Events	Strathbogie Shire has a high tourism profile with broad ranging attractions including, natural environment, water based activities, wineries events and festivals. This service area is responsible for promoting the area generally and supporting local tourism bodies and tourism related events.	<i>Inc</i>	120	300	64
		<i>Exp</i>	524	877	528
		<i>Surplus/ (deficit)</i>	(404)	(577)	(464)
Saleyards	This service area refers to the Euroa Saleyards. The saleyards operate on an approximately one sale per month basis.	<i>Inc</i>	244	273	251
		<i>Exp</i>	169	211	204
		<i>Surplus/ (deficit)</i>	76	63	47

#### Major Initiatives

Promote local businesses through a Bi Annual Business Awards program  
Support and engage with local representative business groups

#### Other Initiatives

Review results of Longwood free camping trial and implement recommendations  
Partner with business groups to develop support programs

## Service Performance Outcome Indicators

Service	Indicator	2019/20	2020/21	2021/22
		Actual	Forecast	Budget
Statutory planning	Decision Making	55	56	57
Economic Development	Economic activity	NA	NA	NA

## 2.5 Strategic Objective 5

### Organisation

### Services

Service area	Description of services provided		2019/20	2020/21	2021/22
			Actual \$'000	Forecast \$'000	Budget \$'000
Financial and Administration Services	This service area provides financial advice and support to providers of all Council services, including budget preparation, long term financial planning, periodic reporting, processing of debtors and creditors, and statutory financial requirements, including FBT and GST reporting.	<i>Inc</i>	4,693	4,513	3,967
		<i>Exp</i>	2,143	2,296	2,360
		<i>Surplus/ (deficit)</i>	2,550	2,217	1,607
Information Technology	This service maintains and improves Council's information technology systems, ensures compliance with legislation relating to records management including administering and recording all incoming correspondence. This also includes telephones , intranet , photocopiers , aerial photography and geographic information.	<i>Inc</i>	-	100	-
		<i>Exp</i>	939	1,181	1,165
		<i>Surplus/ (deficit)</i>	(939)	(1,082)	(1,165)
Human Resources and Risk Management	Management of recruitment and induction , occupational health and safety , procedures relating to employment matters , administration of insurances , staff training and development , employee assistance program.	<i>Inc</i>	23	30	50
		<i>Exp</i>	1,014	1,069	1,145
		<i>Surplus/ (deficit)</i>	(990)	(1,039)	(1,095)
Community Relations	Customer service contact , media , communications , public notices , community surveys , website , marketing and community engagement.	<i>Inc</i>	2	1	3
		<i>Exp</i>	799	1,362	1,427
		<i>Surplus/ (deficit)</i>	(797)	(1,361)	(1,424)
Governance	The area of governance includes the Mayor, Councillors, Chief Executive Officer , regulatory reporting , Council elections , compliance with relevant Acts and other Executive Management costs which cannot be easily attributed to the direct service provision areas.	<i>Inc</i>	7	12	9
		<i>Exp</i>	539	828	754
		<i>Surplus/ (deficit)</i>	(532)	(816)	(745)

## Major Initiatives

Implement new website to enhance customer experiences through ongoing development of customer relationship  
Develop framework for service planning inclusive of community consultation

## Other

### Initiatives

Continue to explore opportunities through collaboration with other Councils in service delivery  
Prioritise outcomes of ICT strategy to aid business transformation through finalization of "Roadmap"

## Service Performance Outcome Indicators

Service	Indicator	2019/20	2020/21	2021/22
		Actual	Forecast	Budget
Governance	Satisfaction	55	56	57

## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	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)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[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
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

## 2.3 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Community Wellbeing	(2,684)	(3,436)	752
Environment	(2,469)	(2,838)	370
Infrastructure	1,597	(9,113)	10,710
Economic Development	(1,779)	(2,701)	922
Organisation	(2,822)	(6,850)	4,029
<b>Total</b>	<b>(8,156)</b>	<b>(24,939)</b>	<b>16,783</b>
<b>Expenses added in:</b>			
Depreciation	(5,853)		
Finance costs	(127)		
Others	(178)		
<b>Surplus/(Deficit) before funding sources</b>	<b>(14,314)</b>		
<b>Funding sources added in:</b>			
Rates and charges revenue	17,888		
Waste charge revenue	2,690		
<b>Total funding sources</b>	<b>20,578</b>		
<b>Operating surplus/(deficit) for the year</b>	<b>6,264</b>		



### **3. Financial Statements**

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2021/22 has been supplemented with projections to 2024/25.

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

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

## Comprehensive Income Statement

For the four years ending 30 June 2025

	NOTES	Forecast	Budget	Projections		
		Actual 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Income</b>						
Rates and charges	4.1.1	20,093	<b>20,578</b>	21,000	21,430	21,870
Statutory fees and fines	4.1.2	579	<b>651</b>	671	691	711
User fees*	4.1.3	530	<b>487</b>	506	527	548
Grants - Operating	4.1.4	7,605	<b>6,619</b>	6,685	6,752	6,820
Grants - Capital	4.1.4	7,396	<b>7,956</b>	4,062	2,240	1,766
Contributions - monetary	4.1.5	290	<b>408</b>	428	450	472
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(839)	<b>(591)</b>	(79)	(82)	(77)
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	-	-	-	-
Other income	4.1.6	487	<b>453</b>	431	431	431
<b>Total income</b>		<b>36,141</b>	<b>36,561</b>	<b>33,705</b>	<b>32,439</b>	<b>32,541</b>
<b>Expenses</b>						
Employee costs	4.1.7	11,464	<b>11,185</b>	11,375	11,603	11,835
Materials and services*	4.1.8	12,781	<b>12,648</b>	12,876	13,152	13,382
Depreciation	4.1.9	5,847	<b>5,853</b>	5,999	6,149	6,303
Amortisation - intangible assets	4.1.10	-	-	-	-	-
Amortisation - right of use assets	4.1.11	226	<b>178</b>	176	182	179
Bad and doubtful debts		5	<b>5</b>	5	5	5
Borrowing costs		20	<b>111</b>	92	86	80
Finance Costs - leases		26	<b>16</b>	19	13	7
Other expenses	4.1.12	303	<b>301</b>	380	395	422
<b>Total expenses</b>		<b>30,672</b>	<b>30,297</b>	<b>30,922</b>	<b>31,585</b>	<b>32,212</b>
<b>Surplus/(deficit) for the year</b>		<b>5,469</b>	<b>6,264</b>	<b>2,783</b>	<b>854</b>	<b>330</b>
<b>Other comprehensive income</b>						
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
<b>Total comprehensive result</b>		<b>5,469</b>	<b>6,264</b>	<b>2,783</b>	<b>854</b>	<b>330</b>

\* Totals include income and expenditure relating to Euroa caravan park

## Balance Sheet

For the four years ending 30 June 2025

		Forecast Actual	Budget	Projections		
	NOTES	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		18,208	7,249	5,703	5,339	4,608
Trade and other receivables		2,635	2,329	2,094	2,102	2,162
Inventories		5	5	5	5	5
Other assets		113	115	115	115	115
<b>Total current assets</b>	4.2.1	<b>20,961</b>	<b>9,698</b>	<b>7,918</b>	<b>7,561</b>	<b>6,890</b>
<b>Non-current assets</b>						
Other financial assets						
Investments in associates, joint arrangement and subsidiaries		243	243	243	243	243
Property, infrastructure, plant & equipment		309,369	314,409	314,502	315,097	315,306
Right-of-use assets	4.2.4	651	474	473	290	112
Investment property						
Intangible assets		120	120	120	120	120
<b>Total non-current assets</b>	4.2.1	<b>310,383</b>	<b>315,246</b>	<b>315,338</b>	<b>315,750</b>	<b>315,781</b>
<b>Total assets</b>		<b>331,344</b>	<b>324,944</b>	<b>323,256</b>	<b>323,311</b>	<b>322,671</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		2,732	2,983	2,618	2,628	2,703
Trust funds and deposits		468	477	477	477	477
Provisions		3,350	3,010	2,610	2,677	2,746
Unearned income		5,598	-	-	-	-
Interest-bearing liabilities	4.2.3	88	391	396	307	313
Lease liabilities	4.2.4	176	160	182	179	106
<b>Total current liabilities</b>	4.2.2	<b>12,412</b>	<b>7,021</b>	<b>6,283</b>	<b>6,268</b>	<b>6,345</b>
<b>Non-current liabilities</b>						
Provisions		6,205	3,000	3,056	3,113	3,171
Interest-bearing liabilities	4.2.3	191	4,512	4,116	3,810	3,497
Lease liabilities	4.2.4	473	314	291	111	6
<b>Total non-current liabilities</b>	4.2.2	<b>6,869</b>	<b>7,826</b>	<b>7,463</b>	<b>7,034</b>	<b>6,674</b>
<b>Total liabilities</b>		<b>19,281</b>	<b>14,847</b>	<b>13,746</b>	<b>13,301</b>	<b>13,019</b>
<b>Net assets</b>		<b>312,063</b>	<b>310,097</b>	<b>309,510</b>	<b>310,010</b>	<b>309,652</b>
<b>Equity</b>						
Accumulated surplus		106,398	112,662	115,445	116,299	116,628
Reserves		205,665	197,435	194,065	193,711	193,024
<b>Total equity</b>		<b>312,063</b>	<b>310,097</b>	<b>309,510</b>	<b>310,010</b>	<b>309,652</b>

## Statement of Changes in Equity

For the four years ending 30 June 2025

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
<b>2021 Forecast Actual</b>					
Balance at beginning of the financial year		306,594	100,929	205,665	-
Impact of adoption of new accounting standards		-	-	-	-
Adjusted opening balance		306,594	100,929	205,665	-
Surplus/(deficit) for the year		5,469	5,469	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>312,063</b>	<b>106,398</b>	<b>205,665</b>	<b>-</b>
<b>2022 Budget</b>					
Balance at beginning of the financial year		312,063	106,398	205,665	-
Surplus/(deficit) for the year		6,264	6,264	-	-
Net asset revaluation increment/(decrement)		(8,230)	-	(8,230)	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
<b>Balance at end of the financial year</b>	4.3.2	<b>310,097</b>	<b>112,662</b>	<b>197,435</b>	<b>-</b>
<b>2023</b>					
Balance at beginning of the financial year		310,097	112,662	197,435	-
Surplus/(deficit) for the year		2,783	2,783	-	-
Net asset revaluation increment/(decrement)		(3,370)	-	(3,370)	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>309,510</b>	<b>115,445</b>	<b>194,065</b>	<b>-</b>
<b>2024</b>					
Balance at beginning of the financial year		309,510	115,445	194,065	-
Surplus/(deficit) for the year		854	854	-	-
Net asset revaluation increment/(decrement)		(354)	-	(354)	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>310,010</b>	<b>116,299</b>	<b>193,711</b>	<b>-</b>
<b>2025</b>					
Balance at beginning of the financial year		310,010	116,299	193,711	-
Surplus/(deficit) for the year		330	330	-	-
Net asset revaluation increment/(decrement)		(687)	-	(687)	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>309,652</b>	<b>116,628</b>	<b>193,024</b>	<b>-</b>

## Statement of Cash Flows

For the four years ending 30 June 2025

Notes	Forecast	Budget	Projections			
	Actual	2021/22	2022/23	2023/24	2024/25	
	2020/21 \$'000	\$'000	\$'000	\$'000	\$'000	
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	
<b>Cash flows from operating activities</b>						
	20,093	<b>20,784</b>	21,000	21,430	21,870	
	611	<b>664</b>	671	691	711	
	506	<b>496</b>	506	527	548	
	6,852	<b>3,701</b>	6,685	6,752	6,819	
	10,076	<b>5,326</b>	4,362	2,240	1,766	
	359	<b>408</b>	428	450	472	
	180	<b>140</b>	180	180	180	
	360	<b>321</b>	250	251	250	
	1,345	<b>2,369</b>	1,087	750	764	
	(11,471)	<b>(11,185)</b>	(11,196)	(11,461)	(11,687)	
	(12,756)	<b>(12,467)</b>	(12,825)	(13,152)	(13,383)	
	(321)	<b>(428)</b>	(437)	(445)	(454)	
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	<b>15,834</b>	<b>10,129</b>	10,712	8,213	7,857
<b>Cash flows from investing activities</b>						
	(14,800)	<b>(26,059)</b>	(11,958)	(8,253)	(8,401)	
	699	<b>720</b>	183	157	200	
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	<b>(14,101)</b>	<b>(25,339)</b>	(11,775)	(8,096)	(8,201)
<b>Cash flows from financing activities</b>						
	(20)	<b>(170)</b>	(92)	(86)	(80)	
	-	<b>5,000</b>	-	-	-	
	(81)	<b>(385)</b>	(391)	(396)	(307)	
	-	<b>(194)</b>	-	-	-	
<b>Net cash provided by/(used in) financing activities</b>	4.4.3	<b>(101)</b>	<b>4,251</b>	(482)	(481)	(386)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		1,632	(10,959)	(1,545)	(365)	(731)
Cash and cash equivalents at the beginning of the financial year		16,576	<b>18,208</b>	7,249	5,703	5,339
<b>Cash and cash equivalents at the end of the financial year</b>		18,208	7,249	5,703	5,339	4,608

## Statement of Capital Works

For the four years ending 30 June 2025

	NOTES	Forecast	Budget	Projections		
		Actual		2022/23	2023/24	2024/25
		2020/21	2021/22	2022/23	2023/24	2024/25
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>						
Buildings		1,087	1,143	478	947	65
<b>Total buildings</b>		1,087	1,143	478	947	65
<b>Total property</b>		1,087	1,143	478	947	65
<b>Plant and equipment</b>						
Plant, machinery and equipment		1,098	902	1,216	857	805
Computers and telecommunications		328	350	350	357	364
<b>Total plant and equipment</b>		1,426	1,252	1,566	1,214	1,169
<b>Infrastructure</b>						
Roads		5,526	3,855	4,013	3,675	4,845
Bridges		719	1,400	250	300	400
Footpaths and cycleways		681	3,989	408	308	455
Drainage		1,173	753	989	185	466
Recreational, leisure and community facilities		1,433	3,848	2,255	372	40
Waste management		10	5,000	144	144	-
Parks, open space and streetscapes		1,400	331	205	210	212
<b>Total infrastructure</b>		10,941	19,176	8,264	5,195	6,418
<b>Total capital works expenditure</b>	4.5.1	13,454	21,571	10,308	7,355	7,653
<b>Represented by:</b>						
New asset expenditure		1,785	3,208	-	-	-
Asset renewal expenditure		5,986	13,386	6,151	6,601	6,605
Asset expansion expenditure		1,072	1,170	1,123	-	-
Asset upgrade expenditure		4,612	3,807	3,035	754	1,047
<b>Total capital works expenditure</b>	4.5.1	13,454	21,571	10,308	7,355	7,653
<b>Funding sources represented by:</b>						
Grants		7,576	7,956	4,062	2,240	1,266
Council cash		5,878	8,615	6,246	5,115	6,386
Borrowings		-	5,000	-	-	-
<b>Total capital works expenditure</b>	4.5.1	13,454	21,571	10,308	7,355	7,653

## Statement of Human Resources

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	Actual				
	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	11,464	11,185	11,375	11,603	11,835
Employee costs - capital	-	-	-	-	-
<b>Total staff expenditure</b>	<b>11,464</b>	<b>11,185</b>	<b>11,375</b>	<b>11,603</b>	<b>11,835</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	128.0	120.6	120.6	121.2	121.8
<b>Total staff numbers</b>	<b>128.0</b>	<b>120.6</b>	<b>120.6</b>	<b>121.2</b>	<b>121.8</b>

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
2021/22	\$'000	\$'000	\$'000	\$'000	\$'000
Corporate Leadership	2,199	1,616	583	2,316	-
Corporate Operations	5,729	5,124	605	6,035	-
Community & Planning	2,903	2,281	622	3,058	-
<b>Total permanent staff expenditure</b>	<b>10,831</b>	<b>9,021</b>	<b>1,810</b>	<b>11,409</b>	<b>-</b>
Other employee related expenditure	404				
Capitalised labour costs	(50)				
<b>Total expenditure</b>	<b>11,185</b>				

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
2021/22					
Corporate Leadership	21	14	7	21	-
Corporate Operations	67	60	7	68	-
Community & Planning	27	20	7	27	-
<b>Total permanent staff expenditure</b>	<b>115</b>	<b>94</b>	<b>21</b>	<b>116</b>	<b>-</b>
Other employee related expenditure	6				
Capitalised labour costs	-				
<b>Total staff</b>	<b>121</b>				

**Summary of Planned Human Resources Expenditure  
For the four years ended 30 June 2025**

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Corporate Leadership</b>				
<b>Permanent - Full time</b>	<b>1,616</b>	<b>1,636</b>	<b>1,669</b>	<b>1,702</b>
Female	1,279	1,295	1,321	1,347
Male	156	158	161	164
Self-described gender	0	0	0	0
Vacant Positions	181	183	187	191
<b>Permanent - Part time</b>	<b>583</b>	<b>590</b>	<b>602</b>	<b>614</b>
Female	583	590	602	614
Male	0	0	0	0
Self-described gender	0	0	0	0
Vacant Positions	0	0	0	0
<b>Total - Corporate Leadership</b>	<b>2,199</b>	<b>2,226</b>	<b>2,271</b>	<b>2,316</b>
<b>Corporate Operations</b>				
<b>Permanent - Full time</b>	<b>5,124</b>	<b>5,188</b>	<b>5,292</b>	<b>5,398</b>
Female	1,009	1,022	1,042	1,063
Male	3,976	4,026	4,106	4,188
Self-described gender	0	0	0	0
Vacant Positions	139	141	144	146
<b>Permanent - Part time</b>	<b>605</b>	<b>613</b>	<b>625</b>	<b>637</b>
Female	384	389	397	404
Male	139	141	144	146
Self-described gender	0	0	0	0
Vacant Positions	82	83	85	86
<b>Total Corporate Operations</b>	<b>5,729</b>	<b>5,800</b>	<b>5,916</b>	<b>6,035</b>
<b>Community &amp; Planning</b>				
<b>Permanent - Full time</b>	<b>2,281</b>	<b>2,309</b>	<b>2,356</b>	<b>2,403</b>
Female	1,271	1,287	1,313	1,339
Male	1,010	1,023	1,043	1,064
Self-described gender	0	0	0	0
Vacant Positions	0	0	0	0
<b>Permanent - Part time</b>	<b>622</b>	<b>630</b>	<b>642</b>	<b>655</b>
Female	459	465	474	484
Male	0	0	0	0
Self-described gender	0	0	0	0
Vacant Positions	163	165	168	172
<b>Total Community &amp; Planning</b>	<b>2,903</b>	<b>2,939</b>	<b>2,998</b>	<b>3,058</b>
<b>Casuals, temporary and other expenditure</b>	<b>404</b>	<b>409</b>	<b>417</b>	<b>426</b>
<b>Capitalised labour costs</b>	<b>-50.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total staff expenditure</b>	<b>11,185</b>	<b>11,375</b>	<b>11,603</b>	<b>11,835</b>

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE
<b>Corporate Leadership</b>				
<b>Permanent - Full time</b>	<b>14.0</b>	<b>14.0</b>	<b>14.1</b>	<b>14.1</b>
Female	11.0	11.0	11.1	11.1
Male	1.0	1.0	1.0	1.0
Self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	2.0	2.0	2.0	2.0
<b>Permanent - Part time</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.9</b>
Female	6.8	6.8	6.8	6.9
Male	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	0.0	0.0	0.0	0.0
<b>Total - Corporate Leadership</b>	<b>20.8</b>	<b>20.8</b>	<b>20.9</b>	<b>21.0</b>



	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Corporate Operations</b>				
<b>Permanent - Full time</b>	<b>60.0</b>	<b>60.0</b>	<b>60.3</b>	<b>60.6</b>
Female	11.0	11.0	11.1	11.1
Male	47.0	47.0	47.2	47.5
Self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	2.0	2.0	2.0	2.0
<b>Permanent - Part time</b>	<b>7.4</b>	<b>7.4</b>	<b>7.5</b>	<b>7.5</b>
Female	4.7	4.7	4.8	4.8
Male	1.7	1.7	1.7	1.7
Self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	1.0	1.0	1.0	1.0
<b>Total Corporate Operations</b>	<b>67.4</b>	<b>67.4</b>	<b>67.8</b>	<b>68.1</b>
<b>Community &amp; Planning</b>				
<b>Permanent - Full time</b>	<b>20.0</b>	<b>20.0</b>	<b>20.1</b>	<b>20.2</b>
Female	11.0	11.0	11.1	11.1
Male	9.0	9.0	9.0	9.1
Self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	0.0	0.0	0.0	0.0
<b>Permanent - Part time</b>	<b>6.8</b>	<b>6.8</b>	<b>6.9</b>	<b>6.9</b>
Female	4.8	4.8	4.9	4.9
Male	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0
Vacant Positions	2.0	2.0	2.0	2.0
<b>Total Community &amp; Planning</b>	<b>26.8</b>	<b>26.8</b>	<b>27.0</b>	<b>27.1</b>
<b>Casuals and temporary staff</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>
<b>Capitalised labour</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total staff numbers</b>	<b>120.6</b>	<b>120.7</b>	<b>121.2</b>	<b>121.8</b>

## 4. Notes to the financial statements

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

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

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

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

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021/22 the FGRS cap has been set at 1.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 1.5% in line with the rate cap.

This will raise total rates and charges for 2021/22 to \$20,578,000.

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

	2020/21 Forecast Actual	2021/22 Budget	Change	%
	\$'000	\$'000	\$'000	
Waste management charge	2,635	2,690	55	2.08%
Service rates and charges	17,254	17,604	350	2.03%
Special rates and charges	-	-	-	0.00%
Supplementary rates and rate adjustments	-	74	74	0.00%
Interest on rates and charges	80	79	1	-0.65%
Service rates	203	210	7	3.34%
<b>Total rates and charges</b>	<b>20,173</b>	<b>20,658</b>	<b>485</b>	<b>2.40%</b>

\*These items are subject to the rate cap established under the FGRS

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

Type or class of land	2020/21 cents/\$CIV*	2021/22 cents/\$CIV*	Change
General rate for rateable residential properties	0.0050682	0.0045965	-9.31%
General rate for rateable vacant residential properties	0.0088694	0.0096527	8.83%
General rate for rateable farm properties	0.0040546	0.0036772	-9.31%
General rate for rateable commercial properties	0.0060818	0.0055158	-9.31%
General rate for rateable vacant commercial properties	0.0106432	0.0096527	-9.31%

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

Type or class of land	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
Residential	7,702	7,862	160	2.08%
Residential - vacant	553	774	221	39.97%
Farm	7,917	8,017	100	1.27%
Commercial	924	927	3	0.27%
Commercial - vacant	20	24	4	19.12%
<b>Total amount to be raised by general rates</b>	<b>17,116</b>	<b>17,604</b>	<b>488</b>	<b>2.85%</b>

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

Type or class of land	2020/21	2021/22	Change	
	Number	Number	Number	%
Residential	4,701	4,687	- 14	-0.30%
Residential - vacant	326	444	118	36.20%
Farm	2,243	2,253	10	0.45%
Commercial	307	304	- 3	-0.98%
Commercial - vacant	10	11	1	10.00%
<b>Total number of assessments</b>	<b>7,587</b>	<b>7,699</b>	<b>112</b>	<b>1.48%</b>

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

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

Type or class of land	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
Residential	1,519,726	1,678,589	158,863	10.45%
Residential - vacant	62,341	110,933	48,592	77.95%
Farm	1,952,613	2,157,140	204,527	10.47%
Commercial	151,969	156,124	4,155	2.73%
Commercial - vacant	1,873	2,507	634	33.85%
<b>Total value of land</b>	<b>3,688,522</b>	<b>4,105,293</b>	<b>416,771</b>	<b>11.30%</b>

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable	Per Rateable	Change	
	Property	Property		
	2020/21	2021/22		
	\$	\$	\$	%
Municipal	-	-	-	0.00%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2020/21	2021/22	Change	
	\$	\$	\$	%
Municipal	-	-	-	0.00%

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2020/21	2021/22		
	\$	\$	\$	%
<i>Kerbside Collection- 80Litre</i>	383	<b>391</b>	8	<b>2.09%</b>
<i>Kerbside Collection- 120Litre</i>	383	<b>391</b>	8	<b>2.09%</b>
<i>Kerbside Collection- 240Litre</i>	765	<b>780</b>	15	<b>2.00%</b>
<i>Recycling-120Litre</i>	181	<b>185</b>	4	<b>2.21%</b>
<i>Recycling-240Litre</i>	181	<b>185</b>	4	<b>2.21%</b>
<i>Recycling-360Litre</i>	181	<b>185</b>	4	<b>2.21%</b>
<i>Tree Management Service Charge</i>	29	<b>30</b>	1	<b>2.00%</b>
<i>Kerbside/Recycling/Organics</i>	564	<b>576</b>	12	<b>2.13%</b>

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

Type of Charge	2020/21	2021/22	Change	
	\$	\$	\$	%
<i>Kerbside/Recycling/Organics</i>	1,911,391	<b>1,948,313</b>	36,922	<b>1.93%</b>
<i>Kerbside</i>	528,102	<b>548,883</b>	20,781	<b>3.94%</b>
<i>Recycling</i>	187,275	<b>193,178</b>	5,903	<b>3.15%</b>
<i>Tree Management Service Charge</i>	198,931	<b>209,835</b>	10,904	<b>5.48%</b>
<b>Total</b>	<b>2,825,699</b>	<b>2,900,209</b>	<b>74,510</b>	<b>2.64%</b>

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

	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
<i>General Rates</i>	17,116	<b>17,678</b>	562	<b>3.28%</b>
<i>Kerbside Collection/Recycling/Organics</i>	2,627	<b>2,690</b>	63	<b>2.41%</b>
<i>Tree Management Service Charge</i>	199	<b>210</b>	11	<b>5.44%</b>
<b>Total Rates and charges</b>	<b>19,942</b>	<b>20,578</b>	<b>636</b>	<b>3.19%</b>

4.1.1(l) Fair Go Rates System Compliance

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

	2020/21	2021/22
Total Rates	\$ 17,116,372	\$ 17,604,041
Number of rateable properties	7,587.00	7,699.00
Base Average Rate	2256	2253
Maximum Rate Increase (set by the State Government)	<b>2.00%</b>	<b>1.50%</b>
Capped Average Rate	\$ 2,315	\$ 2,287
Maximum General Rates and Municipal Charges Revenue	\$ 17,563,905	\$ 17,605,488
Budgeted General Rates and Municipal Charges Revenue	\$ 17,116,372	\$ 17,604,041
Budgeted Supplementary Rates	\$ 224,168	\$ 74,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 17,340,540	\$ 17,678,041

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

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

- The making of supplementary valuations (2021/22: estimated \$74,000 and 2020/21: \$224,168)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

#### 4.1.1(n) Differential rates

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

The differential rates are currently proposed as follows:

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

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

- • Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)

Refer to better practice guide for details on disclosing differential rates.

#### 4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	\$'000	\$'000	%
Building fees	92	95	3	3.04%
Planning fees	340	347	7	2.06%
Health registrations	-	80	80	0.00%
Animal registrations	115	102	-13	-11.30%
Land information certificates	20	20	-	0.00%
Other	12	7	-5	-41.67%
<b>Total statutory fees and fines</b>	<b>579</b>	<b>651</b>	<b>72</b>	<b>12.40%</b>

#### 4.1.3 User fees

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	\$'000	\$'000	%
Tip fees	138	134	-4	-2.90%
Nagambie Lakes events	15	20	5	33.33%
Saleyard operations revenue	219	196	-23	-10.68%
Swimming pools revenue	10	10	0	3.00%
Rent/lease Charges	1	3	1	78.57%
Euroa Cinema	13	25	13	100.00%
Septic tank fees	17	17	1	2.99%
Other user charges and contributions	117	82	-35	-30.18%
<b>Total user fees</b>	<b>530</b>	<b>487</b>	<b>-43</b>	<b>-8.18%</b>

#### 4.1.4 Grants

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

	Forecast	Budget	Change	
	Actual	2021/22	\$'000	%
	2020/21	\$'000	\$'000	%
	\$'000			
<b>Grants were received in respect of the following:</b>				
<b>Summary of grants</b>				
Commonwealth funded grants	11,008	9,938	(1,070)	-10%
State funded grants	3,993	4,637	644	16%
<b>Total grants received</b>	<b>15,001</b>	<b>14,575</b>	<b>(426)</b>	<b>-3%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	5,666	5,837	171	3%
<b>Recurrent - State Government</b>				
Boat Ramp Maintenance	9	57	48	533%
Community Safety	19	3	(16)	-84%
Kindergarten	45	0	(45)	-100%
Maternal & Child Health	208	211	3	1%
Municipal Emergency Resource Programme	60	60	0	0%
Other	5	20	15	300%
Pests and Plants Program	60	61	1	2%
School Crossing Supervision	30	31	1	3%
Senior Citizens Grants	3	3	0	0%
Supported Playgroup	55	55	0	0%
Vulnerable Persons Register	18	19	1	6%
Youth	97	97	0	0%
<b>Total recurrent grants</b>	<b>6,275</b>	<b>6,454</b>	<b>179</b>	<b>3%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Australia Day	21	0	(21)	-100%
<b>Non-recurrent - State Government</b>				
Emergency & Disaster Management	59	0	(59)	-100%
Greening Euroa	74	30	(44)	-59%
Growing Cooler Green Urban Spaces	0	60		
Household Recycling Reforms	10	0	(10)	-100%
LG Outdoor Eating & Entertainment Package	250	0	(250)	-100%
Women Building Surveyors Program	75	75	0	0%
Planning and Business Case	68	0	(68)	-100%
Working for Victoria	773	0	(773)	-100%
<b>Total non-recurrent grants</b>	<b>1,330</b>	<b>165</b>	<b>(1,165)</b>	<b>-88%</b>
<b>Total operating grants</b>	<b>7,605</b>	<b>6,619</b>	<b>(986)</b>	<b>-13%</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	2,159	1,440	(719)	-33%
<b>Total recurrent grants</b>	<b>2,159</b>	<b>1,440</b>	<b>(719)</b>	<b>-33%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Drought Funding	1,100	0	(1,100)	-100%
Infrastructure Funding	2,062	2,061	(1)	0%
Roads and Bridges	0	600	600	0%

**Non-recurrent - State Government**

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Building	100	0	(100)	-100%
Roads and Bridges	1,503	3,350		
Flood recovery	17	0	(17)	-100%
Cinema seating	130	0		
Recreation	325	505	180	55%
<b>Total non-recurrent grants</b>	<b>5,237</b>	<b>6,516</b>	<b>1,279</b>	<b>24%</b>
<b>Total capital grants</b>	<b>7,396</b>	<b>7,956</b>	<b>560</b>	<b>8%</b>
<b>Total Grants</b>	<b>15,001</b>	<b>14,575</b>	<b>(426)</b>	<b>-3%</b>

#### 4.1.5 Contributions

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	\$'000	\$'000	%
Monetary	290	408	118	40.78%
Non-monetary	-	-	-	
<b>Total contributions</b>	290	408	118	40.78%

#### 4.1.6 Other income

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	\$'000	\$'000	%
Interest	92	53	- 39	-42.52%
Interest on rates	80	79	- 1	-0.65%
Diesel rebate	60	65	5	8.33%
Insurance recoveries	30	50	20	66.67%
Other items	225	205	- 20	-8.91%
<b>Total other income</b>	487	453	- 35	-7.14%

#### 4.1.7 Employee costs

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	\$'000	\$'000	%
Wages and salaries	10,255	9,824	(431)	-4.20%
WorkCover	209	236	26	12.55%
Superannuation	865	973	108	12.54%
Other	135	152	16	12.14%
<b>Total employee costs</b>	11,464	11,185	(280)	-2.44%

#### 4.1.8 Materials and services

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	\$'000	\$'000	%
Building maintenance	648	664	16	2.46%
General maintenance	4,313	4,490	177	4.10%
Utilities	427	362	- 65	-15.24%
Office administration	2,534	2,029	- 505	-19.93%
Information technology	755	795	40	5.30%
Insurance	445	485	40	9.02%
Consultants	1,377	1,520	142	10.33%
Legal fees	147	127	- 20	-13.80%
Emergency Expense	20	3	- 17	-85.02%
Waste Management	2,116	2,175	60	2.81%
<b>Total materials and services</b>	12,781	12,648	- 132	-1.04%



#### 4.1.9 Depreciation

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	\$'000	\$'000	%
Property	870	870	-	0.00%
Plant and equipment	451	457	6	1.26%
Furniture and Equipment	220	220	-	0.00%
Infrastructure	4,306	4,306	-	0.00%
<b>Total depreciation</b>	<b>5,847</b>	<b>5,853</b>	<b>6</b>	<b>0.10%</b>

#### 4.1.11 Amortisation - Right of use assets

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	\$'000	\$'000	%
Right of use assets	227	178	- 48	-21.25%
<b>Total amortisation - right of use assets</b>	<b>227</b>	<b>178</b>	<b>- 48</b>	<b>-21.25%</b>

#### 4.1.12 Other expenses

	Forecast	Budget	Change	
	Actual	2021/22		
	2020/21	\$'000	\$'000	%
Auditors' remuneration - External	44	44	- 0	-0.23%
Auditors' remuneration - Internal	50	50	-	0.00%
Councillors' allowances	191	189	- 2	-1.01%
Other	18	18	- 0	-1.25%
<b>Total other expenses</b>	<b>303</b>	<b>301</b>	<b>- 2</b>	<b>-0.74%</b>

## 4.2 Balance Sheet

### 4.2.1 Assets

Current assets are projected to decrease by 11.263m. These resources are used to fund capital works and reflects continuing strong commitment to infrastructure asset renewal.

### 4.2.2 Liabilities

Liabilities are budgeted to be maintained at current levels. However, borrowings are flagged for the 2021/22 financial year to complete landfill rehabilitation works.

### 4.2.3 Borrowings

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

	Forecast	Budget	Projections		
	Actual	2021/22	2022/23	2023/24	2024/25
	2020/21				
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	369	287	4,903	4,512	4,116
Amount proposed to be borrowed	-	5,000			
Amount projected to be redeemed	(81)	(385)	(391)	(396)	(307)
<b>Amount of borrowings as at 30 June</b>	<b>287</b>	<b>4,903</b>	<b>4,512</b>	<b>4,116</b>	<b>3,810</b>

### 4.2.4 Leases by category

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

	Forecast	Budget
	Actual	2021/22
	2020/21	
	\$	\$
<b>Right-of-use assets</b>	-	-
Land and buildings	20	10
Plant and equipment	633	464
Other, etc.	-	-
<b>Total right-of-use assets</b>	<b>652</b>	<b>474</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Land and buildings	10	10
Plant and equipment	169	173
Other, etc.	-	-
<b>Total current lease liabilities</b>	<b>178</b>	<b>184</b>
<b>Non-current lease liabilities</b>		
Land and buildings	10	-
Plant and equipment	464	291
Other, etc.	-	-
<b>Total non-current lease liabilities</b>	<b>474</b>	<b>291</b>
<b>Total lease liabilities</b>	<b>652</b>	<b>474</b>

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 3%.

### **4.3 Statement of changes in Equity**

#### **4.3.1 Reserves**

No material change.

#### **4.3.2 Equity**

The movement in equity reflects the budgeted operating surplus for 2021/22.

### **4.4 Statement of Cash Flows**

#### **4.4.1 Net cash flows provided by/used in operating activities**

Net cash provided by operating activities is budgeted to be \$10.129 million.

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

Net cash used in the investing activities is budgeted to be \$25.339 million. The capital works program of \$24.769 million (includes GST) is funded from this

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

Financing activities budgeted to be \$4.251 million. This includes proposed \$5 million loan to fund rehabilitation works for the Violet Town landfill.

## 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2021/22 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

### 4.5.1 Summary

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Property	1,087	1,113	26	2.44%
Plant and equipment	1,098	1,252	154	14.03%
Infrastructure	11,269	19,206	7,936	70.42%
<b>Total</b>	13,454	21,571	8,117	60.33%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	1,236	70	689	372	105	-	-	1,236	-
Plant and equipment	1,594	20	1,574	-	-	-	-	1,594	-
Infrastructure	21,938	3,892	11,852	4,415	1,779	7,956	-	8,983	5,000
<b>Total</b>	<b>24,769</b>	<b>3,982</b>	<b>14,116</b>	<b>4,787</b>	<b>1,884</b>	<b>7,956</b>	<b>-</b>	<b>11,813</b>	<b>5,000</b>

#### 4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>									
<b>Building Improvements</b>									
Sewer Tennis Club Euroa and vicinity	95	-	-	-	95	-	-	95	-
Upgraded toilet facilities for the Friendlies Reserve	50	-	-	50	-	-	-	50	-
Ruffy Recreation Reserve - north facing verandah .	10	-	-	-	10	-	-	10	-
Digital Projector and screen for Avenel Memorial Hall	13	13	-	-	-	-	-	13	-
Tablelands Community Centre finish kitchen renovation	4	-	4	-	-	-	-	4	-
Solar Battery Heat Refuge for Avenel Memorial Hall	29	29	-	-	-	-	-	29	-
Euroa Civic Centre Roof cladding Stage 2	400	-	400	-	-	-	-	400	-
Euroa Depot - Upgrade maintenance shed	20	-	20	-	-	-	-	20	-
Euroa Farmer Arms Museum - path between buildings	8	-	8	-	-	-	-	8	-
Euroa Memorial Oval Netball Change room - Scoping/Design	20	-	20	-	-	-	-	20	-
Nagambie RSL Concept design	30	-	30	-	-	-	-	30	-
New water tank Euroa depot	20	-	20	-	-	-	-	20	-
Recreation Reserves Master Plans	50	-	50	-	-	-	-	50	-
Solar battery - Euroa Depot	72	-	-	72	-	-	-	72	-
Sporting Fields & Courts	32	-	32	-	-	-	-	32	-
<i>Strathbogrie recreation reserve pavilion</i>	250	-	-	250	-	-	-	250	-
Toilets Violet Town Lions Park Scoping/Delivery	10	10	-	-	-	-	-	10	-
<b>TOTAL PROPERTY</b>	<b>1,113</b>	<b>52</b>	<b>584</b>	<b>372</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>1,113</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, Machinery and Equipment</b>									
Plant and Equipment	882	-	882	-	-	-	-	882	-
Cylindrical Mower Friendlies Oval Euroa	20	20	-	-	-	-	-	20	-
<b>Computers and Telecommunications</b>									
Information Technology	350	-	350	-	-	-	-	350	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,252</b>	<b>20</b>	<b>1,232</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,252</b>	<b>-</b>

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Reseal Program	794	-	794	-	-	440	-	354	-
Shoulders Pavement Program	400	-	400	-	-	200	-	200	-
Rehabilitation Program	615	-	615	-	-	400	-	215	-
Gravel Road Resheeting Program	455	-	455	-	-	400	-	55	-
Zero Class Roads Upgrade Program	400	-	-	400	-	-	-	400	-
Avenel Primary School scope parking solution	65	-	-	-	65	-	-	65	-
Violet Town Bush Nursing Centre - Car Parking Area Rose St	8	-	8	-	-	-	-	8	-
A Road - Henry Street Service Road Avenel - Road Safety Works	5	-	5	-	-	-	-	5	-
A Road - Saleyard Road Avenel - Road Construction (Bank to Hovel)	54	-	54	-	-	-	-	54	-
R Road - Falcon Vale & Ponkeen Creek Rds. - Intersection Improvement Works	5	-	5	-	-	-	-	5	-
T Road - Tabilk-Monea Road - Upgrade to Sealed 190m	94	-	94	-	-	-	-	94	-
Terrara Lane Nagambie sealing	75	-	75	-	-	-	-	75	-
Construct GPT at Blayney Lane Nagambie Outlet	160	-	160	-	-	-	-	160	-
E Road - Frost St / Railway St - intersection realignment	41	-	41	-	-	-	-	41	-
E Road - Mansfield Rd / Kennedy St Intersection upgrade	63	-	63	-	-	-	-	63	-
E Road - Euroa Service Centre Roundabout - Upgrade Landscaping	10	-	10	-	-	-	-	10	-
Euroa Binney street upgrade existing kerb and channels	9	-	9	-	-	-	-	9	-
Seal Weir Road/Lake Road Kirwans Bridge	502	-	502	-	-	251	-	251	-
Binnie Street crossing	19	-	19	-	-	-	-	19	-
Kerb & Channel	50	-	50	-	-	-	-	50	-
Kirkland Avenue crossing	30	-	30	-	-	-	-	30	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Bridges</b>									
Bridges & Major Culverts various locations	200	-	200	-	-	-	-	200	-
Nagambie Locksley Rd bridge	1,200	-	-	1,200	-	600	-	600	-
<b>Footpaths and Cycleways</b>									
Euroa Rockies Pedestrian Footbridge	560	-	560	-	-	280	-	280	-
Walking Tracks	22	-	22	-	-	-	-	22	-
Footpaths	48	-	48	-	-	-	-	48	-
Ewings Road from Queen Street to Anderson Street (pathway in subdivision) north side (1.5m gravel)	13	-	13	-	-	-	-	13	-
Barwon St - High St to existing footpath south side: Murray St - Barwon St to Goulburn St west side (1.5m concrete)	86	-	86	-	-	-	-	86	-
Strathbogie Forlonge memorial road flattern	14	-	14	-	-	-	-	14	-
Footpaths Bury/Anderson extension	11	-	11	-	-	-	-	11	-
Queens Street from Ewings Road to Pinneger Street east side (1.5 m gravel)	11	-	11	-	-	-	-	11	-
Anderson Street from Ewings Road to Ash Street west side (1.5 m gravel)	52	-	52	-	-	-	-	52	-
Hyacinth Street from Cowslip Street to Tulip Street west side widen for shared pathway (1.5 m concrete)	37	-	37	-	-	-	-	37	-
Tulip Street south side from Hyacinth Street to Lily Street south side shared path (1.5 m concrete)	38	-	38	-	-	-	-	38	-
Nagambie Foreshore Walk	3,098	3,098	-	-	-	3,000	-	98	-
<b>Drainage</b>									
Pit & Pipe Replacement Program	62	-	62	-	-	-	-	62	-
(i) Upgrade three existing retarding basins at McGregor Avenue with a pump system (solar).	165	-	-	165	-	-	-	165	-
Nagambie Industrial Area Scoping	300	-	300	-	-	-	-	300	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
(i) Drainage Strategy & Design for the catchment area at the south west end of town.	36	-	36	-	-	-	-	36	-
Develop retardation basin standard drawings.	8	8	-	-	-	-	-	8	-
Violet Town Shiffner Street Drainage design	31	-	31	-	-	-	-	31	-
Ballantyne Rd Retention Basin design	76	-	76	-	-	-	-	76	-
Drainage and kerb along caravan park frontage and drain back to Burton's Bridge	75	-	75	-	-	-	-	75	-
<b>Recreational, Leisure &amp; Community Facilities</b>									
Project management	200	-	200	-	-	-	-	200	-
Whroovale Estate Play ground Nagambie Stage 1	60	-	60	-	-	25	-	35	-
Swimming Pool works	242	-	242	-	-	-	-	242	-
Swimming Pool works LRCIP	181	-	181	-	-	90	-	91	-
RLCIP 3 Projects	1,440	-	-	1,440	-	1,440	-	-	-
Nagambie Splash Park	1,000	-	-	-	1,000	-	-	1,000	-
Nagambie Rec Reserve Picnic tables and concrete	6	-	6	-	-	-	-	6	-
Nagambie Rec Reserve lighting	300	-	300	-	-	200	-	100	-
Longwood netball courts	420	-	420	-	-	280	-	140	-
Southern Aurora gardens	30	30	-	-	-	-	-	30	-
<b>Waste Management</b>									
Violet Town Landfill restoration*	5,000	-	5,000	-	-	-	-	-	5,000
<b>Parks, Open Space and Streetscapes</b>									
Open Space Amenities	15	-	15	-	-	-	-	15	-
Streetscapes	15	-	15	-	-	-	-	15	-
Town Entry Sign Upgrades	30	-	-	30	-	-	-	30	-
Play Space	71	-	71	-	-	-	-	71	-
Play & Recreation spaces - various	200	-	-	200	-	-	-	200	-
<b>TOTAL INFRASTRUCTURE</b>	<b>19,206</b>	<b>3,136</b>	<b>11,570</b>	<b>3,435</b>	<b>1,065</b>	<b>7,606</b>	<b>-</b>	<b>6,600</b>	<b>5,000</b>
<b>TOTAL NEW CAPITAL WORKS</b>	<b>21,571</b>	<b>3,208</b>	<b>13,386</b>	<b>3,807</b>	<b>1,170</b>	<b>7,606</b>	<b>-</b>	<b>8,965</b>	<b>5,000</b>



#### 4.5.3 Works carried forward from the 2020/21 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
<b>Building Improvements</b>									
Euroa Civic Centre Roof cladding Stage 2	80	-	80	-	-	-	-	80	-
Strathbogie Rec Reserve Pizza Oven cover	3	3	-	-	-	-	-	3	-
Public Art	15	15	-	-	-	-	-	15	-
Recreation Reserves Master Plans	25	-	25	-	-	-	-	25	-
<b>TOTAL PROPERTY</b>	<b>123</b>	<b>18</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>123</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>									
<b>Computers and Telecommunications</b>									
Information Technology	342	-	342	-	-	-	-	342	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>342</b>	<b>-</b>	<b>342</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>342</b>	<b>-</b>
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Nagambie Recreation Reserve Car Park	46	-	-	46	-	-	-	46	-
Euroa Strath Creek Junction	370	-	-	-	370	-	-	370	-
Harrys Creek Bonnie Doon	344	-	-	-	344	-	-	344	-
<b>Bridges</b>									
Harrys Creek Road Major Culvert 349	42	-	42	-	-	-	-	42	-
Upton Road Major Culvert 505	193	-	193	-	-	-	-	193	-
<b>Footpaths and Cycleways</b>									
Nagambie Foreshore Walk	702	702	-	-	-	350	-	352	-
Footpaths - ProjectToBeldidentified (Birkett St Funding)	54	54	-	-	-	-	-	54	-
<b>Drainage</b>									
Bank /Queen/Belmont Street Drainage	153	-	-	153	-	-	-	153	-
Nagambie Industrial Area Scoping	48	-	48	-	-	-	-	48	-
<b>Recreational, Leisure &amp; Community Facilities</b>									

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Strathbogie Rec Reserve amenities building	245	-	-	245	-	-	-	245	-
<b>Parks, Open Space and Streetscapes</b>									
Town Entry Sign Upgrades	60	-	-	60	-	-	-	60	-
Streetscapes	477	-	-	477	-	-	-	477	-
<b>TOTAL INFRASTRUCTURE</b>	<b>2,733</b>	756	282	980	714	350	-	2,383	-
<b>TOTAL CARRIED FORWARD CAPITAL WORKS 2020/21</b>	<b>3,198</b>	<b>774</b>	<b>729</b>	<b>980</b>	<b>714</b>	<b>350</b>	<b>-</b>	<b>2,848</b>	<b>-</b>

**Summary of Planned Capital Works Expenditure  
For the four years ended 30 June  
2025**

2022/23	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Building improvements	478	-	268	-	210	478	-	-	478	-
<b>Total Buildings</b>	<b>478</b>	<b>-</b>	<b>268</b>	<b>-</b>	<b>210</b>	<b>478</b>	<b>-</b>	<b>-</b>	<b>478</b>	<b>-</b>
<b>Total Property</b>	<b>478</b>	<b>-</b>	<b>268</b>	<b>-</b>	<b>210</b>	<b>478</b>	<b>-</b>	<b>-</b>	<b>478</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	1,216	-	1,216	-	-	1,216	-	-	1,216	-
Computers and telecommunications	350	-	350	-	-	350	-	-	350	-
<b>Total Plant and Equipment</b>	<b>1,566</b>	<b>-</b>	<b>1,566</b>	<b>-</b>	<b>-</b>	<b>1,566</b>	<b>-</b>	<b>-</b>	<b>1,566</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	4,013	-	2,613	1,000	400	4,013	2,290	-	1,723	-
Bridges	250	-	250	-	-	250	-	-	250	-
Footpaths and cycleways	408	-	283	-	125	408	-	-	408	-
Drainage	989	-	729	-	260	989	-	-	989	-
Recreational, leisure and community facilities	2,255	-	192	123	1,940	2,255	1,773	-	482	-
Waste management	144	-	144	-	-	144	-	-	144	-
Parks, open space and streetscapes	205	-	105	-	100	205	-	-	205	-
<b>Total Infrastructure</b>	<b>8,264</b>	<b>-</b>	<b>4,317</b>	<b>1,123</b>	<b>2,825</b>	<b>8,264</b>	<b>4,062</b>	<b>-</b>	<b>4,202</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>10,308</b>	<b>-</b>	<b>6,151</b>	<b>1,123</b>	<b>3,035</b>	<b>10,308</b>	<b>4,062</b>	<b>-</b>	<b>6,246</b>	<b>-</b>

2023/24	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Building improvements	947	-	947	-	-	947	601	-	346	-
<b>Total Buildings</b>	<b>947</b>	<b>-</b>	<b>947</b>	<b>-</b>	<b>-</b>	<b>947</b>	<b>601</b>	<b>-</b>	<b>346</b>	<b>-</b>
<b>Total Property</b>	<b>947</b>	<b>-</b>	<b>947</b>	<b>-</b>	<b>-</b>	<b>947</b>	<b>601</b>	<b>-</b>	<b>346</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	857	-	857	-	-	857	-	-	857	-
Computers and telecommunications	357	-	357	-	-	357	-	-	357	-
<b>Total Plant and Equipment</b>	<b>1,214</b>	<b>-</b>	<b>1,214</b>	<b>-</b>	<b>-</b>	<b>1,214</b>	<b>-</b>	<b>-</b>	<b>1,214</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	3,675	-	3,171	-	504	3,675	1,640	-	2,035	-
Bridges	300	-	300	-	-	300	-	-	300	-
Footpaths and cycleways	308	-	158	-	150	308	-	-	308	-
Drainage	185	-	185	-	-	185	-	-	185	-
Recreational, leisure and community facilities	372	-	372	-	-	372	-	-	372	-
Waste management	144	-	144	-	-	144	-	-	144	-
Parks, open space and streetscapes	210	-	110	-	100	210	-	-	210	-
<b>Total Infrastructure</b>	<b>5,195</b>	<b>-</b>	<b>4,440</b>	<b>-</b>	<b>754</b>	<b>5,195</b>	<b>1,640</b>	<b>-</b>	<b>3,555</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>7,355</b>	<b>-</b>	<b>6,601</b>	<b>-</b>	<b>754</b>	<b>7,355</b>	<b>2,240</b>	<b>-</b>	<b>5,115</b>	<b>-</b>

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Building improvements	65	-	34	-	31	65	-	-	65	-
<b>Total Buildings</b>	<b>65</b>	<b>-</b>	<b>34</b>	<b>-</b>	<b>31</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>65</b>	<b>-</b>
<b>Total Property</b>	<b>65</b>	<b>-</b>	<b>34</b>	<b>-</b>	<b>31</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>65</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	805	-	805	-	-	805	-	-	805	-
Computers and telecommunications	364	-	364	-	-	364	-	-	364	-
<b>Total Plant and Equipment</b>	<b>1,169</b>	<b>-</b>	<b>1,169</b>	<b>-</b>	<b>-</b>	<b>1,169</b>	<b>-</b>	<b>-</b>	<b>1,169</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	4,845	-	4,545	-	300	4,845	1,266	-	3,579	-
Bridges	400	-	400	-	-	400	-	-	400	-
Footpaths and cycleways	455	-	229	-	227	455	-	-	455	-
Drainage	466	-	76	-	390	466	-	-	466	-
Recreational, leisure and community facilities	40	-	40	-	-	40	-	-	40	-
Parks, open space and streetscapes	212	-	112	-	100	212	-	-	212	-
<b>Total Infrastructure</b>	<b>6,418</b>	<b>-</b>	<b>5,402</b>	<b>-</b>	<b>1,017</b>	<b>6,418</b>	<b>1,266</b>	<b>-</b>	<b>5,152</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>7,653</b>	<b>-</b>	<b>6,605</b>	<b>-</b>	<b>1,047</b>	<b>7,653</b>	<b>1,266</b>	<b>-</b>	<b>6,386</b>	<b>-</b>

## 5. Financial performance indicators

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

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	+/-
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	9%	0%	-2%	-1%	-1%	0%	o
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	265%	169%	138%	126%	121%	109%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	-0.2%	143%	96%	83%	78%	65%	o
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	0.02%	1%	24%	21%	19%	17%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.01%	1%	3%	2%	2%	2%	+
Indebtedness	Non-current liabilities / own source revenue		27%	31%	35%	32%	30%	28%	-
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	112%	102%	229%	103%	107%	105%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	6	63%	69%	71%	72%	72%	72%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		1%	1%	1%	1%	1%	1%	o
<b>Efficiency</b>									
Expenditure level	Total expenses/ no. of property assessments		\$3,568	\$3,980	\$3,929	\$4,007	\$4,090	\$4,168	+
Revenue level	Total rate revenue / no. of property assessments		\$2,142	\$3,214	\$3,272	\$3,335	\$3,399	\$3,465	+

### Key to Forecast Trend:

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

### Notes to indicators

#### 1. Adjusted underlying result

This has been impacted by unplanned non recurrent capital grants due to pandemic support, drought relief etc. in 19/20 and 20/21.

#### 2. Working Capital

Higher ratio in 19/20, 20/21 due to additional capital grants. Stable cash surplus will be maintained in projected years.

#### 3. Unrestricted Cash

Slightly higher ratio in 20/21 due to additional grant income. Stable level of cash surplus planned for the projected years.

#### 4. Debt compared to rates

Projected loan funding for landfill budgeted in 21/22.

#### 5. Asset renewal

Healthy renewal ratio is projected.

#### 6. Rates concentration

Stable ratio is projected.