



Yarra Ranges **Council**

Draft Budget 2024-25

Including projection 1 July 2025 – 30 June 2028

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Acknowledgement of Country

Yarra Ranges Council acknowledges the Wurundjeri and other Kulin Nations as the Traditional Owners and Custodians of these lands and waterways. We pay our respects to all Elders, past, present, and emerging, who have been, and always will be, integral to the story of our region. We proudly share custodianship to care for Country together.



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Mayor and CEO introduction

Welcome to the 2024-25 Council Budget.

Our annual budget is one of the most important things we do in Local Government. This document outlines everything we plan to do in the coming year, and how we'll manage our financial position over the next 4 years to improve our communities while delivering value-for-money for the people who live, work and play here.

From playgrounds to planning, community grants to developing our suburbs with footpaths and roadworks, to nature and sustainability work, everything we do has to be accounted for in this budget – along with the goals outlined in our Council Plan, our Health and Wellbeing and Liveable Climate Plan and other key strategies.

In a year where finances are strained in household budgets across the community, as well as in government, this year's budget has a focus on maintaining and improving existing assets, continuing several significant multi-year projects, and delivering vital community services and support.

Of our total capital expenditure budget of \$68.3 million a sizeable amount of funds will be allocated to drainage issues which we know is causing great concern to some members of our community. We have made a commitment to spend \$16.2 million over the next six years in capital investment for significant drainage, and related infrastructure upgrades across the municipality.

This is in addition to \$23.0 million of operating expenditure on infrastructure maintenance, including drainage maintenance in the 2024-25 budget year.

Some of the budget highlights for this year include:

- \$6.9 million on drainage improvements/upgrade (over the next two years)
- \$8.2 million on Warburton Mountain Bike Destination *
- \$4.2 million on upgrading Pinks Reserve Stadium in Kilsyth *
- \$2.9 million on upgrades to Mount Evelyn's Morrison Reserve *
- \$2.3 million on Yarra Valley Trail, Northern Loop, Yarra Glen *
- \$2.7 million on making our buildings more climate resilient *
- \$2.1 million on a new Chirside Park Playspace *
- \$1.7 million on road renewals in Gruyere *
- \$384,000 on upgrades to Borthwick Park, Belgrave
- \$275,000 for constructing a footpath on One Tree Hill Road in Ferny Creek
- \$253,000 for constructing a footpath on York Rd between Gear Ave and Tramway Rd in Mt Evelyn.
- \$160,000 on netball facility upgrades in Mount Evelyn

* Note – these capital projects include external funding sources

The Essential Services Commission and the Victorian State Government have set the final rate cap for 2024-25 at 2.75%, which we will apply to our overall rates revenue. This increase, which is below the rate of inflation, seeks to keep rates as affordable as possible in an environment of rising costs of living while still enabling Council's requirement to deliver essential services.

Yarra Ranges Council has been significantly impacted in the last year by major funding cuts – including more than \$100 million cut from the Federal Government previously promised for sealing roads. These funding cuts have unfortunately impacted on anticipated services to the community.

Alongside these funding cuts are extreme increases in construction and insurance costs, of about 30% in the last year.

Simply put, the increasing costs in delivering services is rapidly outpacing the capped growth of rates revenue, and having funding cut from the State and Federal Governments means we need to continue to do more with less.

This means that we need to continue to find efficiencies and reductions where we can, and to find new sources of income, to make sure we're fiscally responsible. A direct result is that Council is simply unable to invest in as many larger projects as we would like while we work on covering our business-as-usual services, maintenance of existing assets, and continue delivering services and strategies that Council is legislated to provide.

We've had to make many difficult decisions that we know impact people in our community. We understand that in delivering a financially responsible budget, we are not always in full alignment with community expectations, however we believe this budget represents a balanced position that is reflective to the current economic environment.

Over the coming year we'll also be investigating ways we can generate additional revenue to cover our funding shortfalls, such as improving the way we hire out Council facilities.

One of the biggest changes we saw last year was the way our waste is collected across our municipality, including a new FOGO waste service, which resulted in an increased waste charge for many residents. As a result, we have already seen a dramatic reduction in volumes of waste going to landfill. We would like to thank the community for the huge part they are playing in helping to leave a better earth for future generations.

In March 2024 new State Government Guidelines were introduced which detail what can be included in the waste charge. We have already made some adjustments to align the activities captured in the waste charge to residents from 1 July 2024 and we are working on implementing the remaining guidelines over the coming years.

Overall, while our financial position remains sound, sources of revenue are increasingly tight so this budget is notably modest compared to previous years as we navigate changing circumstances and shift our focus to improving what we have.

Our budget has been carefully compiled with the goal of delivering more than 120 services to benefit our 55 towns, in one of the most diverse municipalities in Victoria. Our goal is to ensure value-for-money for our community, while still meeting community members' needs now and into the future.

We believe this budget strikes that balance, helping to keep this region as one of the best places in Australia to live, work and visit.

Cr Sophie Todorov
Mayor of Yarra Ranges

Tammi Rose
CEO, Yarra Ranges Council

Executive summary

Yarra Ranges Council's 2024-25 Budget (and the following three years to 2027-28) seeks to provide a solid framework to enable the delivery of high-quality services, projects and infrastructure that are valued by our community, while ensuring Council remains financially sustainable in the long-term to continue to invest in the future generations of our people and communities.

Key statistics of the 2024-25 budget

- Total Revenue – \$253.6 million
- Total Expenditure – \$235.8 million
- Adjusted underlying operating result - \$3.5 million deficit

Adjusted underlying operating result is an important measure of financial sustainability. This measure demonstrates Council's ability to self-fund its operations, and excludes funding related to Council's capital works program. A negative result means Council must rely on its reserves to make up the shortfall. Alternatively, a positive result means Council has excess funds to invest back into service delivery or additional capital works projects in future years.

Council acknowledges that the 2024-25 budget is allowing for a small underlying operating deficit. However, future financial projections indicate that this will only apply to the short term, with Council's longer term financial sustainability returning to positive assuming the local government sector continues to receive the fair and necessary external funding required from industry partners.

(Refer Comprehensive Income Statement in Section 3.1)

- Total Comprehensive Result – \$17.8 million surplus

This is calculated based on total revenue of \$253.6 million less total expenditure of \$235.8 million. This result includes funding related to Council's capital works program, but not the capital expenditure of that program. This is a notional accounting measure but doesn't reflect actual cash performance of Council.

(Refer Comprehensive Income Statement in Section 3.1)

- Cash balance – \$78.7 million

This is the cash and cash equivalent budgeted balance at end of June 2025.

(Refer Statement of Cash Flows in Section 3.4)

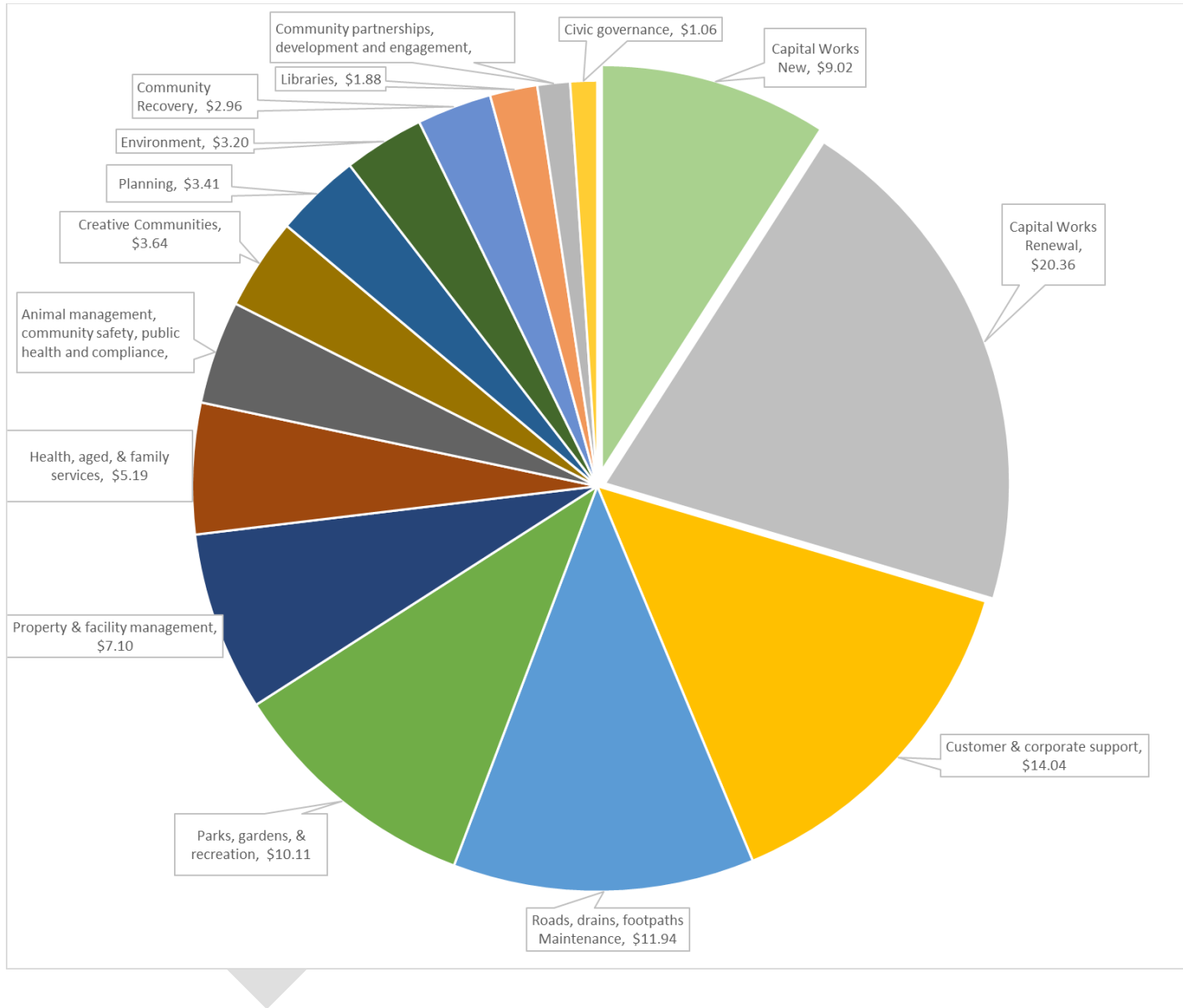
- Capital Works Program of \$68.3 million which includes \$2.3 million carried forward projects from 2023-24. The capital works program will be funded through:
 - \$25.1 million from Council operations (rates funded);
 - \$20.4 million sourced from borrowings
 - \$1.6 million from contributions from various sporting clubs, etc; and
 - \$21.1 million from external grants(Refer Statement of Capital Works in Section 4.5).

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Where Council spends your rates

The chart below provides an indication of how Council allocates its budgeted expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council receives in rates income in 2024-25.

Net Spending per \$100 Rates (2024-25 Budget)



Historical context

Several important factors have influenced Council's financial performance over the last few years. Significantly, rate capping for Victorian councils (in place since 2016) has restricted revenue growth while the costs and volume of services and investment by Council in our community have continued to grow at a faster pace. This has had a cumulative impact placing downward pressure on Council's financial position over those years.

Setting a local council budget is always a challenging task, this year is no exception. We are operating in a post-pandemic world with our community still recovering from its deep impacts, compounded by the lasting effects of several severe weather events across the region. Our community's need for support and critical services has never been greater.

We are all facing rising cost of living pressures which are also impacting the cost of delivering the business of Council. Many of Council's assets are ageing and in need of repair and upgrade, and in some cases no longer able to meet current demands. Our state and federal governments are facing similar financial constraints, which is already seeing reduced funding available to local councils to maintain services and infrastructure – and this is expected to continue. This puts added pressure on Council's own internal sources of revenue.

The reality for Yarra Ranges is that we have 55 townships across the municipality that all greatly value their own infrastructure and facilities, which places significant financial pressure on Council to maintain and/or replace. We are focussed on important strategic work that assesses needs and rationalises the level of infrastructure investment, however we do understand the impacts of this which may be felt by individual organisations and communities.

In this context, Yarra Ranges Council's 2024-25 Budget has been developed to provide the resources for delivering the key support and services our community needs while ensuring the ongoing financial sustainability of Council into the future. Through careful financial management, we can maintain Council's stable financial position. We have worked hard to review all parts of our organisation to ensure services and infrastructure are delivered for maximum benefit whilst identifying service innovations and improvements, operational efficiencies, and savings across many areas.

In developing the 2024-25 to 2027-28 Budget, Council has determined that our community response must remain our highest priority, and as such a careful and strategic approach to budget management is required to produce a budget that is responsive and responsible. In the 2024-25 Budget (and future years), Council has made provisions for the continued recovery from the major storm events of 2021, 2022 and 2023 and has also made provision for a range of cost control measures (operational savings, efficiency targets, and some service and capital program reductions) to ensure Council maintains a positive, stable, and sustainable financial position. Some examples of this include:

- Reduced telecommunications costs through targeted negotiations.
- Savings resulting from Council's street lighting upgrades.
- Changes in some services to deliver outcomes in a more streamlined or sustainable way.
- Reduced expenditure on external consultants, with upskilling internal resources.

Over the coming years, Council will continue our work to maintain financial sustainability in a rate capped environment. Council has reviewed its 10-year long-term financial plan, which was adopted in October 2021, to ensure it reflects the changes that have occurred since its adoption, that our community is kept informed on how this will be achieved and confirm the principles by which it will be maintained.

Budget influences

This section sets out the key budget influences arising from the internal and external environment within which Council operates.

Municipal data

As a result of Yarra Ranges' demographic profile there are several budget implications in the short and long term as follows:

- Yarra Ranges covers approximately 2,500 km², being home to over 55 suburbs, townships, and small communities in a mixture of rural and urban areas, which has a significant impact on the costs of providing programs and services across one of the most diverse and unique municipalities in Victoria.
- Approximately 18% of ratepayers can access the pensioner rebate. As pensioners often have low incomes, the adoption of rate increases has an impact on the disposable income of this large proportion of our community. Council does have hardship provisions in place for all ratepayers who need assistance.
- Compared to the Australian average, Yarra Ranges has a low level of disadvantage and a high level of advantage (as of the 2021 Census). It is in the top 20% of scores for both the Index of Relative Socio-economic Disadvantage (IRSD) and the Index of Relative Socio-economic Advantage (IRSAD), with scores of 1041 and 1054 respectively. The national benchmark score is 1000, higher scores reflect higher advantage and lower disadvantage. Despite these scores we are working closely with some parts of the community that are experiencing levels of disadvantage.
- While the municipality is not substantially developed, it is experiencing very low growth in rateable properties, in comparison to other councils. Rates received from the low level of new dwellings do not offset the significant costs required to replace infrastructure including roads and drains.

External influences

In preparing the 2024-25 Budget, the following external influences have been taken into consideration:

- The Victorian State Government introduced a cap on rate increases in 2016-17. The cap for 2024-25 has been set at 2.75% (a significant reduction on the expected target increase of 3.5%).
- The continuing impact of the pandemic on Council and community services and facilities, as well as on the wider business community with programs and services to support the recovery effort.
- The impact of supporting the community as it recovers and rebuilds from the significant storm events of 2021-2024 combined with the escalating costs of living more broadly for residents.
- Cost escalations and supply issues for materials and services across both operational and capital programs.
- As a result of changes in the recycling industry there has been a rise in the cost of the processing of recyclable material.
- Increased Environmental Protection Authority (EPA) requirements for managing Council's landfill sites.

- Funds received through funding agreements from the State and Commonwealth Governments often do not increase over time in line with real cost increases, which adds pressure to meet service obligations within financial constraints. Council will continually review its service levels to ensure that we are meeting community needs within financially sustainable limits.
- The withdrawal of Commonwealth Funding in relation to the Roads for the Community Initiative.
- Council will continue to collect the Fire Services Property Levy through its rates collection process on behalf of the State Government.
- The current reform agenda of the State Government, and the flow on impacts onto the Local Government sector.
- Council has an ongoing obligation to fund any investment shortfalls in the Defined Benefits Superannuation Scheme. The last call on Local Government was in 2012-13 where Council was required to pay \$12.1 million to top up its share in the Defined Benefits Scheme. The amount and timing of any liability is dependent on the global investment market. At present the actuarial ratios are at a level such that additional calls from the sector are not expected in the next 12 months.

Budget principles

In response to these influences, guidelines have been prepared that set out the key budget principles which informed the preparation of the budget and also provide a framework for the review and update of the long-term financial plan.

Rates & charges

- Council will apply an annual rate increase in line with the estimated rate cap over the life of the long-term financial plan, with 2.75% being applied in year 1 and 2.5% for the remainder of the long-term financial plan.
- Waste management to be charged to ratepayers as a full cost recovery service.
- Differential rates to be applied to ensure appropriate allocation of rates (no change from 2023-24 – refer Section 0 (n) for further details):
 - Residential (100% of the rate in the dollar)
 - Commercial (150%)
 - Industrial (150%)
 - Farming (70%)
 - Recreational/Cultural (60%)
 - Vacant land (100%)
- No municipal charge.

Government funding

- All recurrent and non-recurrent funding based on confirmed agreements is included in the budget.
- In later years of the long-term financial plan, where confirmed capital funding is unknown, an estimated percentage of capital expenditure has been used based on historical activity.

Fees & charges

- Fees & charges are reviewed annually for appropriateness, fairness and equity. Thirty one percent (31%) of fees and charges are increasing at a similar rate to the 2.75% rate cap, with 13% of fees and charges having no increase (or being decreased) to ease the burden on the community due to cost of living pressures. Forty eight percent (48%) of fees and charges have had market corrections applied. In many cases these fees were held flat in prior years due to pandemic and pandemic recovery considerations. Note that 8% of fees and charges have been discontinued due to closures or changed services.
- See attached Appendix A - Schedule of Fees & Charges from 1 July 2024.

Loan borrowings

- Overall borrowings are set at a financially sustainable level.
- Council is taking a strategic position to slightly increase its level of indebtedness to support community recovery and support the delivery of capital projects.
- Maintain indebtedness ratio below 60% over the long-term period (medium risk indicator). This measure indicates Council's ability to service its debts with its own sourced revenue.

Cash

- Cash will be managed and invested in accordance with operational peaks and troughs, being mindful of short-term cash requirements of Council.
- Assist in funding the capital works program to the extent possible without compromising Council's cash position.
- Maintain a stable cash position with a liquidity ratio being managed to at least 1.1 (minimum, VAGO indicator). This measure determines Council's ability to meet its short-term financial obligations with unrestricted assets (i.e. cash holdings) and will maintain a small cash excess to cover for any unforeseen circumstances.

Recurrent operating expenditure

- In some targeted areas, operational expenditure in 2024-25 will be held at the same or reduced levels, except for costs subject to existing contracts or where external market pressures apply.
- Salaries and wages have been calculated according to Council's full establishment staff roster which includes currently vacant positions and flexible working arrangements and increases in line with Council's Enterprise Agreement 2021.
- Future years expenditure in the long-term financial plan to be increased in line with the Victorian Department of Treasury and Finance CPI projections.
- Areas of discretionary cost will be reviewed each year as part of setting the annual budget.
- Service levels will continue to be reviewed considering community expectations, shifting demand for services and legislative requirements. The aim is to continue to be efficient with resources and an emphasis on innovation to achieve savings and efficiencies. Council further acknowledges that some services are likely to be impacted as additional operational savings are required to be identified in future years.

New initiatives & cost pressures

- Funding of cost pressures and new initiatives will be sourced from within the organisation through efficiencies, reallocation of resources or external grant funding sources, subject to approval by Management.

Capital works

- The asset renewal gap will be managed through the dedication and allocation of enough resources to renew the existing asset base over the long term as a priority in the Capital Works Program.
- Maintain the size of the Council's baseline contribution to the Capital Expenditure Program budget, whilst still maintaining financial sustainability.
- Increase the size of Capital Expenditure Program through third party funding such as Grant funding, Land sales, Public Open Space Funding and Special Charge Schemes.
- Longer term grant funding projections based on estimated percentage of total Capital Expenditure Program, outside of the Roads for the Community Initiative.
- Savings achieved during delivery of works will be returned to future years of the Capital Expenditure Program to fund additional work.
- Asset realisation, rationalisation and de-commissioning will be considered as a method of reducing recurrent investment needs and funding required for improvements and new assets, particularly relating to community facilities.
- The impact of new and improved assets on the ongoing operating budget will be identified and considered when assessing proposals for funding new assets and improvements. Example – whole of life costs on maintaining a new trail.
- Application for external funding for both new and renewal projects will be undertaken for all capital projects where available, however if matching funding is required, budget considerations will need to be considered.

Community engagement

Throughout the year we hear from the community in a variety of ways whether that be at one of the many roadshows held across the municipality, our online feedback portal 'Shaping Yarra Ranges', via Councillors, at Council meetings or from customer feedback.

The information we receive from the community has provided valuable input to the 2024-25 Draft Budget development process, helping ensure resources are being allocated to priority areas identified by the community, while also ensuring Council can continue to meet its legislative obligations.

Community engagement activities undertaken over the past 12 months have included:

- Approximately 30 pop-up activities were held across the Yarra Ranges to give community members a chance to speak face to face with Council staff.

The Budget has been developed in light of this feedback and other items raised via Councillors and the Council meeting process, noting the competing tensions for scarce resources and the diverse views and needs of approximately 156,000 residents across 55 townships.

It is no surprise that improving and maintaining drains to reduce flooding was identified by the community as one of the top priorities following recent heavy rainfall events over the past two years:

- Improving/updating drainage infrastructure
- Maintaining our roads, footpaths, and trails
- Improving and maintaining sporting facilities, open spaces, and reserves
- Caring for the environment and responding to climate change; and
- Facilities to support the community through all stages of life.

What we are funding in 2024-25

Delivery of ongoing services

Council has allocated \$140.0 million in direct service delivery to the Yarra Ranges community. These services are summarised in Section 2 together with Council's major initiatives, actions, and measures of success.

Council's 2024-25 Budget will also support several exciting key projects. These are outlined as follows.

Capital works program

This Budget allocates \$68.3 million towards capital works projects. Of this, \$47.3 million is allocated for asset renewals, upgrades, and expansions, while \$21.0 million will help fund the construction of new assets. In response to advocacy from Council, the program is supported by \$21.1 million in external funding from the State and Federal Governments.

Highlights of the capital works program include:

- Roads (\$18.9 million) – including resealing and resurfacing; rehabilitation and renewals; upgrades and improvements; and special charge schemes. Works include construction of roundabout at intersection of Edward Road and Paynes Road, Chirnside Park; and extensive rehabilitation works along Victoria Road, Coldstream and Swales Road, Macclesfield.
- Drainage (\$3.7 million) – including rehabilitation and new drainage works including Maroondah Parade, Healesville, Schoolhouse Road, Woori Yallock and Fernhill Road, Mt Evelyn.
- Footpaths and cycleways (\$2.0 million) – footpath improvements to One Tree Hill Road, Ferny Creek; York Road, Mt Evelyn and Glenfern Road, Upwey and footpath renewals for Greeves Drive, Kilsyth and McKenzie King Drive, Millgrove.
- Recreational, leisure and community facilities (\$5.2 million) – including renewal of tennis facilities in Belgrave; netball facilities in Mt Evelyn; play spaces in Badger Creek and Millgrove and new improved facilities for Chirnside Urban Park and Morrison Recreation Reserve play space in Mt Evelyn.
- Parks, open space, and streetscapes (\$13.4 million) – major trail projects including ngurrak barring / Ridge walk; Yarra Valley Trail; Warburton Mountain Bike Destination and various township improvements; Indigenous Heritage Visibility; stockyard renewal and upgrade; park furniture renewal and improvements; retaining wall and step renewal; and trail rehabilitation projects.
- Buildings (\$13.9 million) – Climate Resilient Buildings for our Community; Pinks Reserve stadium improvements; energy resilient upgrades to Community Sports Pavilion in Monbulk; Advanced Design Program for Early years infrastructure and renewal of Public Toilet facilities in Sassafra and Wandin North.

The Statement of Capital Works can be found in Section 3.5 and further details on the capital works program can be found in Section 4.5

Caring for the environment and responding to climate change

In 2024-25 Council will continue to support our community to prepare for climate change and care for our environment.

Key actions and programs that will be delivered include:

- Commence implementation of all activities envisaged as part of year 1 in the Nature Plan 2024-2034, with \$500k included to contribute to the vision of a healthy, resilient, and connected natural living landscape.
- Review the Integrated Water Management Plan which will enable our waterways and catchments to be protected.
- Continue the Ribbons of Green program, planting native plants on larger properties and at local schools. The program supports local community nurseries, provides education programs and biodiversity extension advice.
- Weed management program on almost 460 sites is programmed for 2024-25, which includes treatment of noxious species such as ivy and blackberries. Also including woody weed removal to address weed infestation along approximately 10 kilometres of roadsides.
- Fire slashing program, which includes slashing and brush cutting along 830 roadsides and fire access tracks.
- Complete Stage 3 of Council's streetlighting program, which will see the remaining street lights upgraded to energy efficient lighting.
- Deliver the grant funded program to protect the platypus in the Monbulk Creek catchment.
- Through the Climate Resilient Buildings Program, continue to upgrade community facilities to be climate ready and operate at a lower cost. Works include solar and battery systems and energy efficient lighting.
- Continue the transformation of Council's fleet, plant, and equipment to zero emissions technology.

Review of Council's Financial Plan

Following the preparation of the draft 2024-25 Budget, Council has reviewed the impact the budget has on the long-term projections contained in its Financial Plan to ensure Council's financial sustainability is being maintained. The budget principles outlined above are reviewed annually and the principles and Financial Plan are adjusted as necessary to respond to the changing environment to ensure the ongoing financial sustainability of Council.

Council's long term financial sustainability remains sound, as shown in the financial performance indicators in Section 5.2.

Commonwealth and State Government advocacy

Council's advocacy to the State and Commonwealth Governments continues to play a critical role in supporting delivery of core services, flagship projects, and civil infrastructure. Notably, over the past year, Council has secured \$4.9 million for the delivery of Yarra Valley Trail Stage 2A, funding for solar on community facilities, and attracted investment in telecommunications resilience projects and a new Adult Mental Health Local.

Yarra Ranges Council continues to advocate strongly, in line with the 2021-2025 Council Plan and the guidelines set out in Council's Advocacy Framework.

A 2023 review of Council’s Advocacy Agenda has delivered a strengthened focus on seven key priorities areas, being: Vibrant Townships, Housing and Homelessness, Integrated Transport, Resilience and Sustainability, Health and Wellbeing, Housing and Homelessness, and Tourism and Sustainable Economic Growth. The refreshed agenda identifies key areas for investment and policy change to enable delivery of better roads and drainage, community and cultural infrastructure, community and environmental resilience initiatives, more housing and more sustainable support for Council to deliver community services.

Notably, the Commonwealth and Victorian Governments have announced changes to regional funding programs, which impact opportunities for Council, local businesses, and community groups to access support for critical projects and initiatives. Council will continue to raise concerns around these changes and advocate for reinstated access to relevant funding sources.

Population growth

How are we travelling against population projections?

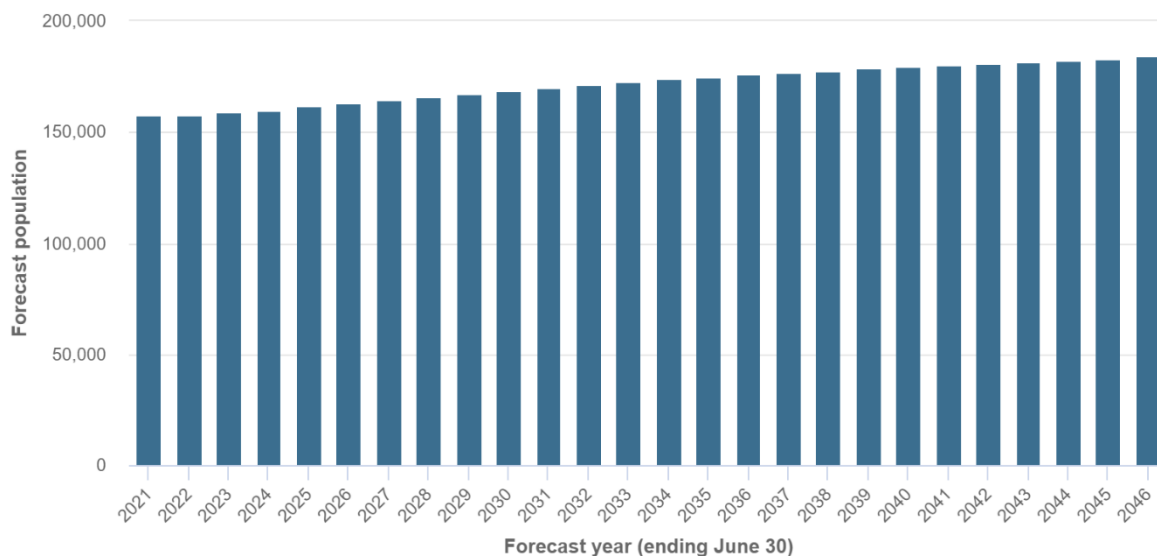
Population for Yarra Ranges was 156,068 at the 2021 Census.

The population forecasts predict that Yarra Ranges’ population will grow to 184,010 by 2046. This translates to a net gain of 27,942 between 2021 and 2046, or 17.9% growth. Yarra Ranges’ urban areas of Lilydale, Mooroolbark, Chirnside Park and Kilsyth are projected to have the highest population growth over the next twenty years, with local increases ranging from 18.4% in Kilsyth to a very high 66.4% in Lilydale (more than 12,000 new residents in Lilydale primarily due to the development of the Kinley Estate).

The full set of projections to 2046 can be accessed here: <http://forecast.id.com.au/yarra-ranges>

Forecast population

Yarra Ranges Council



Source: Population and household forecasts, 2021 to 2046, prepared by .id (opens a new window) (informed decisions), November 2023.



Budget reports

The following reports include all statutory disclosures of information and are supported by the analyses contained in Section 4.1 of this report.

This section includes the following reports and statements in accordance with the *Local Government Act 2020* and the Local Government Model Financial Report.

1. Link to Integrated Planning and Reporting Framework
2. Services and service performance indicators
3. Financial statements
4. Notes to financial statements
5. Financial performance indicators
6. Schedule of Fees and charges

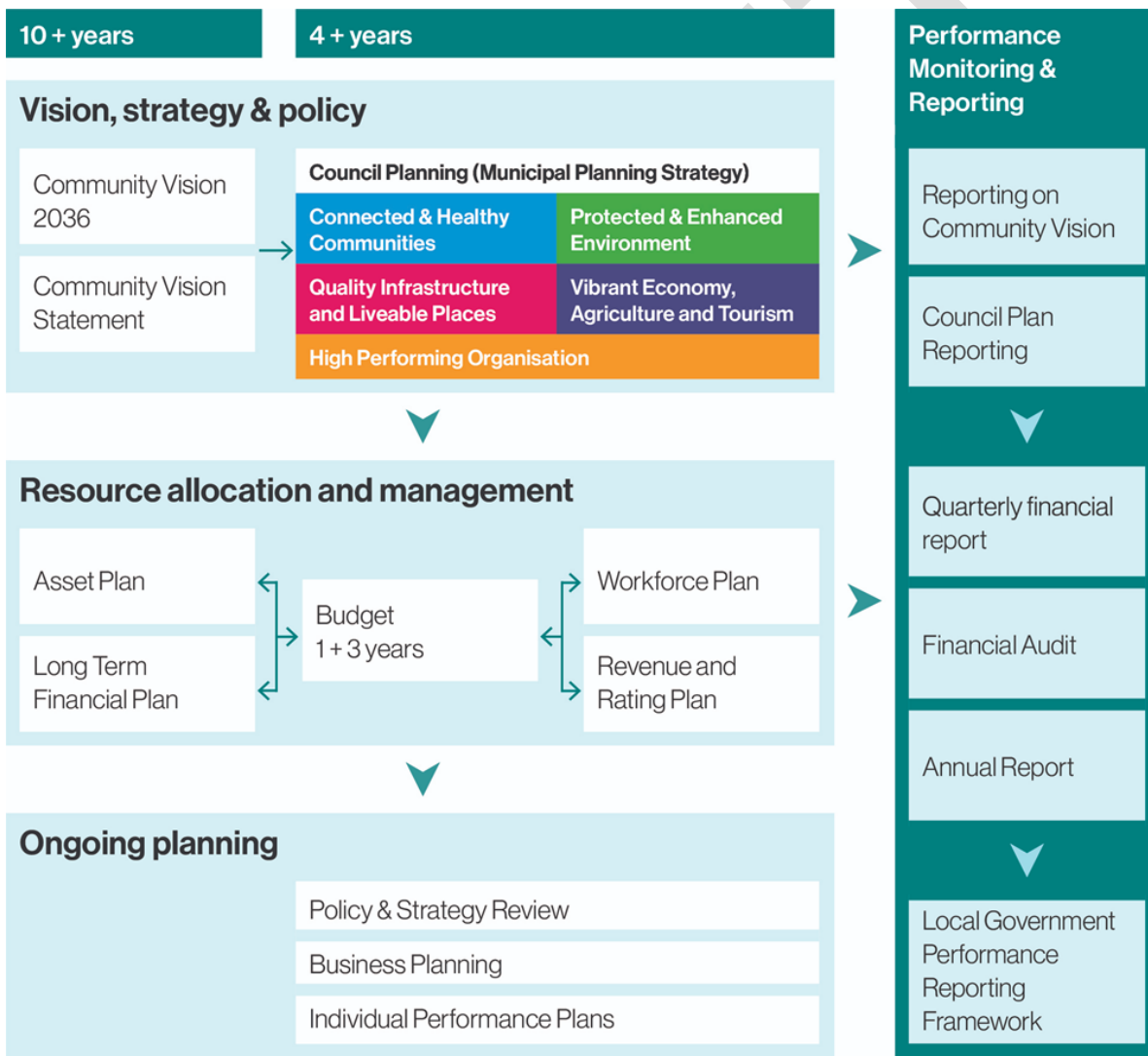
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1. Link to the Integrated Planning and Reporting Framework

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

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.



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

LGPRF – Local Government Planning Reporting Framework

MPHWP – Municipal Public Health and Wellbeing Plan

MPS – Municipal Planning Strategy

Key planning considerations

Service level planning

Although councils have a legal obligation to provide certain 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.

Our purpose

Our vision

Whether you live here or visit, you will see how much we care for Country, how inclusive and connected our communities are, and how balanced growth makes this the best place in the world.

Our commitment

We'll be truthful, represent the community's needs, be positive and responsive and always strive to do better.

Our values

The organisation's values guide our behaviour and underpin everything we do. Our values help us achieve the organisation's vision and mission and improve the quality of the services we offer to our community.



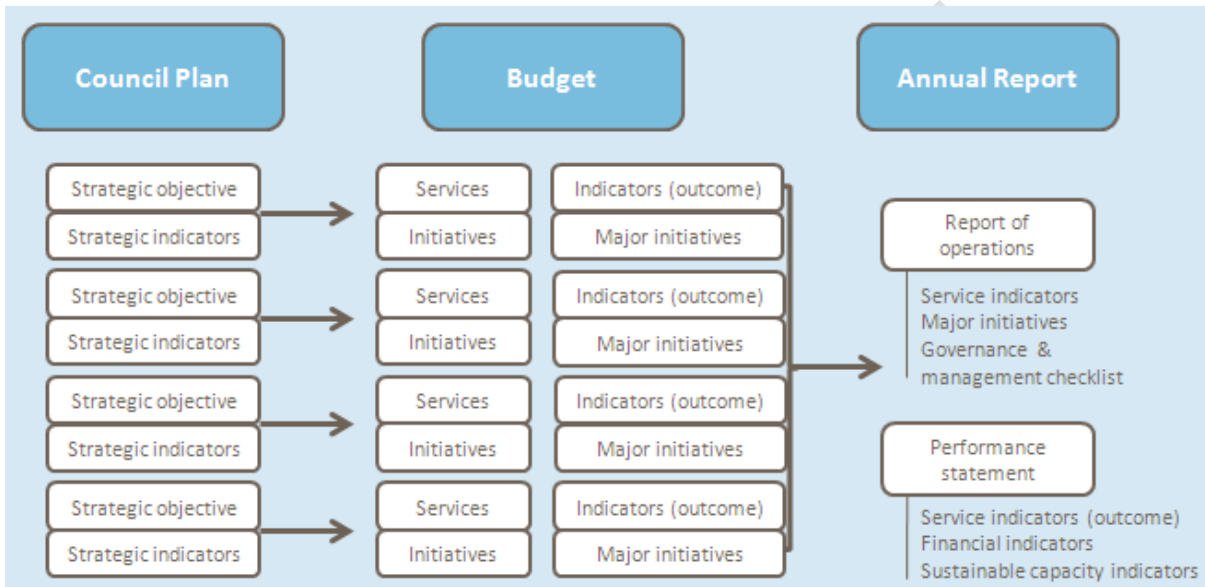
Strategic objectives

Council delivers services and initiatives in over 58 major service categories. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan. The following table lists the five Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
Connected and healthy communities	Communities are safe, resilient, healthy, inclusive, and socially well connected. Quality services are accessible to everyone.
Quality infrastructure and liveable places	Quality facilities and infrastructure meet current and future needs. Places are well planned hubs of activity that foster wellbeing, creativity, and innovation.
Protected and enhanced natural environment	A healthier environment for future generations.
Vibrant economy, agriculture, and tourism	Our tourism, agriculture, health, manufacturing, and other industries are leading and dynamic. Strong investment and attraction underpin sustainable economic growth and job creation.
High performing organisation	An innovative, responsive organisation that listens and delivers quality, value for money services to our community.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2024-25 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify major initiatives, Council Plan actions and service performance outcome indicators in the Budget and report against them in its 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

Strategic Objective 1: Connected and Healthy Communities

To achieve our objective of Connected and Healthy Communities, we will continue to ensure that our communities are safe, resilient, healthy, inclusive, and socially well connected. We will also ensure that quality services are accessible to everyone. The services, major initiatives, Council Plan actions, and key strategies to achieve objectives for each business area are described below.

Services

Services	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
2.1 Strategic Objective 1: Connected and Healthy Communities					
1. Social planning and policy development	This service contributes to building strong and resilient communities by: -Planning, researching and developing relevant social policies and actions -Providing advice, referral and advocacy -Delivering selected community development projects.	Expenditure (Income) Net Cost	701 (0) 701	806 (0) 806	1,115 (0) 1,115
2. Primary health planning and coordination	Council's Health and Wellbeing Strategy guides this legislated requirement to promote good health and wellbeing. Using data about the health of our community, Council works with its partners and the community to improve health. An Advisory Group overseeing the work is resourced by this service. The service has a primary prevention approach – keeping people well through Council's many roles in creating healthy communities and environments.	Expenditure (Income) Net Cost	363 (289) 74	519 (282) 237	435 (238) 197
3. Food, health, and environment inspections and protection	This service works with owners, operators and applicants to ensure that appropriate health standards are achieved for the health and wellbeing of all.	Expenditure (Income) Net Cost	1,684 (1212) 472	1,799 (873) 926	1,873 (1,170) 703
4. Library services in partnership with Eastern Regional Library Corporation	Council works in partnership with Eastern Regional Libraries to enhance learning and cultural development in the municipality through the provision of library services.	Expenditure (Income) Net Cost	4,005 - 4,005	4,372 - 4,372	4,372 - 4,372
5. Maternal and child health and immunisation services	Council provides a universal and enhanced Maternal and Child Health Service to provide universal and targeted services for children and their families. Families can attend centres across the Yarra Ranges and receive services in their homes, or at other community locations.	Expenditure (Income) Net Cost	3,980 (2,455) 1,524	3,760 (2,420) 1,341	4,570 (2,533) 2,037
6. Youth mental health and counselling, participation and engagement	Council provides a range of universal and targeted services for young people and their families, enabling them to receive individual support and/or participate in a range of activities.	Expenditure (Income) Net Cost	1,065 (420) 645	962 (378) 584	956 (336) 620
7. Early years development and early childhood education and care	Council provides a range of services that enable children to develop and for those with additional needs to be included in a range of Early Childhood Education settings. Council also provides Child Care and Preschool Services.	Expenditure (Income) Net Cost	4,864 (4,334) 530	5,430 (4,412) 1,018	5,033 (4,726) 308
8. School crossing supervision	This service provides supervision for school crossings in both the morning and afternoon to improve community safety and encourage healthy habits of walking to school.	Expenditure (Income) Net Cost	1,737 (746) 991	1,810 (769) 1,041	1,790 (750) 1,040

Services	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
9. Animal Management	This service seeks to manage animals, both domestic and farm, to improve community safety.	Expenditure	1,887	1,964	2,155
		(Income)	(1,249)	(1,936)	(1,575)
		Net Cost	638	28	580
10. Fire prevention and emergency management	This service works to build an empowered resilient community that can mitigate, prepare, respond and recover from emergencies.	Expenditure	15,824	11,141	6,879
		(Income)	(11,398)	(7,951)	(3,395)
		Net Cost	4,427	3,190	3,484
11. Positive ageing services	This service provides a comprehensive range of services as part of the Home and Community Care (HACC) program. The HACC program provides a range of coordinated and integrated service approaches which assist HACC eligible people to maximise their independence to remain living at home, stay connected to their community and adapt to changing life circumstances. The majority of this program is externally funded by State Government.	Expenditure	3,643	4,470	940
		(Income)	(1,928)	(3,039)	(127)
		Net Cost	1,714	1,432	813
12. Supporting people with disabilities	This service works across the Council to improve access, equity and inclusion of people with a disability. Metro Access works to increase participation of people with a disability in the life of their community.	Expenditure	118	116	127
		(Income)	(0)	(0)	(0)
		Net Cost	118	116	127
13. Community engagement and development programs	This service supports - Community engagement and place based Community Planning - Life long learning and building resilient organisations through the community grants program, community planning and community capacity building -Community skill development and working collaboratively with local community and local groups, networks, leaders and service organisations	Expenditure	481	510	423
		(Income)	(26)	(77)	(52)
		Net Cost	455	434	371
14. Services and programs to increase participation in arts, culture and heritage	Creative Communities provides a framework to use arts and heritage to engage our local communities. This is achieved through the provision and funding of: - high quality Cultural Facilities with paid staff and technical expertise - the management and delivery of arts and heritage programs in the community - partnerships with community through grants programs - facilitation of community festivals and events	Expenditure	3,565	3,948	3,919
		(Income)	(238)	(149)	(93)
		Net Cost	3,326	3,799	3,826
15. Development of cultural facilities	Creative Communities is responsible for the development of the Cultural Plan which includes planning for the development of cultural facilities across the municipality. This includes engagement and consultation with community and funding bodies, involvement in the project planning and involvement in delivery of the project working with the Capital Works and Planning area.	Expenditure	3,743	4,668	4,545
		(Income)	(364)	(444)	(455)
		Net Cost	3,379	4,224	4,090
16. General Local Laws Compliance	This service provides Local Laws compliance for the safety and wellbeing of our communities.	Expenditure	567	341	450
		(Income)	(229)	(593)	(1,060)
		Net Cost	338	(252)	(610)

Services	Description of services provided		2022/23	2023/24	2024/25
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
17. Community support to reduce impact and prepare for climate change	This service provides support from Yarra Ranges Environment Stewardship team for residents to take steps towards sustainable living and preparing for climate change, including education in schools.	Expenditure	192	63	79
		(Income)	(178)	(61)	(61)
		Net Cost	15	2	(18)
Connected and Healthy Communities Total		Expenditure	48,418	46,680	39,660
		(Income)	(25,067)	(23,382)	(16,570)
		Net Cost	23,351	23,298	23,090

Major initiatives

- Improve mental health outcomes for the community, strengthen social connections, and advocate for equitable and accessible mental health services across the municipality.
- Build community resilience by working together to achieve greater emergency planning and preparedness with a focus on building community capacity as well as traditional cultural burning practices. This will include the development a firestick program across public, private land and local training hubs.

Council Plan actions

- Implement priority actions arising from the Health and Wellbeing Plan including:
 - Mental health
 - Physical activity
 - Social Recovery
 - Climate change and impacts on health
 - Reduce harm from alcohol
 - Health impacts of emergencies
 - Gender Equity.
- Implement Council's Healthy and Active Ageing Plan to increase the age and dementia friendliness of the municipality and improve social connection.
- Implement the Yarra Ranges Aquatics and Leisure Strategy to plan and provide aquatic facilities across the municipality that are inclusive, sustainable, well designed and positioned to improve community health and wellness.
- Revise and implement key actions of the Recreation and Open Space Strategy to increase community access, support community connections and activate Council's community facilities and open space network.
- Implement key actions in the Integrated Transport Strategy 2040 with a focus on people's movement in place and advocating for a cohesive public transport network that connects people with services, employment and to each other.

Strategic objective 2: Quality infrastructure and liveable places

To achieve our objective of Quality Infrastructure and Liveable Places, we will ensure that quality facilities and infrastructure meets current and future needs. Places are well planned hubs of activity that foster wellbeing, creativity, and innovation. The services, major initiatives, Council Plan actions and key strategies to achieve objectives for each business area are described below.

Services

Services	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
2.2 Strategic Objective 2: Quality Infrastructure and Liveable Places					
1. Maintenance and renewal of buildings	This service is responsible for maintenance of Council's buildings, facilities, public amenities and building security.	Expenditure	9,281	9,494	10,276
		(Income)	(0)	(0)	(6)
		Net Cost	9,281	9,494	10,270
2. Management of facilities	This service manages lease and licence arrangements with sporting clubs, user groups and individuals for a range of Council facilities and properties, ensuring that the needs of occupants are provided for in a viable and sustainable way.	Expenditure	1,589	1,552	1,811
		(Income)	(1,097)	(1,148)	(1,085)
		Net Cost	491	404	726
3. Road, footpath and bike path construction and maintenance	This service maintains and manages Council's civil infrastructure (roads, drainage, footpaths, etc.). The area also manages the implementation of the annual local road resurfacing program and provides after hours emergency response service.	Expenditure	6,048	5,430	7,106
		(Income)	(311)	(212)	(212)
		Net Cost	5,737	5,218	6,894
4. Major Council building projects	This service is responsible for coordinating the design and development of major building assets for the Council.	Expenditure	938	1,360	1,437
		(Income)	-	-	-
		Net Cost	938	1,360	1,437
5. Urban design including masterplanning, township and streetscape improvements	The service is responsible for developing and implementing proposals for township improvements across the municipality and supporting the development of high quality infrastructure in the private environment through strategic and statutory planning processes.	Expenditure	1,545	2,096	1,834
		(Income)	(504)	(190)	(0)
		Net Cost	1,040	1,906	1,834
6. Aquatics facilities	This service provides for the maintenance of Council's aquatic facilities.	Expenditure	2,661	2,149	2,677
		(Income)	-	-	-
		Net Cost	2,661	2,149	2,677
7. Strategic land use policy development	This service continues to review and maintain Council's planning scheme and sets the direction for land use planning within Yarra Ranges. This includes planning for the Kinley Estate.	Expenditure	1,292	1,460	1,777
		(Income)	(130)	(90)	(91)
		Net Cost	1,162	1,370	1,686
8. Statutory Building Services	Our building team ensures all buildings, both existing and proposed, comply with the Building Act and regulations. They can also assist with information about pool fencing, maintenance of fire safety equipment, general and technical advice, property information, copies of plans, landslip certificates, building complaints and Council Consent applications.	Expenditure	2,540	3,015	2,995
		(Income)	(912)	(772)	(804)
		Net Cost	1,629	2,243	2,190

Services	Description of services provided		2022/23	2023/24	2024/25
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
9. Capital works and strategic asset management	This service contributes to the management of Council's capital works program and management of Council's infrastructure assets across all infrastructure categories.	Expenditure	15,324	17,038	16,905
		(Income)	(107)	(0)	(0)
		Net Cost	15,217	17,038	16,905
10. Maintenance and renewal of plant and equipment to support services of the organisation	This service provides support to procuring, servicing and disposal of vehicles and both large and small plant that the organisation's services require to undertake their businesses effectively.	Expenditure	6,752	6,930	7,101
		(Income)	(65)	(258)	(105)
		Net Cost	6,687	6,672	6,995
11. Drainage Works	This service performs various tasks related to managing water flow and drainage systems.	Expenditure	3,411	3,211	3,680
		(Income)	(372)	(533)	(533)
		Net Cost	3,040	2,678	3,147
12. Planning permits, approvals, and advice	Assesses and provides advice and enforcement in relation to planning application approvals under the Yarra Ranges Planning Scheme and the related legislation.	Expenditure	5,441	6,251	6,158
		(Income)	(2,016)	(1,764)	(2,187)
		Net Cost	3,425	4,487	3,971
Quality Infrastructure and Liveable Places Total		Expenditure	56,824	59,987	63,757
		(Income)	(5,515)	(4,968)	(5,024)
		Net Cost	51,309	55,019	58,733

Major initiatives

- Undertake and deliver integrated place planning for priority activity centres and town centres to achieve a coordinated community outcome across Yarra Ranges, in accordance with the Living Places Framework.

Council Plan actions

- Improve our social infrastructure planning by working across council to integrate place, service, and infrastructure planning to meet the needs of our diverse communities and improve the unique places they live.
- Develop and implement a strategic approach for activating and providing functional and affordable community assets and spaces that are welcoming to all and support the wellbeing and connectedness of the community.
- Continue to evolve the maturity and sophistication of Council's Asset Management planning to ensure existing community infrastructure is renewed and maintained for the benefit of future generations.
- Activate, develop, and construct significant community facility projects across the municipality to respond to current and future community and social needs.
- Seal gravel roads in townships across the municipality enabled through funding provided by the Federal Government combined with landowner contributions to improve local amenity and liveability for the community.
- Complete the Lilydale Structure Plan and incorporate key actions into the Planning Scheme through an amendment to provide clear direction of the future land use, urban design, transport and access and landscaping forms for Lilydale.

- Integrate and strengthen the planning, maintenance, and management of community assets to ensure the needs and priorities of current and future communities are balanced against investment requirements and Council's ability to pay for them.
- Amend the planning scheme by using the outcomes of the reviewed Housing Strategy to ensure housing needs of the community are met, new housing is well designed, it provides for housing choice and improves neighbourhood character outcomes in residential areas.
- Plan, facilitate and develop urban renewal projects, including Lilydale Revitalisation project, Kinley re-development and Level Crossing Removal to facilitate the revitalisation of Lilydale. Ensuring alignment with Council's place making objectives of encouraging a vibrant, attractive, sustainable, healthy, and connected community.

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Strategic objective 3: Protected and enhanced natural environment

To achieve our objective of Protected and Enhanced Natural Environment, we will continue to strive for a healthier environment for future generations. The services, major initiatives, Council Plan actions, and key strategies to achieve objectives for each business area are described below.

Services

Services	Description of services provided		2022/23	2023/24	2024/25
			Actual \$'000	Forecast \$'000	Budget \$'000
2.3 Strategic Objective 3: Protected and Enhanced Natural Environment					
1. Environmental education programs including a focus on schools	This service provides environmental education programs to our community, as well the Council's extensive school network.	Expenditure	350	349	360
		(Income)	(335)	(327)	(235)
		Net Cost	15	22	125
2. Weed reduction and replanting programs	Council has an active weed reduction and replanting service, in addition to running an ongoing weed removal program called Weed Wipeout, to help residents remove and dispose of weeds on their property.	Expenditure	973	1,144	1,252
		(Income)	(555)	(698)	(647)
		Net Cost	418	446	606
3. Biodiversity conservation	The Biodiversity Conservation Unit has responsibility for the protection and enhancement of the region's biodiversity values in line with National, State and Regional requirements. Conducts environmental assessments for planning permit applications (Council and community). Manages a system for biodiversity offsets and provides advice to landholders to enhance biodiversity.	Expenditure	1,533	2,314	1,964
		(Income)	(496)	(614)	(301)
		Net Cost	1,037	1,699	1,663
4. Support for friends and land care groups	This service provides grants and support for 'Friends of' groups and 'Land Care' groups across Council's parks, reserves and natural habitats.	Expenditure	726	1,691	669
		(Income)	(423)	(325)	(258)
		Net Cost	303	1,366	411
5. Waste management services	This service provides waste services to 59,708 general properties consisting of a weekly garbage collection, fortnightly recycling and green and hard waste collections for general properties only. We also provide services to over 2,751 commercial properties across the municipality which consist of twice weekly garbage collection, and fortnightly recycling collections. A core priority includes minimising the volume of material going to landfills through the coordination of education and management programs.	Expenditure	24,581	30,083	33,526
		(Income)	(25,265)	(30,487)	(33,430)
		Net Cost	(684)	(404)	96
6. Maintenance of bushland and natural open space	This service provides for the maintenance of Council's bushland and natural open spaces.	Expenditure	8,513	7,958	8,087
		(Income)	(41)	(17)	(17)
		Net Cost	8,472	7,941	8,070
7. Maintenance and redevelopment of sports fields, playspaces, parks and reserves	This service provides for the maintenance and redevelopment of Council's sports fields, playspaces, and parks and reserves.	Expenditure	10,672	10,978	11,023
		(Income)	(279)	(332)	(285)
		Net Cost	10,393	10,646	10,739
8. Environmental sustainability management	This service provides the management and administrative support for the environment and sustainability teams.	Expenditure	1,204	1,784	1,588
		(Income)	(0)	(397)	(408)
		Net Cost	1,204	1,388	1,180

Services	Description of services provided		2022/23	2023/24	2024/25
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
9. Landfill Rehabilitation	This work typically involves reshaping, contouring and capping of the landfill, in association with ongoing management and regular monitoring of Leachate, Landfill Gas and Stormwater. This also includes the establishment of infrastructure to minimise and mitigate any potential onsite and offsite impacts to soil, ground and surface water and the atmosphere. The length of the process is indeterminable and may take many years, dependant on the nature of the site and material that was placed in the landfill and when the EPA determines no further rehabilitation is required.	Expenditure	3,985	95	1,595
		(Income)	-	-	-
		Net Cost	3,985	95	1,595

Protected and Enhanced Natural Environment Total				
	Expenditure	52,537	56,396	60,065
	(Income)	(27,394)	(33,198)	(35,580)
	Net Cost	25,143	23,198	24,485

Major initiatives

- Ensure the plants, animals, and ecologies of Yarra Ranges that our community value so much, are supported and retained alongside us, in healthy landscapes by implementing the Nature Plan.
- Reduce our ecological footprint through our commitment to sourcing 100% renewable energy and help our communities to thrive in a changing climate through adaptive, resilient, and regenerative programs and projects.

Council Plan actions

- Implement actions of the Liveable Climate Plan and shift to low carbon and renewable energy sources across all facilities, buildings, plant, and fleet to reduce Council's climate impact.
- Deliver actions of the Urban Tree Canopy Strategy and its implementation plan. Deliver the parks and reserves improvement program to enhance amenity, access and participation in public spaces and places.
- Implementation of the Community Waste & Resource Recovery Plan, develop education programs and pursue innovative waste processing technologies to maximise waste resource recovery for a more sustainable future.
- Continue to develop and support the capability of Environmental Volunteer Groups including seeking funding support to invest in our shared environment.
- Improve our green corridors to enable native wildlife movement across the landscape by investing in restoration and revegetation works on private and council land.

Strategic objective 4: Vibrant economy, agriculture, and tourism

To achieve our objective of Vibrant Economy, Agriculture and Tourism, we will continue to ensure that our tourism, agriculture, health, manufacturing, and other industries are leading and dynamic. Strong investment and attraction underpin sustainable economic growth and job creation. The services, major initiatives, Council Plan actions, and key strategies to achieve objectives for each business area are described below.

Services

Services	Description of services provided		2022/23	2023/24	2024/25
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
2.4 Strategic Objective 4: Vibrant Economy, Agriculture, and Tourism					
1. Facilitate tourism development and regional marketing	This service offers work across the tourism sector – a key segment of the Yarra Ranges economy to promote and develop the benefits that flow from tourism. Advocacy on developing latent tourism potential through eco and heritage tourism seeks to develop our tourism offer and deliver benefits to local communities. Yarra Ranges Tourism is a major partner and the service manages Council's Partnership Agreement with the Board.	Expenditure (Income) Net Cost	539 - 539	491 - 491	518 - 518
2. Agribusiness support, business networks and sustainable business practices	Forums, industry networks, advocacy, training programs and investment attraction are promoted by this service. Strong employment opportunities are vital to our communities and the service works to facilitate vibrant local economies through relationship brokerage and networking.	Expenditure (Income) Net Cost	1,147 (218) 930	1,533 (465) 1,067	1,158 (24) 1,134
Vibrant Economy, Agriculture & Tourism Total		Expenditure (Income) Net Cost	1,687 (218) 1,469	2,024 (465) 1,558	1,676 (24) 1,652

Major initiatives

- Become a world class trails and eco-tourism destination through project development, delivery, advocacy and partnerships, including the delivery of the Ridges and Rivers projects.
- Implementing a “build back better” approach by actively promoting regenerative principles in economic recovery and adaptation efforts. Advocating for strategies that enhance community well-being and business sustainability.

Council Plan actions

- Implement a plan that improves employment opportunities and mental health outcomes for everyone.
- Develop and deliver improvements to Council’s network of recreational trails across the municipality to support improved recreational, health, social, and economic needs of the community and become a world class trails, agritourism and eco-tourism destination.
- Ongoing implementation of the Economic Development Strategy and finalisation and implementation of the Investment Attraction Plan, to create local jobs, business, and investment to deliver positive and sustainable economic community outcomes.
- Deliver key initiatives outlined in the Bayswater Business Precinct Transformation Strategy that create jobs, attracts future investment, and progresses the revitalisation of the Precinct, in association with Knox and Maroondah Councils.

- Raise the cultural profile of Yarra Ranges to drive creative industry development and cultural tourism spend via attracting and retaining new creative professionals and businesses and supporting existing creative professionals and businesses.
- Implement the relevant actions as indicated in Yarra Ranges Destination Management Plan to promote sustainable eco-tourism and infrastructure development while protecting our natural environment.

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Strategic objective 5: High performing organisation

To achieve our objective of High Performing Organisation, we will continue to strive towards an innovative and responsive organisation that listens and delivers quality and value for money services to our community. The services, major initiatives, Council Plan actions and key strategies to achieve objectives for each business area are described below.

Services

Services	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
2.5 Strategic Objective 5: High Performing Organisation					
1. Communications & Engagement	Keeping our community informed around local opportunities, services and initiatives and engaging with the community to help inform Council decision making and planning.	Expenditure (Income) Net Cost	1,658 - 1,658	1,919 - 1,919	1,470 - 1,470
2. Customer Experience	This service leads the provision of front-line service, including delivery of five geographically dispersed Community Links across the municipality and Council's Contact Centre.	Expenditure (Income) Net Cost	3,681 (157) 3,524	3,284 (64) 3,220	3,912 (64) 3,848
3. Financial management and reporting	This service provides financial management and reporting functions for Council, including the preparation of the Budget and the Annual Financial Statements.	Expenditure (Income) Net Cost	1,577 (3) 1,574	1,790 - 1,790	1,317 - 1,317
4. Procurement, contracts and tendering	This service provides best practice procurement support to the organisation including tendering and collaborative procurement initiatives.	Expenditure (Income) Net Cost	1,140 - 1,140	1,407 - 1,407	1,353 - 1,353
5. Strategy and Transformation	This service provides business support to Councillors for the development and reporting of the Council Plan, in addition to business plans across the organisation. It also leads our Business Excellence Program, a program of coordinated process improvement and innovation aligned to the nationally recognised business excellence framework. Also includes Council's advocacy program.	Expenditure (Income) Net Cost	3,146 - 3,146	3,705 - 3,705	3,360 - 3,360
6. Information services	This service provides a range of different services and solutions related to the Information Management requirements of the Council including information technology, geographic information systems, records management, archives management, courier services, FOI, information privacy and an Electronic Document Management System (EDMS).	Expenditure (Income) Net Cost	9,524 (17) 9,507	11,024 (309) 10,715	9,548 (40) 9,508
7. Rating and valuation services	This service provides the generation of rate notices, management of the rates database, including the fire services levy, and liaison and support of Council's Valuers.	Expenditure (Income) Net Cost	1,619 (780) 839	1,188 (396) 792	1,235 (387) 848
8. Council governance & meeting procedures	This service provides leadership of Council's governance framework, including administration and operational support for Council and executive meetings, advice and guidance on legislative changes and requirements focusing on good governance initiatives. It also provides executive support to the CEO and Councillors ensuring a seamless approach to interactions within the organisation and the community.	Expenditure (Income) Net Cost	1,452 (54) 1,397	1,555 (105) 1,450	2,275 (105) 2,170

Services	Description of services provided		2022/23	2023/24	2024/25
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
9. Occupational health and safety	This service provides support to the organisation in meeting requirements under the Occupational Health and Safety Act. Protecting the health and safety of employees, councillors, volunteers, contractors and visitors.	Expenditure	177	178	156
		(Income)	-	-	-
		Net Cost	177	178	156
10. Human resources, employee relations and organisational development	This service provides leadership and coordination of Council's human resources, workplace relations, payroll, and organisational development functions.	Expenditure	3,678	4,527	4,255
		(Income)	-	-	-
		Net Cost	3,678	4,527	4,255
11. Digital	This service supports Council to harness the opportunities that digital technology presents and to improve the way services are delivered to our community. This service also plays a vital role in improving and enhancing the way in which the organisation manages, shares and uses data to ensure Council's decisions are evidence-based.	Expenditure	375	453	612
		(Income)	-	-	-
		Net Cost	375	453	612
12. Risk management	This service provides risk management and insurance services to the organisation.	Expenditure	2,243	3,032	3,234
		(Income)	(23)	(40)	(16)
		Net Cost	2,221	2,992	3,219
High Performing Organisation Total		Expenditure	30,268	34,063	32,728
		(Income)	(1,032)	(915)	(611)
		Net Cost	29,236	33,148	32,117

Council Plan actions

- Ensure Council's workforce reflects the community it serves by embedding the principles of total diversity and inclusion in our day-to-day leadership and share our experience and knowledge with the community.
- Improve trust and connection with Council through better community engagement and innovative approaches to communication.
- Develop and grow an organisational culture committed to delivering exceptional customer experience.
- Streamline internal Council processes and improve software systems to deliver more efficient services to our community.
- Increase the community's visibility, understanding of and access to Council's information and performance to improve accountability to the community.
- Provide additional digital platforms that the community can use to interact with increased accessibility and flexibility for our community.
- Consolidate and strengthen advocacy through evidence and stronger relationships to ensure other levels of government are effectively and efficiently engaged to support local services and programs.
- Adapt and improve our service delivery to ensure the measurable provision of both effective and efficient services that are supporting our municipality to rebuild resilience.
- Strengthen relationships and networks to support local community groups and build their capacity to be active in achieving community outcomes.

2.1 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Connected and healthy communities	(23,090)	39,660	16,570
Quality infrastructure and liveable places	(58,733)	63,757	5,024
Protected and enhanced natural environment	(24,485)	60,065	35,580
Vibrant economy, agriculture and tourism	(1,652)	1,676	24
High performing organisation	(32,117)	32,728	611
Total	(140,077)	197,886	57,809
Expenses added in:			
Depreciation and amortisation	39,587		
Finance costs	2,314		
Other expenses/adjustments	601		
Surplus/(Deficit) before funding sources	(182,579)		
Funding sources added in:			
Rates and charges revenue	147,298		
Grants commission funding	16,892		
Capital grants	21,129		
Interest revenue	3,094		
Contributions – cash & non-monetary	6,113		
Other revenue	5,821		
Total funding sources	200,347		
Operating surplus/(deficit) for the year	17,768		

2.2 Service performance outcome indicators

The following table outlines the prescribed indicators of service performance and prescribed measures that must be included under the *Local Government Act 2020*. These are required to be reported against in the annual Performance Statement.

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Libraries	Participation	Library membership (percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
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 MCH service by Aboriginal children	Percentage of Aboriginal children enrolled who participate in the MCH service

3. Financial statements

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

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

- 3.1 Comprehensive income statement
- 3.2 Balance sheet
- 3.3 Statement of changes in equity
- 3.4 Statement of cash flows
- 3.5 Statement of capital works
- 3.6 Statement of human resources

Pending accounting standards

The 2024-25 budget has been prepared based on the accounting standards applicable at the date of preparation. Pending accounting standards that will be in effect from the 2024-25 financial year have not been considered in the development of the budget.

3.1 Comprehensive income statement

For the four years ending 30 June 2028

	NOTES	Forecast		Budget	Projections		
		2023/24 \$'000	2024/25 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Income / Revenue							
Rates and charges	4.1.1	175,916	182,151	182,151	186,852	193,063	199,380
Statutory fees and fines	4.1.2	2,922	3,761	3,761	3,911	4,029	4,150
User fees	4.1.3	6,587	6,394	6,394	9,650	11,940	12,298
Grants – operating	4.1.4	39,604	29,250	29,250	28,874	29,740	32,164
Grants – capital	4.1.4	34,109	21,129	21,129	11,078	5,802	6,582
Contributions - monetary	4.1.5	3,231	3,113	3,113	3,710	3,235	3,332
Contributions - non-monetary	4.1.5	3,000	3,000	3,000	3,000	3,000	3,000
Other income	4.1.6	4,724	4,810	4,810	4,471	4,354	4,042
Total income / revenue		270,093	253,608	253,608	251,546	255,163	264,948
Expenses							
Employee costs	4.1.7	82,819	80,230	80,230	81,682	83,724	85,817
Materials and services	4.1.8	102,412	104,814	104,814	106,350	109,541	112,827
Depreciation	4.1.9	35,883	36,675	36,675	38,297	40,861	42,591
Amortisation - intangible assets	4.1.10	346	335	335	353	371	391
Depreciation - right of use assets	4.1.11	2,441	2,577	2,577	2,521	2,566	2,515
Bad and doubtful debts - allowance for impairment losses		68	64	64	66	68	70
Borrowing costs		130	1,365	1,365	1,084	813	731
Finance costs – leases		739	874	874	823	728	1,254
Other expenses	4.1.12	9,075	8,905	8,905	9,261	9,539	9,825
Total expenses		233,913	235,839	235,839	240,437	248,211	256,021
Surplus/(deficit) for the year		36,180	17,769	17,769	11,109	6,952	8,927
Total other comprehensive income		(1,932)	-	-	-	-	-
Total comprehensive result		34,248	17,769	17,769	11,109	6,952	8,927
Adjusted underlying result (deficit)		(592)	(3,453)	(3,453)	(538)	1,150	2,345

3.2 Balance sheet

For the four years ending 30 June 2028

	NOTES	Forecast	Budget	Projections		
		2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Assets						
Current assets						
Cash and cash equivalents		78,242	78,659	66,229	63,989	62,202
Trade and other receivables		42,403	41,833	42,265	43,321	44,778
Prepayments		-				
Other assets		12,561	13,970	13,844	13,757	13,803
Total current assets	4.2.1	133,206	134,462	122,338	121,067	120,783
Non-current assets						
Trade and other receivables		2,383	2,383	2,383	2,383	2,383
Investments in associates, joint arrangement, and subsidiaries		2,550	2,550	2,550	2,550	2,550
Property, infrastructure, plant & equipment		1,393,039	1,429,997	1,452,405	1,460,247	1,469,038
Right-of-use assets	4.2.4	17,404	15,617	14,258	11,948	9,689
Intangible assets		3,175	2,840	2,487	2,116	1,725
Total non-current assets	4.2.1	1,418,551	1,453,387	1,474,083	1,479,244	1,485,385
Total assets		1,551,757	1,587,849	1,596,421	1,600,311	1,606,168
Liabilities						
Current liabilities						
Trade and other payables		30,518	31,061	31,559	32,472	33,321
Trust funds and deposits		14,802	14,802	14,802	14,802	14,802
Contract and other liabilities		46,000	46,000	46,000	46,000	46,000
Provisions		16,500	15,056	15,319	15,589	15,866
Interest-bearing loans and borrowings	4.2.3	643	2,045	2,045	2,045	2,045
Lease liabilities	4.2.4	2,207	1,958	2,313	2,074	2,074
Total current liabilities	4.2.2	110,670	110,922	112,038	112,982	114,108
Non-current liabilities						
Provisions		6,844	8,647	8,752	8,861	8,969
Interest-bearing loans and borrowings	4.2.3	-	17,807	15,762	13,717	11,672
Lease liabilities	4.2.4	15,197	13,659	11,945	9,874	7,615
Total non-current liabilities	4.2.2	22,041	40,112	36,459	32,453	28,257
Total liabilities		132,211	151,034	148,497	145,435	142,365
Net assets		1,419,046	1,436,815	1,447,924	1,454,876	1,463,803
Equity						
Accumulated surplus		672,789	690,558	701,667	708,619	717,546
Reserves		746,257	746,257	746,257	746,257	746,257
Total equity		1,419,046	1,436,815	1,447,924	1,454,876	1,463,803

3.3 Statement of changes in equity

For the four years ending 30 June 2028

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023-24 Forecast					
Balance at beginning of the financial year		1,384,798	638,541	733,256	13,001
Surplus/(deficit) for the year		34,748	34,248	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to/from other reserves		-	-	-	-
Balance at end of the financial year		1,419,046	672,789	733,256	13,001
2024-25 Budget					
Balance at beginning of the financial year		1,419,046	672,789	733,256	13,001
Surplus/(deficit) for the year		17,769	17,769	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to/from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	1,436,815	690,558	733,256	13,001
2025-26					
Balance at beginning of the financial year		1,436,815	690,558	733,256	13,001
Surplus/(deficit) for the year		11,109	11,109	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to/from other reserves		-	-	-	-
Balance at end of the financial year		1,447,924	701,667	733,256	13,001
2026-27					
Balance at beginning of the financial year		1,447,924	701,667	733,256	13,001
Surplus/(deficit) for the year		6,952	6,952	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to/from other reserves		-	-	-	-
Balance at end of the financial year		1,454,876	708,619	733,256	13,001
2027-28					
Balance at beginning of the financial year		1,454,876	708,619	733,256	13,001
Surplus/(deficit) for the year		8,927	8,927	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to/from other reserves		-	-	-	-
Balance at end of the financial year		1,463,803	717,546	733,256	13,001

3.4 Statement of cash flows

For the four years ending 30 June 2028

	Notes	Forecast	Budget	Projections		
		2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		170,326	182,616	185,901	191,792	198,195
Statutory fees and fines		2,922	4,141	4,288	4,421	4,554
User fees		7,246	7,040	10,320	12,925	13,497
Grants - operating		39,604	29,279	28,901	29,666	31,968
Grants - capital		34,109	21,150	11,902	6,234	6,519
Contributions - monetary		2,500	3,020	3,141	3,235	3,332
Interest received		3,041	3,095	2,687	2,517	2,150
Trust funds and deposits taken		7,698	-	-	-	-
Other receipts		2,582	2,296	2,841	2,382	2,401
Net GST refund / payment		14,801	15,502	15,525	14,434	14,861
Employee costs		(82,819)	(79,756)	(81,195)	(83,179)	(85,278)
Materials and services		(112,653)	(114,882)	(116,638)	(119,774)	(123,437)
Other payments		(8411)	(9,781)	(10,155)	(10,468)	(10,784)
Net cash provided by/(used in) operating activities	4.4.1	80,946	63,720	57,518	54,185	57,978
Cash flows from investing activities						
Payments for property, infrastructure, plant, and equipment		(89,773)	(77,696)	(63,475)	(50,273)	(53,220)
Proceeds from sale of property, infrastructure, plant, and equipment		64	-	-	-	-
Proceeds from sale of property, infrastructure, plant, and equipment		-	-	-	-	-
Payments for investment property		-	-	-	-	-
Proceeds from investment property		1,011	-	-	-	-
Payments for intangible assets		-	-	-	-	-
Proceeds from intangible assets		-	-	-	-	-
Payments for investments		-	-	-	-	-
Net cash provided by/ (used in) investing activities	4.4.2	(88,698)	(77,696)	(63,475)	(50,273)	(53,220)
Cash flows from financing activities						
Finance costs		(130)	(1,365)	(1,084)	(813)	(731)
Proceeds from borrowings		-	20,448	-	-	-
Repayment of borrowings		(1,846)	(1,239)	(2,045)	(2,045)	(2,045)
Interest paid - lease liability		(739)	(874)	(823)	(728)	(1,254)
Repayment of lease liabilities		(2,441)	(2,577)	(2,521)	(2,565)	(2,515)
Net cash provided by/(used in) financing activities	4.4.3	(5,156)	14,393	(6,473)	(6,152)	(6,545)
Net increase/(decrease) in cash & cash equivalents		(12,908)	417	(12,430)	(2,240)	(1,787)
Cash and cash equivalents at the beginning of the financial year		91,150	78,242	78,659	66,229	63,989
Cash and cash equivalents at the end of the financial year		78,242	78,659	66,229	63,989	62,202

3.5 Statement of capital works

For the four years ending 30 June 2028

	NOTES	Forecast	Budget	Projections		
		2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		697	-	-	-	-
Total land		697	-	-	-	-
Buildings		13,357	7,413	-	-	296
Building improvements		3,926	6,501	3,091	3,175	3,313
Total buildings		17,283	13,914	3,091	3,175	3,609
Total property		17,980	13,914	3,091	3,175	3,609
Plant and equipment						
Plant, machinery and equipment		3,627	2,282	3,122	2,735	2,810
Fixtures, fittings, and furniture		18	19	19	20	20
Computers and telecommunications		2,171	2,488	374	385	573
Total plant and equipment		5,816	4,789	3,515	3,140	3,403
Infrastructure						
Roads		25,054	18,934	15,336	10,080	10,064
Bridges		1,986	466	262	269	277
Footpaths and cycleways		1,078	1,982	3,307	2,647	2,699
Drainage		1,714	3,738	3,491	2,743	2,629
Recreational, leisure and community facilities		8,222	5,194	2,330	1,847	1,802
Parks, open space and streetscapes		14,005	13,413	12,795	3,888	1,359
Off street car parks		467	380	390	401	412
Other infrastructure		5,291	5,509	13,188	17,513	22,128
Total infrastructure		57,817	49,616	51,099	39,388	41,370
Total capital works expenditure	4.5.1	81,613	68,319	57,705	45,703	48,382
Represented by:						
New asset expenditure		23,914	20,970	17,028	7,317	4,458
Asset renewal expenditure		25,718	27,873	35,588	35,427	39,382
Asset expansion expenditure		5,979	569	1,001	1,015	929
Asset upgrade expenditure		26,002	18,907	4,088	3,944	3,491
Total capital works expenditure	4.5.1	81,613	68,319	57,705	45,703	48,382
Funding sources represented by:						
Grants		34,109	21,129	8,761	4,096	2,146
Contributions		4,915	1,609	590	-	-
Council cash		42,589	25,134	48,354	41,607	46,236
Borrowings		-	20,448	-	-	-
Total capital works expenditure	4.5.1	81,613	68,319	57,705	45,703	48,382

3.6 Statement of human resources

For the four years ending 30 June 2028

	Forecast	Budget	Projections		
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs – operating *	82,819	80,230	81,682	83,724	85,817
Employee costs – capital	6,789	7,023	7,199	7,379	7,563
Total staff expenditure	89,608	87,253	88,881	91,103	93,380
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	772	745	739	739	739
Total staff numbers	772	745	739	739	739

* Note: included in Budget 2024-25 and future years is an allowance for vacancies and conclusion of fixed term positions

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

Department	Comprises				
	Budget	Permanent		Casual	Temporary
	2024/25	Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Communities	21,370	11,758	6,346	907	2,360
Corporate Services	16,488	12,186	1,934	225	2,143
Built Environment and Infrastructure	22,794	18,713	501	0	3,580
Office of the CEO	2,574	2,342	106	0	126
Planning and Sustainable Futures	16,383	11,790	1,333	0	3,261
Recovery & Response	621				621
Total permanent staff expenditure	80,230	56,788	10,220	1,132	12,090
Other employee related expenditure	-				
Capitalised labour costs	7,023				
Total expenditure	87,253				

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

Department	Comprises				
	Budget	Permanent		Casual	Temporary
	2024/25	Full Time	Part time		
Communities	204	105	66	10	23
Corporate Services	150	106	21	3	21
Built Environment and Infrastructure	218	179	5	-	34
Office of the CEO	18	16	1	-	1
Planning and Sustainable Futures	148	101	12	-	35
Recovery & Response	6	-	-	-	6
Total staff	745	507	105	13	120

Summary of planned human resources

Expenditure for the four years ending 30 June 2028

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Communities				
Permanent - Full time	11,758	12,129	12,653	13,074
Women	9,519	9,635	9,875	10,122
Men	2,239	2,495	2,659	2,830
Persons of self-described gender	-	-	118	121
Permanent - Part time	6,346	6,576	6,691	6,819
Women	5,514	5,652	5,570	5,595
Men	832	924	1,020	1,120
Persons of self-described gender	-	-	101	104
Total Communities	18,103	18,705	19,344	19,893
Built Environment & Infrastructure				
Permanent - Full time	18,718	19,406	19,785	19,939
Women	5,587	5,838	5,984	6,133
Men	13,131	13,569	13,689	13,576
Persons of self-described gender	-	-	112	230
Permanent - Part time	501	514	526	540
Women	440	451	463	474
Men	61	62	64	65
Persons of self-described gender	-	-	-	-
Total Built Environment & Infrastructure	19,219	19,920	20,312	20,479
Corporate Services				
Permanent - Full time	12,186	12,471	12,762	13,051
Women	8,715	8,805	8,893	8,846
Men	3,471	3,666	3,869	4,079
Persons of self-described gender	-	-	-	126
Permanent - Part time	1,934	2,082	2,134	2,187
Women	1,753	1,896	1,944	1,992
Men	181	186	191	195
Persons of self-described gender	-	-	-	-
Total Corporate Services	14,120	14,553	14,896	15,239
Office of the CEO				
Permanent - Full time	2,342	2,365	2,387	2,409
Women	1,893	1,781	1,661	1,534
Men	449	584	726	874
Persons of self-described gender	-	-	-	-
Permanent - Part time	106	109	111	114
Women	106	109	111	114
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Total Office of the CEO	2,448	2,473	2,498	2,523
Planning & Sustainable Futures				
Permanent - Full time	11,790	12,316	13,185	14,207
Women	6,107	6,373	6,971	7,583
Men	5,683	5,944	6,214	6,494
Persons of self-described gender	-	-	-	129
Permanent - Part time	1,333	1,459	1,591	1,929
Women	960	886	807	724
Men	373	574	784	1,205
Persons of self-described gender	-	-	-	-
Total Planning & Sustainable Futures	13,123	13,776	14,776	16,136

	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000
Casuals, temporary and other expenditure	13,222	12,316	11,821	11,422
Capitalised labour costs	7,023	7,199	7,379	7,563
Total staff expenditure	87,253	88,881	91,102	93,380

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Staff numbers for the four years ending 30 June 2028

	2024/25	2025/26	2026/27	2027/28
	FTE	FTE	FTE	FTE
Communities				
Permanent - Full time	105	105	108	109
Women	81	80	81	81
Men	24	25	26	27
Persons of self-described gender	-	-	1	1
Permanent - Part time	67	68	68	68
Women	53	53	51	50
Men	13	14	15	16
Persons of self-described gender	-	-	1	1
Total Communities	172	173	176	177
Corporate Services				
Permanent - Full time	106	106	106	106
Women	72	71	70	68
Men	34	35	36	37
Persons of self-described gender	-	-	-	1
Permanent - Part time	21	21	21	21
Women	18	19	19	19
Men	2	2	2	2
Persons of self-described gender	-	-	-	-
Total Corporate Services	127	127	127	127
Built Environment & Infrastructure				
Permanent - Full time	119	121	123	125
Women	35	36	36	36
Men	84	85	86	87
Persons of self-described gender	-	-	1	2
Permanent - Part time	5	5	5	5
Women	4	4	4	4
Men	1	1	1	1
Persons of self-described gender	-	-	-	-
Total Environment & Infrastructure	124	126	128	130
Office of the CEO				
Permanent - Full time	16	16	16	16
Women	12	11	10	9
Men	4	5	6	7
Persons of self-described gender	-	-	-	-
Permanent - Part time	1	1	1	1
Women	1	1	1	1
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Total Office of the CEO	17	17	17	17
Planning & Sustainable Futures				
Permanent - Full time	101	103	104	106
Women	52	53	53	53
Men	49	50	51	52
Persons of self-described gender	-	-	-	1
Permanent - Part time	12	12	12	13
Women	10	9	8	7
Men	2	3	4	6
Persons of self-described gender	-	-	-	-
Total Planning & Sustainable Futures	113	115	116	119
Casuals and temporary staff	133	121	115	109
Capitalised labour	60	60	60	60
Total staff numbers	745	739	739	739

4.1 Notes to the financial statements

This section presents analysis on material components of the financial statements.

- 4.1 Comprehensive income statement
- 4.2 Balance sheet
- 4.3 Statement of changes in equity
- 4.4 Statement of cash flows
- 4.5 Statement of capital works

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4.1 Comprehensive income statement

Rates and charges

Rates and charges are required by the *Local Government Act 2020* (the Act) and the Regulations to be disclosed in Council's budget.

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

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

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.75% in line with the rate cap. The change from 2023-24 of 3.9% includes additional supplementary rates charged during the year in excess of the forecasted amount of \$757k. For increases in average rates paid per property, refer to section 4.1.1 (l).

This will raise total rates and charges for 2024-25 to \$183.3 million.

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

	2023/24 Forecast	2024/25 Budget	Change	%
	\$'000	\$'000	\$'000	
General Rates *	141,101	146,595	5,494	3.9%
Supplementary Rates	757	782	25	3.3%
Garbage and service charges	29,742	33,336	3,594	12.1%
Special Rates and charges	4,173	1,438	(2,735)	-65.5%
Sub total before interest on rates and charges	175,916	182,151	6,378	3.6%
Interest on rates and charges (included in other income)	643	1,156	513	79.7%
Total rates and charges	176,416	183,307	6,891	3.9%

*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	2023/24	2024/25	Change
	cents/\$CIV*	cents/\$CIV*	
General rate for rateable residential properties	0.25069	0.25862	3.16%
General rate for rateable commercial properties	0.37604	0.38792	3.16%
General rate for rateable industrial properties	0.37604	0.38792	3.16%
General rate for rateable farming properties	0.17548	0.18103	3.16%
General rate for rateable recreational/cultural properties	0.15041	0.15517	3.16%
General rate for rateable vacant properties	0.25069	0.25862	3.16%

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

Type or class of land	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
Residential	122,759	128,914	6,155	5.01%
Commercial	8,446	8,275	(171)	(2.0%)
Industrial	4,341	4,031	(310)	(7.1%)
Farming	5,443	5,261	(182)	(3.3%)
Recreational / Cultural	78	80	2	3.16%
Vacant Land	34	34	0	0%
Total amount to be raised by general rates	141,101	146,595	5,494	3.89%

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

Type or class of land	2023/24	2024/25	Change	
	Number	Number	Number	%
Residential	62,451	62,451	431	0.69%
Commercial	2,348	2,348	16	0.69%
Industrial	1,080	1,080	5	0.47%
Farming	1,609	1,609	(10)	(0.6%)
Recreational /Cultural	13	13	-	0.0%
Vacant Land	329	331	2	0.61%
Total number of assessments	67,388	67,832	444	0.66%

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

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

Type or class of land	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
Residential	48,985,830	49,848,008	862,178	1.76%
Commercial	2,245,993	2,133,085	(112,908)	(5.0%)
Industrial	1,154,490	1,039,229	(115,261)	(10.0%)
Farming	3,101,623	2,906,252	(195,371)	(6.5%)
Recreational /Cultural	52,500	53,943	1,443	2.75%
Vacant Land	13,427	13,248	(179)	(1.3%)
Total value of land	55,553,863	55,992,322	438,459	0.79%

Property valuations for rating purposes will be as per general valuations dated 1 January 2024.

Valuation data is based on preliminary valuations received from the Valuer General in March 2023. This will be reviewed and updated, if required, following confirmation of true and correct valuation data, which is expected by 31 May 2024. Any changes may have an impact on rate in the dollar calculations.

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

Yarra Ranges Council does not apply a municipal charge.

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

Yarra Ranges Council does not apply a municipal charge.

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.

The waste service charges are not included in the Essential Services Commission's rate capping framework and has been calculated based on a full cost recovery model.

In March 2024 new State Government Guidelines were introduced which detail what can and cannot be included in the waste charge. We have already made some adjustments to reduce our waste charge to residents from 1 July 2024 and we will consider other changes in the coming years.

The Victorian State Government introduced new legislation for local councils to move to a circular economy plan by introducing changes to the way we collect kerbside waste, with the introduction of FOGO bins (Food Organics, Garden Organics) and the introduction of glass recycling. Yarra Ranges Council's adoption of FOGO was part of our ongoing commitment to reducing waste and greenhouse gases. Reducing the amount sent to landfill helps minimise future landfill charges for the disposal of organic waste, for a cleaner, greener community. The FOGO transition commenced 1 October 2023, and the 2024-25 year includes a full year of FOGO, whereas 2023-24 included 9 months of the new initiative.

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2023/24	2024/25	\$	%
	\$	\$	\$	%
Additional FOGO 120L (Inc Full Year FOGO)	125.00	175.00	50	40%
Additional FOGO 240L (Inc Full Year FOGO)	140.00	190.00	50	35.7%
Additional Recycling 240L	79.00	80.00	1	1.3%
Additional Rubbish 120L	168.00	135.00	(33)	(19.6%)
Minimal Waste Charge	96.00	112.00	16	16.7%
Non-Residential Waste Service 1 (Inc Full Year FOGO)-240L FOGO bin, 240L Recycling bin, 120L Rubbish bin	385.00	419.00	34	8.83%
Non-Residential Waste Service 2 (Inc Full Year FOGO) 240L FOGO bin, 240L Recycling bin, 80L Rubbish bin	370.00	404.00	34	9.2%
Non-Residential Waste Service 3 (Inc Full Year FOGO)- 120L FOGO bin, 240L Recycling bin, 120L Rubbish bin	370.00	394.00	24	6.5%
Non-Residential Waste Service 4 (Inc Full Year FOGO) 120L FOGO bin, 240L Recycling bin, 80L Rubbish bin	355.00	389.00	34	9.6%
Non-Residential Waste Service 5 (Inc Full Year FOGO) -120L FOGO, 120L Recycling bin,80L Rubbish bin	340.00	374.00	34	10.0%
Non-Residential Waste Service 6 (Inc Full Year FOGO) -120L FOGO, 120L Recycling bin, 120L Rubbish bin	355.00	389.00	34	9.6%
Non-Residential Waste Service 7 (Inc Full Year FOGO) -240L FOGO, 120L Recycling bin,80L Rubbish bin	355.00	389.00	34	9.6%
Non-Residential Waste Service 8 (Inc Full Year FOGO) -240L FOGO, 120L Recycling bin,120L Rubbish bin	370.00	404.00	34	9.2%
Residential Waste Service 1 (Inc Full Year FOGO)- 240L FOGO bin, 240L Recycling bin,120L Rubbish bin, Hard & Green Waste Collection	459.00	507.00	48	10.5%
Residential Waste Service 2 (Inc Full Year FOGO)- 240L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	444.00	492.00	48	10.8%
Residential Waste Service 3 (Inc Full Year FOGO)-120L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection	444.00	492.00	48	10.8%
Residential Waste Service 4 (Inc Full Year FOGO)-120L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	429.00	477.00	48	11.2%
Residential Waste Service 5 -(Retirement Village) (Inc Full Year FOGO)-120L FOGO bin, 120L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	414.00	462.00	48	11.6%
Residential Waste Service 6 (Inc Full Year FOGO) - 120L FOGO, 120L Recycling bin,120L Rubbish bin	429.00	477.00	48	11.2%
Residential Waste Service 7 (Inc Full Year FOGO) -240L FOGO, 120L Recycling bin,80L Rubbish bin	429.00	477.00	48	11.2%
Residential Waste Service 8 (Inc Full Year FOGO) -240L FOGO, 120L Recycling bin,120L Rubbish bin	444.00	492.00	48	10.8%

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	2022/23	2023/24	Change	
	\$	\$	\$	%
Additional FOGO 240L(Inc Full Year FOGO)	446	557	111	24.9%
Additional Recycling 240L	508	474	(34)	(6.7%)
Additional Rubbish 120L	768	736	(32)	(4.2%)
Minimal Waste Charge	17	31	14	82.3%
Non-Residential Waste Service 1 (Inc Full Year FOGO)-240L FOGO bin, 240L Recycling bin, 120L Rubbish bin	1,312	974	(338)	(25.8%)
Non-Residential Waste Service 2 (Inc Full Year Organic) 240L FOGO bin, 240L Recycling bin, 80L Rubbish bin	420	5	(415)	(98.8%)
Non-Residential Waste Service 3 (Inc Full Year Organic) 120L FOGO bin, 240L Recycling bin, 120L Rubbish bin	3	18	15	500.0%
Residential Waste Service 1 (Inc Full Year FOGO)-240L FOGO bin, 240L Recycling bin,120L Rubbish bin, Hard & Green Waste Collection	19,345	23,327	3,982	20.6%
Residential Waste Service 2(Inc Full Year FOGO)-240L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	3,118	3,481	363	11.6%
Residential Waste Service 3 (Inc Full Year FOGO)-120L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection	2,158	2,571	413	19.1%
Residential Waste Service 4 (Inc Full Year FOGO)-120L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	763	897	134	17.6%
Residential Waste Service 5 -(Retirement Village) (Inc Full Year FOGO)-120L FOGO bin, 120L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	83	160	77	92.8%
Residential Waste Service 6 (Inc Full Year FOGO) - 120L FOGO, 120L Recycling bin,120L Rubbish bin	17	62	45	264.7%
Residential Waste Service 7 (Inc Full Year FOGO) - 240L FOGO, 120L Recycling bin,80L Rubbish bin	3	19	16	533.3%
Residential Waste Service 8 (Inc Full Year FOGO) - 240L FOGO, 120L Recycling bin,120L Rubbish bin	4	24	20	500.0%
Total	28,968	33,336	4,368	15.1%

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

	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
General Rates	141,101	146,595	5,494	3.9%
Waste Service Charges	29,902	33,336	3,434	11.5%
Total Rates and charges	117,003	179,931	8,928	5.2%

4.1.1(l) Fair Go Rates System Compliance

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

	2023/24	2024/25
Total Rates	\$ 141,066,138	\$ 146,516,256
Number of rateable properties	67,408	67,832
Base Average Rate	\$ 2,092.70	2,102.58
Maximum Rate Increase (set by the State Government)	3.50%	2.75%
Capped Average Rate	\$ 2,093.12	2,160.40
Maximum General Rates and Municipal Charges Revenue	\$ 141,077,577	146,516,256
Budgeted General Rates and Municipal Charges Revenue	\$ 141,066,138	146,516,256
Budgeted Cultural and Recreational Rates	\$ 78,965	81,136
Budgeted Supplementary Rates	\$ 799,020	820,993
Budgeted Total Rates and Municipal Charges Revenue	\$ 141,944,123	\$ 146,516,256

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 (2024-25: estimated \$782k and 2023-24 \$757k)
- 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 rate and amount of rates payable in relation to each category of differential are:

Type or class of land	2022/23	2023/24	Change
	cents/\$CIV*	cents/\$CIV*	
General rate for rateable residential properties	0.23790	0.25069	5.4%
General rate for rateable commercial properties	0.35690	0.37604	5.4%
General rate for rateable industrial properties	0.35690	0.37604	5.4%
General rate for rateable farming properties	0.16650	0.17548	5.4%
General rate for rateable recreational/cultural properties	0.14270	0.15041	5.4%
General rate for rateable vacant properties	0.23790	0.25069	5.4%

Each differential rate will be determined by multiplying the CIV of rateable land (categorised by the characteristics described below) by the applicable rate as outlined below.

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

Residential land

Definition: Residential Land is any land which does not have the characteristics of Vacant Sub-Standard Land, Farm Land, Commercial Land or Industrial Land, and which is:

- used, designed, or adapted to be used primarily for residential purposes; or
- vacant land but which, by reason of its locality and zoning under the relevant Planning Scheme would, if developed, be or be likely to be used primarily for residential purposes; or
- any other land which does not have the characteristics of Vacant Sub-Standard Land, Farm Land, Commercial Land, or Industrial Land.

Objectives: The objective of this differential rate is to ensure that such rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council having regard to the capacity of such land to be used to yield income and the demands such land makes on Council's infrastructure. Those functions include the:

- implementation of good governance and sound financial stewardship
- construction, renewal, upgrade, expansion, and maintenance of infrastructure assets
- development and provision of health, environmental, conservation, leisure, recreation, youth, and family community services
- provision of strategic and economic management, town planning and general support services and
- promotion of cultural, heritage and tourism aspects of Council's municipal district.

Characteristics: The types and classes of rateable land within this category are those having the relevant characteristics described above (see definition).

Use of Rate: The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate: 100% of Residential Rate.

Use of Land: Any use permitted under the Yarra Ranges Council Planning Scheme.

Geographic Location: The geographic location of the land within this category is wherever it is located within the municipal district, without reference to ward boundaries.

Planning Scheme Zoning: The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Yarra Ranges Council Planning Scheme.

Types of Buildings: All buildings which are already constructed on the land, or which are constructed prior to the expiry of the financial year.

Vacant substandard land

Definition: Vacant Sub-Standard Land is any land which does not have the characteristics of Residential Land, Farmland, Commercial Land or Industrial Land, and which is vacant land on which, by reason of its locality and zoning under the relevant Planning Scheme, no building can be erected except in accordance with an adopted restructure plan.

Objectives: The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council having regard to the capacity of such land to be used to yield income and the demands such land makes on Council's infrastructure. Those functions include the:

- implementation of good governance and sound financial stewardship
- construction, renewal, upgrade, expansion, and maintenance of infrastructure assets

- development and provision of health, environmental, conservation, leisure, recreation, youth, and family community services
- provision of strategic and economic management, town planning and general support services and
- promotion of cultural, heritage and tourism aspects of Council's municipal district.

Characteristics: The types and classes of rateable land within this category are those having the relevant characteristics described above.

Use of Rate: The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate: 100% of the Residential Rate.

Use of Land: Any use permitted under the Yarra Ranges Council Planning Scheme.

Geographic Location: The geographic location of the land within this category is wherever it is located within the municipal district, without reference to ward boundaries.

Planning Scheme Zoning: The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Yarra Ranges Council Planning Scheme.

Types of Buildings: All buildings which are already constructed on the land, or which are constructed prior to the expiry of the financial year.

Commercial land

Definition: Commercial Land is any land which does not have the characteristics of Residential Land, Vacant Sub-Standard Land, Farmland or Industrial Land, and which is:

- used, designed, or adapted to be used primarily for the sale of goods or services or other commercial purposes or
- vacant land but which, by reason of its locality and zoning under the relevant Planning Scheme, would, if developed, be or be likely to be used primarily for the sale of goods or services or other commercial purposes.

Objectives: The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council having regard to the capacity of such land to be used to yield income and the demands such land makes on Council's infrastructure. Those functions include the:

- implementation of good governance and sound financial stewardship
- construction, renewal, upgrade, expansion, and maintenance of infrastructure assets
- development and provision of health, environmental, conservation, leisure, recreation, youth, and family community services
- provision of strategic and economic management, town planning and general support services and
- promotion of cultural, heritage and tourism aspects of Council's municipal district.

The commercial rate is set at 150% of the residential rate and the reasons for the use and level of this differential rate are:

- to reduce the rate distribution to Residential Land by applying a higher differential to Commercial Land in recognition of the tax deductibility of rates that is not available to owners of most Residential Land
- in recognition of the extra services, when compared to Residential Land, that Commercial Land derives from Council, which include but are not limited to economic development activities for businesses, the impact that heavy vehicles (servicing businesses) have on road infrastructure, street cleaning and local laws monitoring car park overstay.

Characteristics: The types and classes of rateable land within this category are those having the relevant characteristics described above.

Use of Rate: The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate: 150% of the Residential Rate.

Use of Land: Any use permitted under the Yarra Ranges Council Planning Scheme.

Geographic Location: The geographic location of the land within this category is wherever it is located within the municipal district, without reference to ward boundaries.

Industrial land

Definition: Industrial Land is any land which does not have the characteristics of Residential Land, Vacant Sub-Standard Land, Farmland, or Industrial Land, and which is:

- used, designed, or adapted to be used primarily for the sale of goods or services or other commercial purposes or
- vacant land but which, by reason of its locality and zoning under the relevant Planning Scheme, would, if developed, be or be likely to be used primarily for the sale of goods or services or other commercial purposes.

Objectives: The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council having regard to the capacity of such land to be used to yield income and the demands such land makes on Council's infrastructure. Those functions include the:

- implementation of good governance and sound financial stewardship
- construction, renewal, upgrade, expansion, and maintenance of infrastructure assets
- development and provision of health, environmental, conservation, leisure, recreation, youth, and family community services
- provision of strategic and economic management, town planning and general support services and
- promotion of cultural, heritage and tourism aspects of Council's municipal district.

The industrial rate is set at 150% of the residential rate and the reasons for the use and level of this differential rate are:

- to reduce the rate distribution to residential land by applying a higher differential to Industrial Land in recognition of the tax deductibility of rates that is not available to owners of most Residential Land

- in recognition of the extra services, when compared to Residential Land, that Industrial Land derives from Council, which include but are not limited to economic development activities for businesses, the impact that heavy vehicles (servicing businesses) have on road infrastructure, street cleaning and local laws monitoring car park overstay.

Characteristics: The types and classes of rateable land within this category are those having the relevant characteristics described above.

Use of Rate: The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate: 150% of the Residential Rate.

Use of Land: Any use permitted under the Yarra Ranges Council Planning Scheme.

Geographic Location: The geographic location of the land within this category is wherever it is located within the municipal district, without reference to ward boundaries.

Planning Scheme Zoning: The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Yarra Ranges Council Planning Scheme.

Types of Buildings: All buildings which are already constructed on the land, or which are constructed prior to the end of the financial year.

Farm land

Definition: Farmland is any land which does not have the characteristics of Residential Land, Vacant Sub-Standard Land, Commercial Land, or Industrial Land, and which is:

- 'Farm land' within the meaning of Section 2(1) of the *Valuation of Land Act 1960* and
- approved by Council as farm land, following the receipt of an application by an owner of land in accordance with the rules and application process detailed on Council's website.

Objectives: The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council having regard to the capacity of such land to be used to yield income and the demands such land makes on Council's infrastructure. Those functions include the:

- implementation of good governance and sound financial stewardship
- construction, renewal, upgrade, expansion, and maintenance of infrastructure assets
- development and provision of health, environmental, conservation, leisure, recreation, youth, and family community services
- provision of strategic and economic management, town planning and general support services and
- promotion of cultural, heritage and tourism aspects of Council's municipal district.

The farm rate is set at 70% of the residential rate and the reasons for the use and level of this differential rate are:

- to encourage the continuation of farming pursuits on rural land in support of the strategic objective to support the economic development of the agricultural sector.
- in recognition that the size of the landholding required to conduct a farm business is far greater than other non-farm businesses with similar turnover and (pre-tax) profitability. Therefore, farms in comparison have a higher valuation and would pay higher rates if a lower differential rate was not applied.

- in recognition that farm businesses' profitability is affected by weather, which means that their income is more susceptible and fragile than many other businesses.

Characteristics: The types and classes of rateable land within this category are those having the relevant characteristics described above.

Use of Rate: The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate: 70% of the Residential Rate.

Use of Land: Any use permitted under the Yarra Ranges Council Planning Scheme.

Geographic Location: The geographic location of the land within this category is wherever it is located within the municipal district, without reference to ward boundaries.

Planning Scheme Zoning: The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Yarra Ranges Council Planning Scheme.

Types of Buildings: All buildings which are already constructed on the land, or which are constructed prior to the end of the financial year.

Cultural and recreational land

Definition – Under the *Cultural and Recreational Lands Act 1963* Section 2a Recreational land is considered land that is:

- vested in or occupied by anybody corporate or unincorporate which exists for the purpose of providing or promoting cultural or sporting recreational or similar facilities or objectives and which applies its profits in promoting its objects; and
- used for out-door sporting recreational or cultural purposes or similar out-door activities; or
- lands which are used primarily as agricultural showgrounds; or
- lands (whether or not otherwise rateable) which are declared by Order of the Governor in Council under Section 2a to be recreational lands.

Objectives: The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council having regard to the capacity of such land to be used to yield income and the demands such land makes on Council's infrastructure. Those functions include the:

- implementation of good governance and sound financial stewardship
- construction, renewal, upgrade, expansion, and maintenance of infrastructure assets
- development and provision of health, environmental, conservation, leisure, recreation, youth, and family community services
- provision of strategic and economic management, town planning and general support services and
- promotion of cultural, heritage and tourism aspects of Council's municipal district.

Characteristics: The types and classes of rateable land within this category are those having the relevant characteristics described above.

Use of Rate: The Cultural and Recreational rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate: 60% of the Residential Rate.

Use of Land: Any use permitted under the Yarra Ranges Council Planning Scheme.

Geographic Location: The geographic location of the land within this category is wherever it is located within the municipal district, without reference to ward boundaries.

Planning Scheme Zoning: The zoning applicable to each ratable land within this category, as determined by consulting maps referred to in the relevant Yarra Ranges Council Planning Scheme.

Types of Buildings: All buildings which are already constructed on the land, or which are constructed prior to the end of the financial year.

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4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	2023/24	2024/25		
	\$'000	\$'000	\$'000	%
Infringements and costs	935	1,560	625	66.9%
Court Recoveries	1,375	1,662	287	20.9%
Town planning fees	485	438	(47)	-9.69%
Other Recoveries	127	101	(28)	-21.71%
Total statutory fees and fines	2,922	3,761	839	28.6%

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements. Statutory fees and fines are predicted to increase compared to 2023-24 Forecast, driven by reinforcing infringements and court recoveries, post Covid and implementing new initiatives (paid parking program).

The Department of Treasury and Finance sets the value of a penalty unit annually. A detailed listing of statutory fees and fines is included in Appendix A – Fees and Charges Schedule.

4.1.3 User fees

	Forecast	Budget	Change	
	2023/24	2024/25		
	\$'000	\$'000	\$'000	%
Aged and health services	25	2	(23)	-92.0%
Leisure centre and recreation	952	706	(246)	-25.9%
Childcare/children's programs	963	1,215	252	26.2%
Registration and other permits	2,148	2,180	32	1.5%
Animal control	1,400	1,350	(50)	-3.6%
Building services	434	540	106	24.3%
Other fees and charges	665	401	(264)	-39.7%
Total fees and charges	6,587	6,394	(193)	-2.9%

User fees, charges and fines relate to the recovery of costs to deliver services by charging the users of Council's services. These include separate rating schemes, use of leisure, entertainment and other community facilities, and the provision of human services such as childcare and community services. In setting the budget, the key principle for determining the level of user fees has been to keep fees at the current level or restrict the increase of fees for most services to 2.75% to reduce the burden of increased fees to the community, a review of services was undertaken to align with current market rates. This community-focused pricing model remains the main driver in setting Fees. Across Council, user fees budgeted income is expected to decrease due to exiting Health Ageing from 30 June 2024, a reduction in Venue and Public Hall Hire services, and a reduction on Biodiversity Offset Project.

4.1.4 Grants

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	%
Summary of grants				
Commonwealth funded grants	43,184	33,767	(9,417)	-22%
State funded grants	30,529	16,612	(13,917)	-46%
Total grants received	73,713	50,379	(23,334)	-32%

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Aged care	1,649	53	(1,596)	-97%
Family and children	2,078	2,274	196	9%
Financial assistance grants	19,183	16,892	(2,291)	-12%
Recurrent - State Government				
Aged care	864	130	(734)	-85%
Community health	47	0	(47)	-100%
Community safety	443	432	(11)	-2%
Environmental planning	1,024	866	(158)	-15%
Family and children	993	1,003	10	1%
Maternal and child health	2,333	2,402	69	3%
School Crossing supervisors	769	750	(19)	-2%
Recreation	623	84	(539)	-87%
Total recurrent grants	30,006	24,886	(5,120)	-17%
Non-recurrent - Commonwealth Government				
Environmental planning	441	433	(8)	-2%
Non-recurrent - State Government				
Community health	828	178	(650)	-79%
Community safety	77	52	(25)	-32%
Environmental planning	860	385	(475)	-55%
Family and children	650	517	(133)	-20%
Natural disaster events	6,742	2,799	(3,943)	-58%
Recreation	0	0	0	0%
Total non-recurrent grants	9,598	4,364	(5,234)	-55%
Total operating grants	39,604	29,250	(10,354)	-26%

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads	2,435	2,146	(289)	-12%
Recurrent - State Government				
Total recurrent grants	2,435	2,146	(289)	-12%
Non-recurrent - Commonwealth Government				
Bridges	635	0	(635)	-100%
Buildings	2,089	2,828	739	35%
Off-street Car Parks	100	0	(100)	-100%
Open Space	3,699	1,222	(2,477)	-67%
Community and Recreation	970	0	(970)	-100%
Roads	9,905	7,919	(1,986)	-20%
Non-recurrent - State Government				
Bridges	887	0	(887)	-100%
Buildings	7,082	1,414	(5,668)	-80%
Footpaths and Cycleways	57	0	(57)	100.0%
Open Space	2,818	2,770	(48)	-2%
Plant and Machinery	125	0	(125)	-100.0%
Community and Recreation	3,214	2,830	(384)	-12%
Roads	93	0	(93)	-100.0%
Total non-recurrent grants	31,674	18,983	(12,691)	-40%
Total capital grants	34,109	21,129	(12,980)	-38%
Total Grants	73,713	50,379	(23,334)	-32%

Operating grants include monies from State and Federal government sources for the purposes of funding the delivery of Council's services to residents. The level of operating grants is projected to decrease by \$10.4 million across all funding streams compared to the 2023-2024 Forecast. Mainly from Natural Disaster and Events - storms, and Council's exit from Healthy Ageing (aged care) services from 30 June 2024. The decision was prompted by the planned introduction of the Federal Government's new Support at Home (SAH) program, which is part of National Reforms to Aged Care. From July 1 2024, the SAH program will be a new, integrated program that will combine a range of aged care programs. As a result, Council has changed its future role in aged care service delivery.

Capital Grants income is anticipated to decrease \$12.98 million (-38%) due to a reduction in building funding from the state government (down \$5.7 million) and a reduction in parks, open space and streetscapes funding from the federal government (down \$2.5 million).

4.1.5 Contributions

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000		
Contributions - Monetary	3,321	3,113	(118)	-3.7%
Contributions - Non-Monetary	3,000	3,000	0	0.0%
Total contributions	6,231	6,113	(118)	-1.9%

Monetary contributions relate mainly to monies paid by developers for public recreation, footpaths, drainage, and car parking in accordance with planning permits issued for property development with the decrease relating to easing building development activity in 2024-25.

Also included are contributions towards capital projects and contributions from the State Revenue Office in relation to the administration of the Fire Services Levy.

Non-monetary asset contributions in the main relate to the construction of infrastructure assets by developers in accordance with planning permits issued for property development.

4.1.6 Other income

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000		
Interest	3,001	3,095	94	3.1%
Rent	1,045	1,125	80	7.6%
Cost recovery and reimbursements	678	590	(88)	-13%
Total other income	4,724	4,810	86	1.8%

Other income is expected to have minimal change. Interest revenue increasing in line with higher commercial investment rates.

4.1.7 Employee costs

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000		
Wages and salaries	78,789	76,354	(2,438)	-3%
Work Cover	692	706	14	2%
Superannuation	8,459	8,781	322	4%
Fringe Benefits Tax	351	85	(266)	-76%
Other Employee Costs	(5,472)	(5,696)	(224)	4%
Total employee costs	82,818	80,230	(2,589)	-3%

Employee costs include all labour related expenditure such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation.

Employee costs are budgeted to decrease by 3% or \$2.6 million in 2024-25 compared to the forecast in 2023-24. The decrease is attributed to the following key factors:

- Council's exit from Healthy Ageing (aged care) services from 30 June 2024 \$2.1 million reduction.
- Natural disaster reduction in staffing \$1.5 million reduction, with permanent roles allocated and dependent on our unpredictable natural environment.

Other employee costs are in credit due to the capitalisation of Operational wages to capital works projects. In Forecast 2023-24 these are \$6.8 million and in Budget 2024-25 \$7.0 million.

The salaries and wages budget for 2024-25 has been calculated based on Council's employee establishment register, which includes budgeted costs for all positions across Council (including vacant positions which are expected to be filled).

Salaries and wages for employees in 2024-25 are budgeted to increase by 2.75% (inclusive of 0.5% increase in statutory superannuation contribution) in line with Council's negotiated Enterprise Agreement.

Full-time equivalents (FTE) reduce from 772 in 2023-24 to 745 in 2024-25, mainly due to exit from Aged Care services.

Council is the largest employer in the Yarra Ranges and much of its staff live in the local community – we are pleased to be able to continue to support local employment in a significant way.

4.1.8 Materials and services

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	%
Contract Payments (see details below for major contract payments)	46,496	50,537	4,039	8.7%
Building maintenance	6,026	6,799	773	12.8%
General Maintenance	3,644	3,881	237	6.5%
Utilities	2,978	2,512	(466)	-15.6%
Office Administration	6,693	6,347	(346)	-5.2%
Information technology	6,793	6,127	(666)	-9.8%
Consultants	4,780	4,824	44	0.9%
Other Material and Services	383	429	46	12.0%
Other Contract Payments	16,556	18,032	1,476	8.9%
Community Seminars and Programs	3,189	3,695	506	15.9%
Storm recovery	4,872	1,631	(3,241)	-66.5%
Total materials and services	102,412	104,814	2,402	2.4%

Materials and services include the purchases of consumables, payments to contractors for the provision of services, and utility costs.

Materials and services are budgeted to increase by 2.4% or \$2.4 million. The increase in Council's major contracts of \$4.0 million is detailed below. The remaining \$1.6 million reduction is the result of the following major movements:

- Storm Recovery – reduction of \$3.2 million due to anticipated reduced events.
- Other Contract Payments – increase of \$1.4 million mainly due to infrastructure maintenance cost increases for drainage and road works \$1.6 million.

List of major contract payments

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	%
Garbage collection/disposal	8,883	8,274	(609)	-6.8%
Green waste collection/disposal (FOGO)	8,428	11,723	3,295	39.1%
Street Litter Bin Clearance/Disposal	5,718	6,514	796	13.9%
General recycling service	4,928	5,149	221	4.4%
Aquatic facility management	1,254	955	(299)	-23.8%
Building Maintenance – Minor works	2,978	2,835	(143)	-4.8%
Trees reactive maintenance	3,765	4,104	339	9.0%
Bushfire prevention	1,020	1,207	187	18.3%
Contracted services for programmed maintenance	7,640	7,680	40	0.5%
Insurance	1,884	2,096	130	5.3%
Total major contract payments	46,498	50,537	4,039	8.7%

Major contract payments are expected to increase by 8.7% or \$4.0 million in 2024-25.

Garbage and green waste collection/disposal is the main driver for the increase (net \$2.7 million increase). This includes \$3.3 million increase in FOGO due to a full year of service in 2024-25 (compared to 8 months of FOGO service in 2023-24). These increases are in part offset by reductions in the cost of garbage collection and disposal as food and garden organic waste is moved into FOGO services.

'FOGO' bins (Food Organics, Garden Organics) introduction was a result of State Government reform and introduction of the Circular Economy Policy, which introduces a four-bin waste stream requiring local councils to introduce 'FOGO' bins. Council's adoption of FOGO is part of our ongoing commitment to reducing waste and greenhouse gases. Reducing the amount of waste sent to landfill will also help minimise future landfill charges for the disposal of organic waste, for a cleaner, greener community.

4.1.9 Depreciation

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000		
Property	9,920	10,012	92	0.9%
Plant and Equipment	1,883	2,065	182	9.7%
Infrastructure	24,080	24,598	518	2.2%
Total depreciation	35,883	36,675	792	2.2%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment and infrastructure assets, such as roads and drains. The increase of \$0.8 million for 2024-25 is mainly due to the completion of new assets.

Refer to the Statement of Capital Works for a more detailed analysis of Council's capital works program for the 2024-25 year.

4.1.10 Amortisation – intangible assets

Council's intangible assets with finite lives (for example certain software) are amortised as an expense on a systematic basis over the asset's useful life.

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000		
Intangible assets	346	335	(11)	-3.1%
Total amortisation - intangible assets	346	335	(11)	-3.1%

4.1.11 Depreciation – right of use assets

Right of use assets represent the Council's right to use an asset over the course of the lease. Depreciation of the Council's right of use assets relates to the depreciable amount of the assets over their useful life.

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000		
Right of use assets	2,441	2,577	133	5.4%
Total depreciation - right of use assets	2,441	2,577	133	5.4%

4.1.12 Other expenses

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	%
Council contributions and grants	8,198	7,828	(370)	-4.5%
Operating lease rentals	262	369	107	40.8%
Councillor allowances	391	483	92	23.5%
Councillor other expenses and reimbursements	86	94	8	9.3%
Auditor remuneration – internal	78	70	(8)	-10.3%
Auditor remuneration - VAGO - financial statements, performance statement, grant acquittals	60	61	2	1.7%
Total other expenses	9,075	8,905	(170)	-1.9%

4.2 Balance sheet

This section analyses the movements in assets, liabilities, and equity between 2023-24 and 2024-25.

Key assumptions

In preparing the budgeted Balance Sheet for the year ending 30 June 2025 it was necessary to make several assumptions about assets, liabilities, and equity balances. The key assumptions are as follows:

A total of 88% of total rates and charges raised will be collected in the 2024-25 year (2023-24: 88% forecast actual). It has been assumed that a decline in the value of rates outstanding is being impacted by the number of rate payers on financial hardship.

Trade creditors to be based on total capital and operating expenditure. Payment cycle is 30 days from date of invoice.

Other debtors and creditors to remain consistent with 2023-24 levels.

4.2.1 Current assets and non-current assets

	Forecast	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	%
Assets				
Current assets				
Cash and cash equivalents	78,242	78,659	417	.5%
Trade and other receivables	42,403	41,833	(570)	-1.3%
Other current assets	12,561	13,970	1,409	11.2%
Total current assets	133,206	134,462	1,256	.9%
Non-current assets				
Trade and other receivables	2,383	2,383	0	0
Investments in associates, joint arrangement and subsidiaries	2,550	2,550	0	(0)
Property, infrastructure, plant & equipment	1,393,039	1,429,997	36,958	2.7%
Right-of-use assets	17,404	15,617	(1,787)	-10.3%
Intangible assets	3,175	2,840	(335)	-10.6%
Total non-current assets	1,418,551	1,453,387	34,836	2.5%
Total assets	1,551,757	1,587,849	36,092	2.3%

Cash and cash equivalents include cash and investments, such as cash held in the bank and in petty cash, and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less.

For a detailed analysis of cash flows, please see Section 4.4.

Property, infrastructure, plant, and equipment is the largest component of Council's worth and represents the value of all land, buildings, plant and equipment, and infrastructure assets such as roads, footpath, drainage, and open space assets etc. which have been built up by Council over many years.

Intangible assets represent Council's software assets.

Right of use assets are where Council is required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.

4.2.2 Current liabilities and non-current liabilities

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Liabilities				
Current liabilities				
Trade and other payables	30,518	31,061	543	1.8%
Trust funds and deposits	14,802	14,802	0	0
Contract and other liabilities	46,000	46,000	0	0
Provisions	16,500	15,056	(1,444)	-8.8%
Interest-bearing liabilities	643	2,045	1,402	218.0%
Lease liabilities	2,207	1,958	(249)	11.3%
Total current liabilities	110,670	110,922	252	0.2%
Non-current liabilities				
Provisions	6,344	8,647	1,803	26.3%
Interest-bearing liabilities	0	17,807	17,807	0
Lease liabilities	15,197	13,658	(1,539)	-10.1%
Total non-current liabilities	21,541	40,112	18,071	82.0%
Total liabilities	132,211	151,034	18,323	13.8%

Trade and other payables are those to whom Council owes money as of 30 June each year.

Provisions include accrued long service leave and annual leave owing to employees and provision for landfill remediation.

Interest-bearing loans and borrowings represent funds borrowed by Council.

Lease Liabilities are where Council is required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.

4.2.3 Borrowings

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

	Forecast 2023/24 \$	Budget 2024/25 \$	Projections		
			2025/26 \$	2026/27 \$	2027/28 \$
Amount borrowed as at 30 June of the prior year	3,112	643	18,952	17,809	15,762
Amount proposed to be borrowed	0	20,448	0	0	0
Amount projected to be redeemed	(2,469)	(2,139)	(1,143)	(2,047)	(2,045)
Amount of borrowings as at 30 June	643	18,952	17,809	15,762	13,717

4.2.4 Leases by category

Following the introduction of AASB 16 Leases, right of use assets and lease liabilities have been recognised as outlined in the table below:

	Forecast 2023/24 \$	Budget 2024/25 \$
Right-of-use assets		
Property	596	598
Vehicles	16,758	14,689
Other	50	330
Total right-of-use assets	17,404	15,617
Lease liabilities		
Current lease Liabilities		
Property	60	98
Vehicles	2,094	1,780
Other	53	1,958
Total current lease liabilities	2,207	1,958
Non-current lease liabilities		
Property	573	548
Vehicles	14,624	12,860
Other	-	251
Total non-current lease liabilities	15,197	13,659
Total lease liabilities	17,404	15,617

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 5%.

4.3 Statement of changes in equity

4.3.1 Reserves

Total reserves are made up of the asset revaluation reserve and other reserves. Asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations.

Other reserves are the Public Open Space Reserve that Council has set aside to meet a specific purpose in the future and for which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed.

4.3.2 Equity

Equity is accumulated surplus which is the value of all net assets less reserves that have accumulated over time. Increase in accumulated surplus results directly from the budgeted accounting result for the year (\$17.8 million).

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4.4 Statement of cash flows

This section analyses the expected cash flows from the operating, investing, and financing activities of Council for the 2024-25 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

operating activities - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

investing activities - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, and equipment.

financing activities - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions. These activities also include repayment of the principal component of loan repayments for the year.

4.4.1 Net cash flows provided by/used in operating activities.

	Forecast	Budget		
	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
	Inflows	Inflows		
	(Outflows)	(Outflows)		
Cash flows from operating activities				
Rates and charges	170,326	182,616	12,290	7.2%
Statutory fees and fines	2,922	4,141	1,219	41.7%
User fees	7,246	7,040	(206)	-2.8%
Grants – operating	39,604	29,279	(10,325)	-26.1%
Grants – capital	34,109	21,150	(12,959)	-38.0%
Contributions – monetary	2,500	3,020	520	20.8%
Interest received	3,041	3,095	54	1.8%
Dividends received	-	-	-	
Trust funds and deposits taken	7,698	-	(7,698)	-100.0%
Other receipts	2,582	2,296	(286)	-11.1%
Net GST refund / payment	14,801	15,502	701	4.7%
Employee costs	(82,819)	(79,756)	3,063	-3.7%
Materials and services	(112,653)	(114,882)	(2,229)	2.0%
Short-term, low value and variable lease payments	-	-	-	
Trust funds and deposits repaid	-	-	-	
Other payments	(8,411)	(9,781)	(1,370)	16.3%
Net cash provided by/(used in) operating activities	80,946	63,720	(17,226)	-21.3%

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which are excluded from the Cash Flow Statement.

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

	Forecast		Budget	
	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
	Inflows	Inflows		
	(Outflows)	(Outflows)		
Cash flows from investing activities				
Payments for property, infrastructure, plant, and equipment	(89,774)	(77,696)	12,078	-13.5%
Proceeds from sale of property, infrastructure, plant, and equipment	64	-	(64)	-100%
Payments for investments	1,011	-	(1,011)	-100%
Proceeds from sale of investments	-	-	-	0.0%
Loans and advances made	-	-	-	0.0%
Payments of loans and advances	-	-	-	0.0%
Net cash provided by/ (used in) investing activities	(88,699)	(77,696)	11,003	-12.4%

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

	Forecast		Budget	
	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
	Inflows	Inflows		
	(Outflows)	(Outflows)		
Cash flows from financing activities				
Finance costs	(130)	(1,365)	(1,235)	950%
Proceeds from borrowings	-	20,448	20,448	0.0%
Repayment of borrowings	(1,845)	(1,239)	606	-32.9%
Interest paid - lease liability	(739)	(874)	(135)	18.3%
Repayment of lease liabilities	(2,441)	(2,577)	(136)	5.6%
Net cash provided by/(used in) financing activities	(3,009)	14,393	19,549	-379.2%

4.5 Statement of capital works

This section presents a listing of the capital works projects that will be undertaken for the 2023-24 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	Budget	Change	%
	2023/24	2024/25		
	\$'000	\$'000		
Property	17,980	13,914	(4,066)	-22.61%
Plant and equipment	5,816	4,789	(1,027)	-17.66%
Infrastructure	57,817	49,615	(8,202)	-14.19%
Total	81,613	68,319	(13,294)	-16.29%

	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
Property	13,914	908	7,528	6,039	(561)	4,242	-	6,742	2,930
Plant and equipment	4,789	(37)	2,748	2,078	-	-	-	2,415	2,374
Infrastructure	49,616	20,099	17,597	10,789	1,130	16,886	1,609	15,976	15,144
Total	68,319	20,971	27,873	18,907	569	21,129	1,609	25,133	20,448

Property (\$13.9 million)

The property class comprises land, buildings and building improvements including community facilities, municipal offices, sports facilities, and pavilions.

In the 2024-25 year, \$13.9 million will be expended on building and building improvement projects. The more significant projects include Pinks Reserve Stadium Improvements (\$4.2 million); Council Building Minor Works (\$3.3 million); and Climate Resilient Buildings for our Community (\$2.8 million).

Plant and equipment (\$4.8 million)

Plant and Equipment includes plant, machinery and equipment, fixtures, fittings and furniture, and computers and telecommunications.

In the 2024-25 year, \$4.8 million will be expended on new plant, equipment, and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$2.4 million); and upgrade/replacement of information technology (\$2.4 million).

Infrastructure (\$49.6 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space, and streetscapes, off-street car parks and other infrastructure.

In the 2024-25 year, \$49.6 million will be expended on Infrastructure projects. The more significant road projects include local road reseals and resurfacing (\$6.3 million); Alfred Street and John Street, Wandin North (\$1.5 million) and Mt Morton Road, Hood Street, Belgrave Heights (\$1.3 million). \$3.5 million will be expended on drainage projects, of which \$0.3 million will go towards drainage rehabilitation projects.

The footpath and cycleways program expenditure will be \$1.9 million, of which \$0.9 million will go towards footpath rehabilitation works and \$1.0 million will go towards footpath new and improvement works.

\$15.1 million will be expended on parks, open space, and streetscape projects and \$6.7 million will be spent on recreational, leisure and community facilities projects.

Asset renewal (\$25.3 million), new assets (\$17.1 million), upgrade (\$30.0 million) and expansion (\$4.2 million)

A distinction is made between expenditure on new assets, asset renewal, upgrade, and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in a new asset with an additional burden for future operation, maintenance, and capital renewal.

Many projects comprise of a blend of new, renewal, upgrade, and expansion elements. For 2023-24, expenditure on new assets will include Chirnside Urban Park (\$2 million); Warburton Mountain Bike Destination (\$0.8 million); Yarra Valley Trail - Stage 2A (\$0.5 million); Morrison Recreation Reserve playspace (\$0.5 million) and Commercial Road, Mount Evelyn - drainage (\$0.4 million).

4.5.2 Current budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Buildings									
Advanced Design Program - Early Years	250	-	-	63	187	115	-	-	135
Climate Resilient Buildings for our Community	2,776	-	-	2,776	-	2,500	-	-	276
Community Sports Pavilion, Monbulk	161	161	-	-	-	161	-	-	-
Community Sports Pavilion, Powelltown	52	-	-	26	26	-	-	-	52
Kilsyth Recreation Reserve Pavilion	12	-	-	12	-	-	-	-	12
Monbulk Aquatic Centre	250	-	-	250	-	-	-	-	250
Pinks Reserve Stadium Improvements	4,190	-	2,190	2,000	-	2,000	-	-	2,190
Yarra Ranges Regional Museum Feature Lighting	15	-	-	15	-	-	-	-	15
Building Improvements									
Aquatic Facilities Minor Works	2,230	-	2,081	149	-	-	-	2,230	-
Council Building Minor Works	3,276	-	2,324	952	-	-	-	3,276	-
Council Buildings Statutory Compliance	95	-	48	47	-	-	-	95	-
Public Toilets Sassafra	500	-	500	-	-	-	-	500	-
Public Toilets Wandin North	250	-	250	-	-	-	-	250	-
Upwey Men's Shed	50	-	35	15	-	-	-	50	-
TOTAL PROPERTY	14,107	161	7,428	6,305	213	4,776	0	6,401	2,930
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant Replacement	2,447	-	2,447	-	-	-	-	2,447	-
Fixtures, Fittings and Furniture									
Hall Furniture and Equipment	19	-	19	-	-	-	-	19	-
Computers and Telecommunications									
Information technology upgrade - hardware	430	-	430	-	-	-	-	-	430
Information technology upgrade - software	1,944	-	-	1,944	-	-	-	-	1,944
TOTAL PLANT AND EQUIPMENT	4,840	0	2,896	1,944	0	0	0	2,466	2,374

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Edward Road and Coldstream West Road Intersection, Chirnside Park	150	-	-	150	-	150	-	-	-
Edward Road and Paynes Road, Chirnside Park	768	768	-	-	-	768	-	-	-
Local Roads Design Costs	74	-	-	37	37	-	-	74	-
Manchester Road and Proposed East Ridge Drive extension, Chirnside Park	200	200	-	-	-	200	-	-	-
Alfred Street and John Street, Wandin North	1,493	-	-	1,493	-	999	494	-	-
Alpine Street Group, Warburton	130	-	-	130	-	130	-	-	-
Bell Street Group, Seville	135	-	-	135	-	135	-	-	-
Cedar Court, Burns Way (includes Harvest Close), Loch Avenue, Mayview Drive, Monbulk	919	-	-	919	-	495	424	-	-
Mt Morton Road, Hood Street, Belgrave Heights	1,336	-	-	1,336	-	1,336	-	-	-
Nation Road, Selby	270	-	-	270	-	270	-	-	-
Station Road Group, Seville	75	-	-	75	-	75	-	-	-
Tainton Street and Railway Parade, Wandin North	1,148	-	-	1,148	-	808	340	-	-
Victoria Road Group, Seville	740	-	-	740	-	740	-	-	-
Gruyere Road, Gruyere (Harvey Close to Darling Road)	363	-	363	-	-	-	-	363	-
Kerb and Channel Rehabilitation	137	-	137	-	-	-	-	137	-
Local Roads Rehabilitation	218	-	218	-	-	-	-	218	-
Maddens Lane, Gruyere (Maroondah Highway to Medhurst Road)	1,388	-	1,388	-	-	962	-	426	-
Retaining Wall Rehabilitation	300	-	300	-	-	-	-	300	-
Reseal & Resurfacing Local Roads	6,291	-	6,291	-	-	-	-	6,291	-
Road Pavement Rehabilitation	105	-	105	-	-	-	-	105	-
Swales Road, Macclesfield	516	-	516	-	-	516	-	-	-
Victoria Road, Coldstream	1,238	-	1,238	-	-	1,238	-	-	-
Traffic Works & Improvements	222	-	-	111	111	-	-	222	-
Bridges									
Bridge Rehabilitation Works	50	8	25	12	5	-	-	50	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Mayer Bridge, Warburton	223	-	223	-	-	-	-	223	-
Wilson Street, Healesville	193	49	144	-	-	-	-	193	-
Footpaths and Cycleways									
Footpath Minor Improvements	19	-	-	4	15	-	-	-	19
Glenfern Road, Upwey	214	214	-	-	-	-	-	-	214
One Tree Hill Road, Ferny Creek	275	275	-	-	-	-	-	-	275
Southern Cross, Chirnside Park	73	73	-	-	-	-	-	-	73
Stephens Road, Healesville	70	70	-	-	-	-	-	-	70
The Brentwood's, Chirnside Park	103	103	-	-	-	-	-	-	103
York Road, Mount Evelyn	253	253	-	-	-	-	-	-	253
Burwood Highway, Upwey	211	-	211	-	-	-	-	211	-
Cameron Court, Kilsyth	46	-	46	-	-	-	-	46	-
Clegg Road, Mt Evelyn	28	-	28	-	-	-	-	28	-
Greeves Drive, Kilsyth	281	-	281	-	-	-	-	281	-
Lena Grove, Kilsyth	81	-	81	-	-	-	-	81	-
Maroondah Highway, Lilydale	37	-	37	-	-	-	-	37	-
McKenzie King Drive, Millgrove	201	-	201	-	-	-	-	201	-
Mt Dandenong Tourist Road, Kalorama	20	-	20	-	-	-	-	20	-
Drainage									
Belle Vue, Lilydale	200	200	-	-	-	-	-	-	200
Britton Road, Seville	339	339	-	-	-	-	-	-	339
Carmen Reserve - Lilydale	200	200	-	-	-	-	-	-	200
Dalkeith Crescent, Belgrave	50	50	-	-	-	-	-	-	50
David Hill Road, Monbulk	80	80	-	-	-	-	-	-	80
Drainage Improvement Works	200	200	-	-	-	-	-	-	200
Fernhill Road, Mount Evelyn	445	445	-	-	-	-	-	-	445
Main Street, Upwey Stage 1	100	100	-	-	-	-	-	-	100
Maroondah Parade, Healesville	225	-	-	-	225	-	-	225	-
Nimblefoot Way/Delta Close, Lilydale	150	150	-	-	-	-	-	-	150
North Avenue, Mount Evelyn	415	415	-	-	-	-	-	-	415
Schoolhouse Road, Woori Yallock	316	316	-	-	-	-	-	-	316

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Station Street, Coldstream	420	-	-	420	-	-	-	406	14
Wilson's Lane, Lilydale Stage 1	50	50	-	-	-	-	-	-	50
Drainage Rehabilitation	263	-	263	-	-	-	-	263	-
Recreational, Leisure & Community Facilities									
Chirnside Urban Park Play space	2,116	2,116	-	-	-	973	-	-	1,143
Morrison Recreation Reserve, Mount Evelyn Play space	2,924	2,924	-	-	-	2,220	-	-	704
Blue gum Reserve, Badger Creek	102	-	102	-	-	50	-	52	-
McKenzie King Drive Reserve, Millgrove	102	-	102	-	-	50	-	52	-
Capital Development Grants Program	364	-	-	364	-	-	-	-	364
Borthwick Park, Belgrave Renewal & Community Space	384	-	374	10	-	-	-	384	-
Mount Evelyn Netball Facility	160	-	160	-	-	-	-	160	-
Sports Courts Rehabilitation Program	123	-	100	23	-	-	-	123	-
Sportsfield Rehabilitation Program	200	-	40	160	-	-	-	40	160
Sportsfield Synthetic surface renewal	176	-	123	53	-	-	-	176	-
Parks, Open Space and Streetscapes									
Park Signage	59	59	-	-	-	-	-	26	33
Indigenous Heritage Visibility	36	36	-	-	-	-	-	36	-
Barriers/Fencing/Gate Renewal	194	-	194	-	-	-	-	194	-
Council Properties Fencing	135	-	135	-	-	-	-	135	-
Culvert Renewal	24	-	24	-	-	-	-	24	-
Park Signage Renewal	53	-	53	-	-	-	-	53	-
Park Furniture Renewal	119	-	119	-	-	-	-	119	-
Park Power Supply and Lighting Renewals	60	-	60	-	-	-	-	60	-
Retaining Walls and Steps Renewal	56	-	56	-	-	-	-	56	-
Stockyard Renewal and Upgrade	265	-	265	-	-	-	-	265	-
Lilydale Revitalisation: Lions Park	25	-	13	12	-	25	-	(37)	37
Township Improvements, Healesville	49	-	-	49	-	-	-	-	49
Townships Renewal & Improvements	450	-	135	225	90	-	-	135	315
Warburton Urban Design Framework	47	14	23	5	5	-	-	-	47
Northern Loop, Yarra Valley Trail	2,250	2,250	-	-	-	2,250	-	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Park Trails Improvements/Connectivity	64	64	-	-	-	-	-	-	64
ngurrak barring / RidgeWalk	1,612	1,612	-	-	-	1,217	-	-	395
Warburton Mountain Bike Destination	8,210	8,210	-	-	-	-	93	-	8,117
Yarra Valley Trail, Stage 1	150	150	-	-	-	-	-	-	150
Yarra Valley Trail, Stage 2A	500	500	-	-	-	500	-	-	-
Lilydale - Warburton Trail Rehabilitation Projects	171	-	137	34	-	-	-	171	-
Trail Rehabilitation Projects	570	-	570	-	-	-	-	570	-
Off Street Car Parks									
Car Park Rehabilitation	380	-	380	-	-	-	-	380	-
Other Infrastructure									
Advanced Design Program	300	300	-	-	-	-	-	300	-
Asset Improvement Fund	500	100	-	300	100	-	-	500	-
Project Management	4,709	471	3,061	706	471	-	-	4,709	-
TOTAL INFRASTRUCTURE	51,686	23,364	18,342	8,921	1,059	16,107	1,351	19,084	15,144
TOTAL NEW CAPITAL WORKS	70,633	23,525	28,666	17,170	1,272	20,883	1,351	27,951	20,448

4.5.3 Works carried forward from the 2023-24 year

* Negative values denote an adjustment to the timing of funds from future years

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
Carbon Management Improvements	65	-	-	65	-	-	-	65	-
Oonah Belonging Place, Healesville	10	10	-	-	-	-	-	10	-
Solar Landfill Feasibility Study	54	54	-	-	-	-	-	54	-
Pinks Reserve Stadium Improvements	(1,105)	-	-	(331)	(774)	(1,201)	-	96	-
PAC Climate Resilient Buildings for our Community	183	183	-	-	-	167	-	16	-
GSF Climate Resilient Buildings for our Community	500	500	-	-	-	500	-	-	-
Building Improvements									
Council Building Minor Works	100	-	100	-	-	-	-	100	-
TOTAL PROPERTY	(193)	747	100	(266)	(774)	(534)	0	341	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Biochar Facility - Stage 2	40	-	20	20	-	-	-	40	-
Plant Replacement	(205)	(37)	(168)	-	-	-	-	(205)	-
Computers and Telecommunications									
Information technology upgrade - software	114	-	-	114	-	-	-	114	-
TOTAL PLANT AND EQUIPMENT	(51)	(37)	(148)	134	0	0	0	(51)	0
INFRASTRUCTURE									
Roads									
Nation Road, Selby	305	-	-	305	-	305	-	-	-
Alpine Street Group, Warburton	341	-	-	341	-	341	-	-	-
Campbell Road Group, Healesville	44	-	-	44	-	44	-	-	-
School Road and Valley Road, Seville	70	-	-	70	-	70	-	-	-
Station Road Group, Seville	90	-	-	90	-	90	-	-	-
Gruyere Road, Gruyere (Harvey Close to Darling Rd)	(363)	-	(363)	-	-	-	-	(363)	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Maddens Lane, Gruyere (Maroondah Highway to Medhurst Road)	(405)	-	(405)	-	-	-	-	(405)	-
Swales Road, Macclesfield	(127)	-	(127)	-	-	-	-	(127)	-
Bailey Grove Road Group, Wandin North	19	-	-	19	-	19	-	-	-
Cedar Court Road Group, Monbulk	282	-	-	282	-	282	-	-	-
Dorothy Road Group, Mount Evelyn	25	-	-	25	-	25	-	-	-
Falls Road Group, Mount Evelyn	43	-	-	43	-	43	-	-	-
Haynes Street Road Group, Silvan	9	-	-	9	-	9	-	-	-
Oak Grove and Wilkilla Road, Mount Evelyn	15	-	-	15	-	15	-	-	-
Arthurs Road, Chum Creek	350	-	-	350	-	-	258	92	-
South Avenue, Mt Evelyn	20	-	15	5	-	-	-	20	-
Footpaths and Cycleways									
One Tree Hill Road, Ferny Creek	30	30	-	-	-	-	-	30	-
Stephens Road, Healesville	20	20	-	-	-	-	-	20	-
Gear Avenue, Mt Evelyn	20	-	-	20	-	-	-	20	-
Drainage									
Fernhill Road, Mount Evelyn	28	28	-	-	-	-	-	28	-
Maroondah Parade, Healesville	11	-	-	-	11	-	-	11	-
Childs Road, Kalorama	43	43	-	-	-	-	-	43	-
Schoolhouse Road, Woori Yallock	24	24	-	-	-	-	-	24	-
Water Sensitive Urban Design Catchment Solutions Program	48	48	-	-	-	-	-	48	-
Station Street, Coldstream	131	131	-	-	-	-	-	131	-
Recreational, Leisure & Community Facilities									
Chirnside Urban Park play space	(1,866)	(1,866)	-	-	-	(723)	-	(1,143)	-
Pinks Reserve Park Improvements	260	-	-	260	-	260	-	-	-
Morrison Recreation Reserve District plays pace, Mt Evelyn	149	149	-	-	-	-	-	149	-
Parks, Open Space and Streetscapes									
Township Improvements, Belgrave	300	105	135	-	60	-	-	300	-
Warburton Mountain Bike Destination	(2,228)	(2,228)	-	-	-	-	-	(2,228)	-
Yarra Valley Trail	(150)	(150)	-	-	-	-	-	(150)	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Indigenous Heritage Visibility	(36)	(36)	-	-	-	-	-	(36)	-
Township Master Plan Development, Upwey	20	20	-	-	-	-	-	20	-
Master Plan Program	32	32	-	-	-	-	-	32	-
Township Improvements Healesville	(9)	-	-	(9)	-	-	-	(9)	-
Yarra Valley Trail - Stage 2A	160	160	-	-	-	-	-	160	-
Wandin North Township Improvements	200	200	-	-	-	-	-	200	-
Urban Park Plan, Kilsyth	25	25	-	-	-	-	-	25	-
TOTAL INFRASTRUCTURE	(2,070)	(3,265)	(745)	1,869	71	780	258	(3,108)	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2023/24	(2,314)	(2,555)	(793)	1,737	(703)	246	258	(2,818)	-

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4.5.4 Summary of planned capital works for the years ending 30 June 2026, 2027 & 2028

2025/26	Asset Expenditure Types					Total \$'000	Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000	
Property											
Buildings	0	0	0	0	0	0	0	0	0	0	
Building improvements	3,091	0	2,273	0	818	3,091	0	0	3,091	0	
Total Buildings	3,091	0	2,273	0	818	3,091	0	0	3,091	0	
Total Property	3,091	0	2,273	0	818	3,091	0	0	3,091	0	
Plant and Equipment											
Plant, machinery and equipment	3,122	0	3,122	0	0	3,122	0	0	3,122	0	
Fixtures, fittings and furniture	19	0	19	0	0	19	0	0	19	0	
Computers and telecommunications	374	0	329	0	45	374	0	0	374	0	
Total Plant and Equipment	3,515	0	3,470	0	45	3,515	0	0	3,515	0	
Infrastructure											
Roads	15,336	732	14,299	152	153	15,336	2,596	450	12,290	0	
Bridges	262	39	131	26	66	262	0	0	262	0	
Footpaths and cycleways	3,770	1,789	1,962	15	4	3,770	0	0	3,770	0	
Drainage	3,491	3,097	271	0	123	3,491	0	0	3,491	0	
Recreational, leisure and community facilities	2,330	0	1,633	0	697	2,330	0	0	2,330	0	
Parks, open space and streetscapes	12,795	10,763	920	157	955	12,795	6,165	140	6,490	0	
Off street car parks	390	0	390	0	0	390	0	0	390	0	
Other infrastructure	13,188	1,071	10,239	651	1,227	13,188	0	0	13,188	0	
Total Infrastructure	51,562	17,491	29,845	1,001	3,225	51,562	8,761	590	42,211	0	
Total Capital Works Expenditure	58,168	17,491	35,588	1,001	4,088	58,168	8,761	590	48,817	0	

2026/27	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	3,175	0	2,335	0	840	3,175	0	0	3,175	0
Total Buildings	3,175	0	2,335	0	840	3,175	0	0	3,175	0
Total Property	3,175	0	2,335	0	840	3,175	0	0	3,175	0
Plant and Equipment										
Plant, machinery and equipment	2,735	0	2,735	0	0	2,735	0	0	2,735	0
Fixtures, fittings and furniture	20	0	20	0	0	20	0	0	20	0
Computers and telecommunications	385	0	339	0	46	385	0	0	385	0
Total Plant and Equipment	3,140	0	3,094	0	46	3,140	0	0	3,140	0
Infrastructure										
Roads	10,080	0	9,767	156	157	10,080	2,146	0	7,934	0
Bridges	269	40	135	27	67	269	0	0	269	0
Footpaths and cycleways	3,232	1,746	1,466	16	4	3,232	0	0	3,232	0
Drainage	2,743	2,465	278	0	0	2,743	0	0	2,743	0
Recreational, leisure and community facilities	1,847	0	707	0	1,140	1,847	0	0	1,847	0
Parks, open space and streetscapes	4,530	2,565	918	290	757	4,530	1,950	0	2,580	0
Off street car parks	401	0	401	0	0	401	0	0	401	0
Other infrastructure	19,625	1,086	16,631	654	1,254	19,625	0	0	19,625	0
Total Infrastructure	42,727	7,902	30,303	1,143	3,379	42,727	4,096	0	38,631	0
Total Capital Works Expenditure	49,042	7,902	35,732	1,143	4,265	49,042	4,096	0	44,946	0

2027/28	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	296	0	148	0	148	296	0	0	296	0
Building improvements	3,313	0	2,451	0	862	3,313	0	0	3,313	0
Total Buildings	3,609	0	2,599	0	1,010	3,609	0	0	3,609	0
Total Property	3,609	0	2,599	0	1,010	3,609	0	0	3,609	0
Plant and Equipment										
Plant, machinery and equipment	2,810	0	2,810	0	0	2,810	0	0	2,810	0
Fixtures, fittings and furniture	20	0	20	0	0	20	0	0	20	0
Computers and telecommunications	573	0	348	0	225	573	0	0	573	0
Total Plant and Equipment	3,403	0	3,178	0	225	3,403	0	0	3,403	0
Infrastructure										
Roads	10,064	0	9,743	160	161	10,064	2,146	0	7,918	0
Bridges	277	42	139	28	68	277	0	0	277	0
Footpaths and cycleways	3,019	1,513	1,485	17	4	3,019	0	0	3,019	0
Drainage	2,629	2,343	286	0	0	2,629	0	0	2,629	0
Recreational, leisure and community facilities	1,802	0	1,254	0	548	1,802	0	0	1,802	0
Parks, open space and streetscapes	1,963	0	926	287	750	1,963	0	0	1,963	0
Off street car parks	412	0	412	0	0	412	0	0	412	0
Other infrastructure	24,298	1,002	21,711	558	1,027	24,298	0	0	24,298	0
Total Infrastructure	44,464	4,900	35,956	1,050	2,558	44,464	2,146	0	42,318	0
Total Capital Works Expenditure	51,476	4,900	41,733	1,050	3,793	51,476	2,146	0	49,330	0

5 Performance indicators

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

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

Targeted performance indicators - Service

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	+o/-
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	51	51	54	51	51	51	o
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	97.6%	99.0%	98.5%	98.5%	98.5%	98.5%	+
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	53.3%	54.4%	58.0%	60.0%	62.8%	70.3%	+
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	50.2%	52.0%	56.0%	61.0%	62.0%	63.0%	+

Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2026/28	+ / o / -
Liquidity									
Working Capital	Current assets / current liabilities	5	123%	120%	121%	109%	107%	106%	-
Obligations									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	139%	154%	99%	104%	92%	101%	+
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	7	78%	79%	83%	84%	84%	84%	+
Efficiency									
Expenditure level	Total expenses / no. of property assessments	8	\$3,220.16	\$3,116.20	\$3,371.80	\$3,143.43	\$3,485.79	\$3,549.24	+

5.1 Financial performance indicators

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

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2022/23	2024/25	2024/25	2025/26	2026/27	2027/28	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	2.5%	-1.6%	-2.8%	-1.5%	-0.7%	-0.2%	-
Liquidity									
Unrestricted cash	Unrestricted cash / current liabilities	10	61.9%	57.3%	57.6%	46.0%	43.7%	41.7%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	1.9%	0.4%	10.9%	9.6%	8.2%	6.9%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.1%	1.1%	1.5%	1.7%	1.5%	1.4%	o
Indebtedness	Non-current liabilities / own source revenue		6.0%	11.3%	18.3%	14.4%	10.6%	7.1%	+
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	o
Efficiency									
Revenue level	General rates and municipal charges / no. of property assessments	13	\$2,370	\$2,461	\$2,575	\$2,718	\$2,794	\$2,916	+

Notes to indicators

- Satisfaction with community consultation and engagement** – Council has an ongoing commitment to deliver effective and meaningful engagement, focusing on building internal capacity to deliver consistent engagement.
- Sealed local roads below the intervention level** – Existing condition and funding levels indicate that the sealed road network will continue to meet the required performance levels that ensure long term sustainability.

3. **Planning applications decided within the relevant required time** – Attracting and retaining qualified planners is a critical issue for the sector. Medium and long-term projects are currently underway to deliver process improvements over the next three (3) years. This will enhance the quality of our planning service, improve efficiencies, and expand our information sources for owners, applicants and the community.
4. **Kerbside collection waste diverted from landfill** – The increase of 4% additional recovery relates to the introduction of the new Food Organic and Garden Organic (FOGO) service that commenced in October 2023. This will see a reduction in waste to landfill and an increase in organic material recovery.
5. **Working capital** – Slight increase in working capital from 2022 reflects increases in both cash from anticipated increase in collection activity as well as increase in lease liabilities due to projected increase in leased assets.
6. **Asset renewal** – Decrease reflects reduction in overall capital program, due to constraints in capacity to deliver and maintaining longer term financial sustainability.
7. **Rates concentration** – Increased reliance on rates revenue reflects decreased projections on externally sourced grant income.
8. **Expenditure level** – Increased expenses due to cost escalations and pressures having a significant impact on overall expenditure levels.
9. **Adjusted underlying result** – is the net surplus or deficit for the year (per Australian Accounting Standards) adjusted for non-recurrent grants used to fund capital expenditure, non-monetary asset contributions, and contributions to fund capital expenditure other than grants and non-monetary asset contributions. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

A short-term period of operational deficits is acceptable to support Council's approach to current cost pressures, with operational efficiencies being identified in future years to bring underlying results back into sustainable surplus.

10. **Unrestricted cash** – means all cash and cash equivalents other than restricted cash, including cash that will be used to fund capital expenditure from the previous financial year. Restricted cash means cash and cash equivalents, within the meaning of Accounting Standard *AASB 107 Statement of Cash Flows*, that are not available for use other than for a purpose for which it is restricted.
11. **Interest bearing loans and borrowings** – This indicator is trending upward due to the additional borrowings that have been factored into the budget to deliver the capital works program.
12. **Rates effort** – Rates effort, which is intended to examine the community's capacity to pay, presents rate revenue as a percentage of the capital improved value of rateable properties in the municipality. The trend is relatively steady for rates effort.
13. **Revenue level** – Revenue level presents the residential rate revenue per residential property assessment. The trend shows a small annual increase.

Appendix A

Fees and charges schedule

This attached schedule presents the fees and charges which will be charged in respect to various goods and services during the financial year 2024-25.

Note that this schedule only includes fees set by Council. There are other fees in addition to this listing that are set in accordance with legislative requirements and charged by Council. These fees are updated as of 1 July 2024 and will be reflected on Council's website.

End of Yarra Ranges Council Budget Report

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