



Yarra Ranges **Council**

# **Budget 2024-25**

Including projection 1 July 2025 – 30 June 2028

## Table of Contents

|  |    |
|--|----|
| Mayor and CEO introduction.....                                  | 4  |
| Executive summary .....  | 6  |
| Key statistics of the 2024-25 budget .....                       | 6  |
| Where Council spends your rates .....                            | 7  |
| Historical context.....  | 8  |
| Budget influences.....   | 9  |
| External influences .....  | 9  |
| Budget principles.....   | 10 |
| Rates & charges.....   | 10 |
| Community engagement .....                                       | 13 |
| What we are funding in 2024-25.....                              | 14 |
| Review of Council’s Financial Plan .....                         | 15 |
| Commonwealth and state government advocacy .....                 | 15 |
| Population growth .....  | 16 |
| Budget reports .....   | 17 |
| 1. Link to the Integrated Planning and Reporting Framework ..... | 18 |
| 2. Services and service performance indicators .....             | 21 |
| 2.1 Reconciliation with budgeted operating result.....           | 34 |
| 2.2 Service performance outcome indicators .....                 | 35 |
| 3. Financial statements.....                                     | 36 |
| 3.1 Comprehensive income statement .....                         | 37 |
| 3.2 Balance sheet.....   | 38 |
| 3.3 Statement of changes in equity .....                         | 39 |
| 3.4 Statement of cash flows .....                                | 40 |
| 3.5 Statement of capital works .....                             | 40 |
| 3.5 Statement of human resources .....                           | 40 |
| 4. Notes to the financial statements .....                       | 46 |
| 5. Performance indicators .....                                  | 86 |
| Appendix A.....  | 90 |
| Fees and charges schedule .....                                  | 90 |

## 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.



## 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 undertake in the coming year, and how we'll manage our financial position over the next four 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.

We sincerely value and appreciate the feedback and submissions provided by our community members across the year and during our formal budget submissions process in April and May, to help inform the development of our Budget. More than 470 people visited our Shaping Yarra Ranges website to look at the Draft Budget and it was downloaded 264 times. We received 22 written submissions from our community this year and 8 people presented their requests in the Council Chamber.

Given our region's heavy rainfall and storm events over the last two years, it is no surprise that our community identified improving and maintaining drains to reduce flooding as one of the top priorities. Council has addressed this in the 2024/25 Budget through a significantly increased commitment of \$16.2 million to be spent on drainage and related infrastructure capital upgrades over the next six years across the municipality – a 300% increase from last year's budget. This is in addition to \$23.0 million of operating expenditure on infrastructure and drainage maintenance (6% increase) also included in the 2024-25 Budget year.

In response to other key areas of feedback from our community, our Budget also outlines an increase in our investment in areas of community priority including:

- Maintaining our roads, footpaths, and trails (\$22 million, a 13% increase from last year)
- Improving and maintaining parks, trees, sporting facilities, bushlands and reserves (\$22 million, 8% increase)
- Caring for the environment and responding to climate change, including emergency event management (\$6 million, 17% increase)
- Programs and activities to support the community through all stages of life (\$18 million, 4% increase in ongoing activities).

Some highlights of our capital expenditure budget of \$68.3 million 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 Chirnside 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 to construct 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 – \$252.9 million
- Total Expenditure – \$235.1 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 \$252.9 million less total expenditure of \$235.1 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)

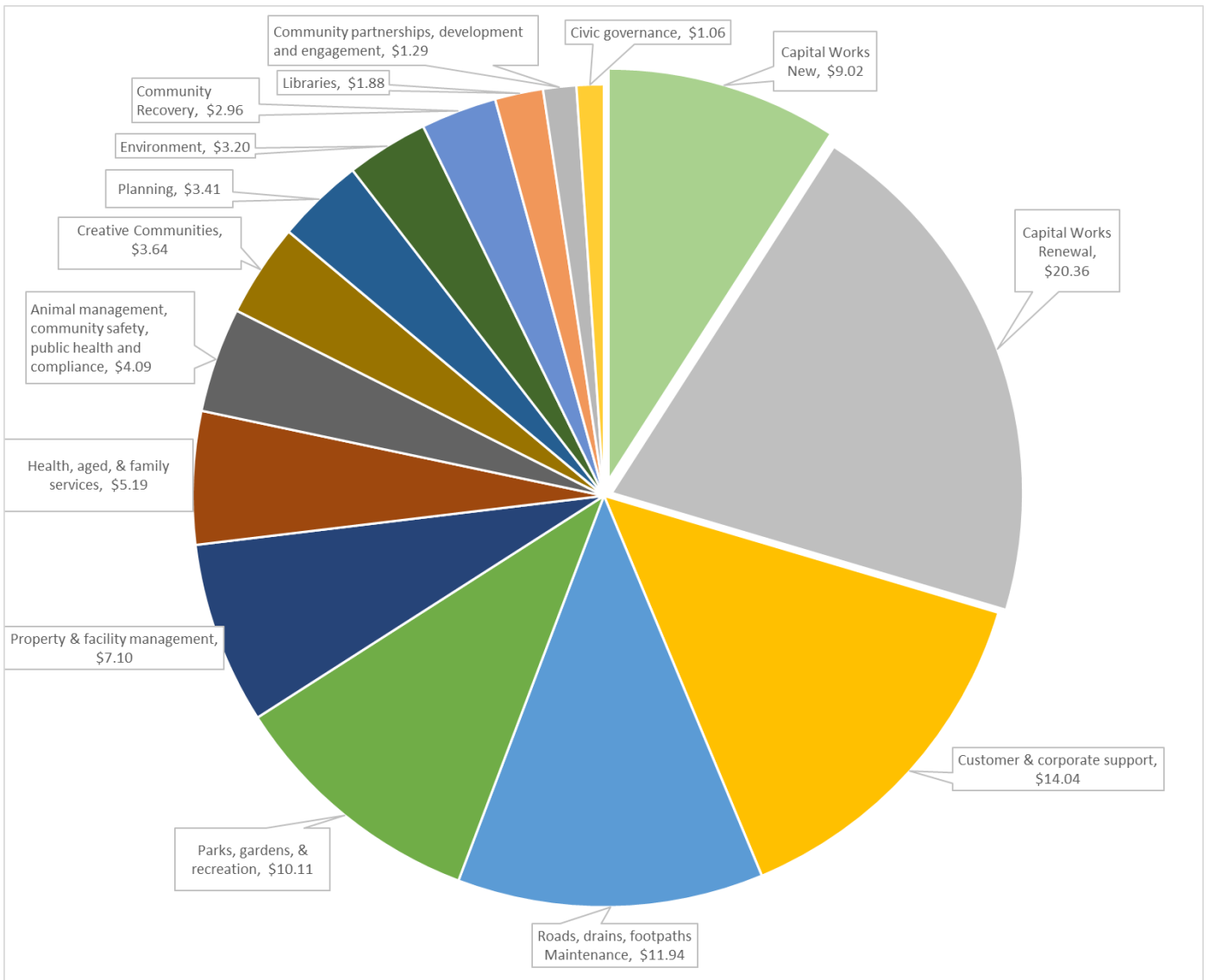
- Capital Works Program of \$68.3 million which includes \$2.3 million carried forward projects from 2023-24. The capital works program will be funded through:
  - \$25.1 million from Council operations (rates funded);
  - \$20.4 million sourced from borrowings
  - \$1.6 million from contributions from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

(Refer Statement of Capital Works in Section 4.5).

## 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 km<sup>2</sup>, 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 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.
- A formal budget consultation period was open from 24 April to 19 May 2024 via Council's Shaping Yarra Ranges portal seeking written submissions, and verbal presentations to a Hearing of Submissions Committee meeting on 28 May 2024.

More than 470 people visited our Shaping Yarra Ranges website to look at the Draft Budget and it was downloaded 264 times. We received 22 submissions from our community this year and 8 people presented their requests in the Council Chamber. We are very grateful to all in our community who took the time to provide us with feedback, input, submissions and presentations to help inform our budget.

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. Other key themes of community priorities identified include:

- Maintaining our roads, footpaths, and trails
- Improving and maintaining sporting facilities, open spaces, and reserves
- Caring for the environment and responding to climate change
- 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?

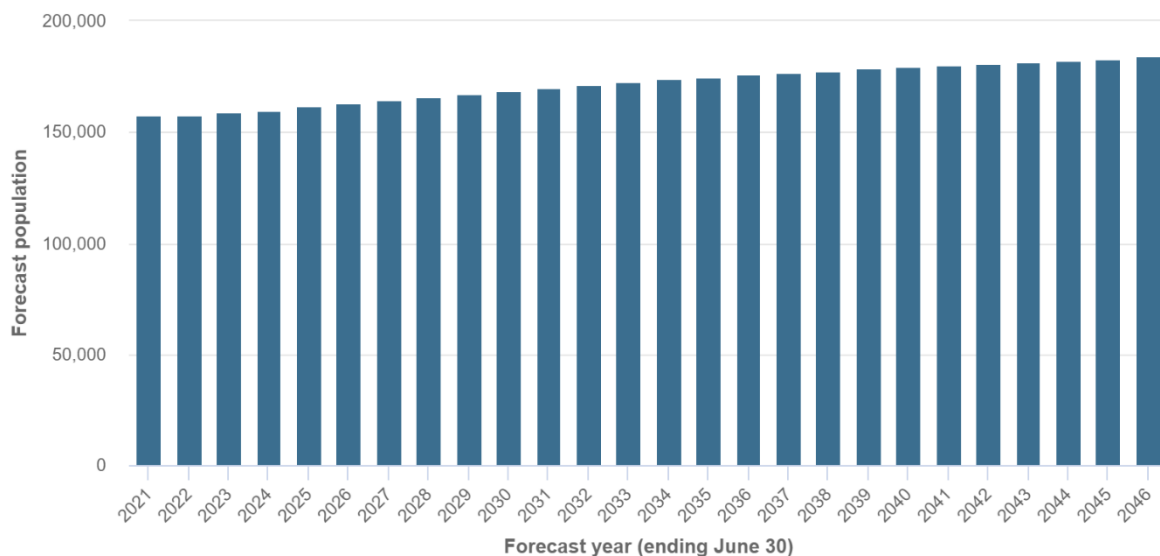
Population for Yarra Ranges was 156,068 at the 2021 Census.

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.

**.id** informed decisions



## 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.

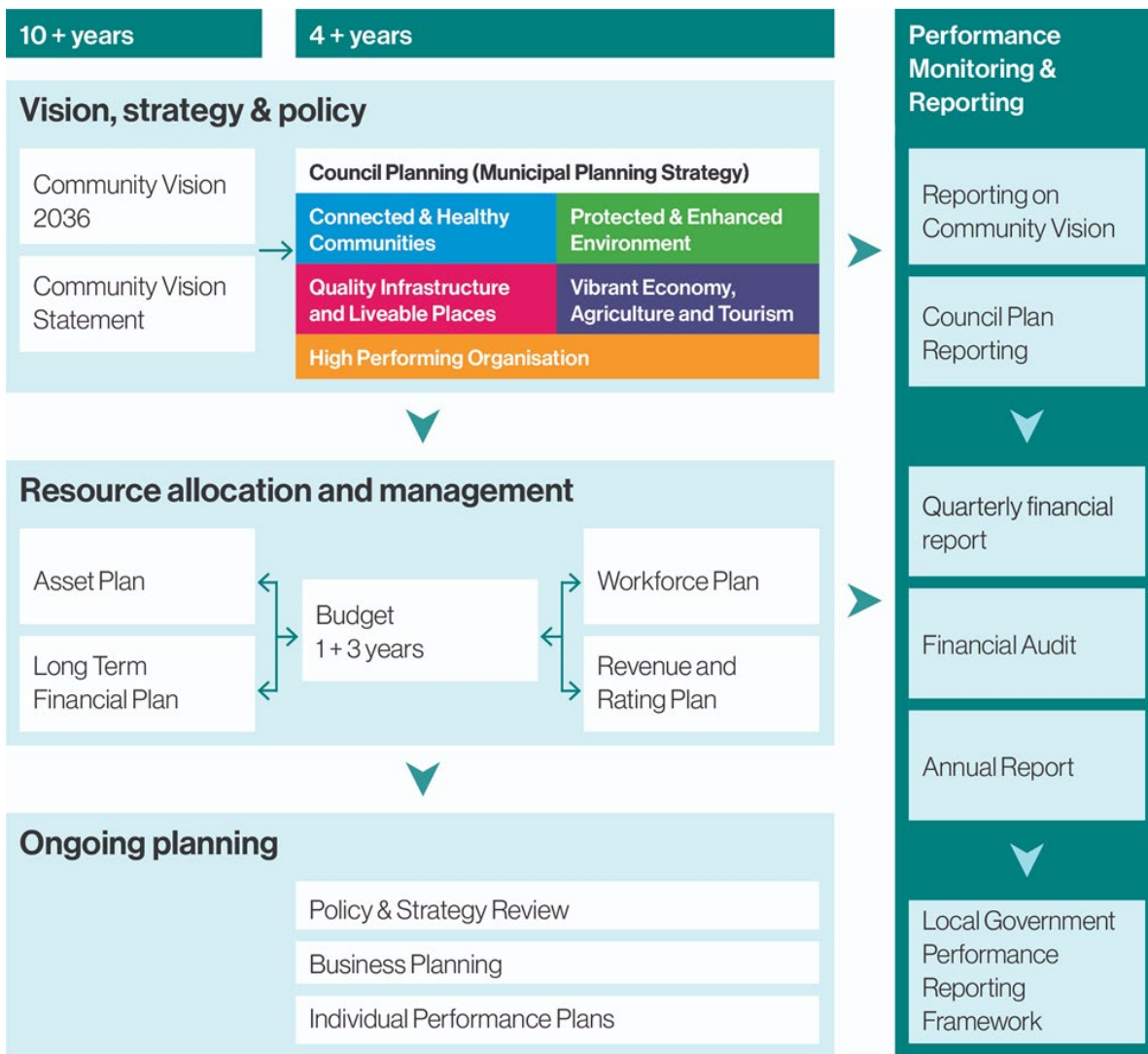
1. Link to Integrated Planning and Reporting Framework
2. Services and service performance indicators
3. Financial statements
4. Notes to financial statements
5. Financial performance indicators
6. Schedule of Fees and charges

# 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.



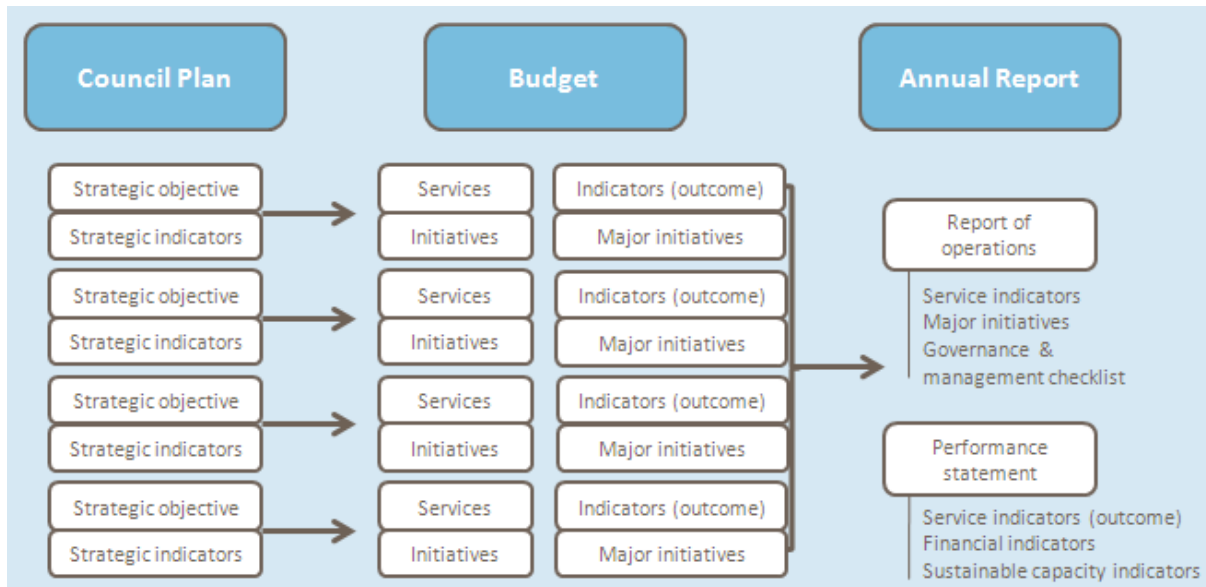
## Strategic objectives

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  |
|---|--|
| <b>Connected and healthy communities</b>          | Communities are safe, resilient, healthy, inclusive, and socially well connected. Quality services are accessible to everyone.   |
| <b>Quality infrastructure and liveable places</b> | Quality facilities and infrastructure meet current and future needs. Places are well planned hubs of activity that foster wellbeing, creativity, and innovation.                       |
| <b>Protected and enhanced natural environment</b> | A healthier environment for future generations.  |
| <b>Vibrant economy, agriculture, and tourism</b>  | Our tourism, agriculture, health, manufacturing, and other industries are leading and dynamic. Strong investment and attraction underpin sustainable economic growth and job creation. |
| <b>High performing organisation</b>               | 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<br>Actual<br>\$'000 | 2023/24<br>Forecast<br>\$'000 | 2024/25<br>Budget<br>\$'000 |
|--|--|-------------|-----------------------------|-------------------------------|-----------------------------|
| <b>2.1 Strategic Objective 1: Connected and Healthy Communities</b>          |  |             |                             |                               |                             |
| 1. Social planning and policy development                                    | This service contributes to building strong and resilient communities by:<br>-Planning, researching and developing relevant social policies and actions<br>-Providing advice, referral and advocacy<br>-Delivering selected community development projects.  | Expenditure | 701                         | 806                           | 1,115                       |
|  |  | (Income)    | (0)                         | (0)                           | (0)                         |
|  |  | Net Cost    | <b>701</b>                  | <b>806</b>                    | <b>1,115</b>                |
| 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 | 363                         | 519                           | 435                         |
|  |  | (Income)    | (289)                       | (282)                         | (238)                       |
|  |  | Net Cost    | <b>74</b>                   | <b>237</b>                    | <b>197</b>                  |
| 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 | 1,684                       | 1,799                         | 1,873                       |
|  |  | (Income)    | (1212)                      | (873)                         | (1,170)                     |
|  |  | Net Cost    | <b>472</b>                  | <b>926</b>                    | <b>703</b>                  |
| 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 | 4,005                       | 4,372                         | 4,372                       |
|  |  | (Income)    | -                           | -                             | -                           |
|  |  | Net Cost    | <b>4,005</b>                | <b>4,372</b>                  | <b>4,372</b>                |
| 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 | 3,980                       | 3,760                         | 4,570                       |
|  |  | (Income)    | (2,455)                     | (2,420)                       | (2,533)                     |
|  |  | Net Cost    | <b>1,524</b>                | <b>1,341</b>                  | <b>2,037</b>                |
| 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 | 1,065                       | 962                           | 956                         |
|  |  | (Income)    | (420)                       | (378)                         | (336)                       |
|  |  | Net Cost    | <b>645</b>                  | <b>584</b>                    | <b>620</b>                  |
| 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 | 4,864                       | 5,430                         | 5,033                       |
|  |  | (Income)    | (4,334)                     | (4,412)                       | (4,726)                     |
|  |  | Net Cost    | <b>530</b>                  | <b>1,018</b>                  | <b>308</b>                  |
| 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 | 1,737                       | 1,810                         | 1,790                       |
|  |  | (Income)    | (746)                       | (769)                         | (750)                       |
|  |  | Net Cost    | <b>991</b>                  | <b>1,041</b>                  | <b>1,040</b>                |

| Services  | Description of services provided  |             | 2022/23      | 2023/24      | 2024/25      |
|---|---|-------------|--------------|--------------|--------------|
|   |   |             | Actual       | Forecast     | Budget       |
|   |   |             | \$'000       | \$'000       | \$'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    | <b>638</b>   | <b>28</b>    | <b>580</b>   |
| 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    | <b>4,427</b> | <b>3,190</b> | <b>3,484</b> |
| 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    | <b>1,714</b> | <b>1,432</b> | <b>813</b>   |
| 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    | <b>118</b>   | <b>116</b>   | <b>127</b>   |
| 13. Community engagement and development programs                                 | This service supports<br>- Community engagement and place based Community Planning<br>- Life long learning and building resilient organisations through the community grants program, community planning and community capacity building<br>-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    | <b>455</b>   | <b>434</b>   | <b>371</b>   |
| 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:<br>- high quality Cultural Facilities with paid staff and technical expertise<br>- the management and delivery of arts and heritage programs in the community<br>- partnerships with community through grants programs<br>- facilitation of community festivals and events           | Expenditure | 3,565        | 3,948        | 3,919        |
|   |   | (Income)    | (238)        | (149)        | (93)         |
|   |   | Net Cost    | <b>3,326</b> | <b>3,799</b> | <b>3,826</b> |
| 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    | <b>3,379</b> | <b>4,224</b> | <b>4,090</b> |
| 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    | <b>338</b>   | <b>(252)</b> | <b>(610)</b> |

| 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    | <b>15</b>     | <b>2</b>      | <b>(18)</b>   |
| <b>Connected and Healthy Communities Total</b>                        |   | Expenditure | 48,418        | 46,680        | 39,660        |
|   |   | (Income)    | (25,067)      | (23,382)      | (16,570)      |
|   |   | Net Cost    | <b>23,351</b> | <b>23,298</b> | <b>23,090</b> |

## 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          | 2023/24            | 2024/25          |
|---|--|-----------------|------------------|--------------------|------------------|
|   |  |                 | Actual<br>\$'000 | Forecast<br>\$'000 | Budget<br>\$'000 |
| <b>2.2 Strategic Objective 2: Quality Infrastructure and Liveable Places</b>    |  |                 |                  |                    |                  |
| 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)              |
|   |  | <b>Net Cost</b> | <b>9,281</b>     | <b>9,494</b>       | <b>10,270</b>    |
| 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)          |
|   |  | <b>Net Cost</b> | <b>491</b>       | <b>404</b>         | <b>726</b>       |
| 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)            |
|   |  | <b>Net Cost</b> | <b>5,737</b>     | <b>5,218</b>       | <b>6,894</b>     |
| 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)        | -                | -                  | -                |
|   |  | <b>Net Cost</b> | <b>938</b>       | <b>1,360</b>       | <b>1,437</b>     |
| 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)              |
|   |  | <b>Net Cost</b> | <b>1,040</b>     | <b>1,906</b>       | <b>1,834</b>     |
| 6. Aquatics facilities  | This service provides for the maintenance of Council's aquatic facilities.   | Expenditure     | 2,661            | 2,149              | 2,677            |
|   |  | (Income)        | -                | -                  | -                |
|   |  | <b>Net Cost</b> | <b>2,661</b>     | <b>2,149</b>       | <b>2,677</b>     |
| 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)             |
|   |  | <b>Net Cost</b> | <b>1,162</b>     | <b>1,370</b>       | <b>1,686</b>     |
| 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)            |
|   |  | <b>Net Cost</b> | <b>1,629</b>     | <b>2,243</b>       | <b>2,190</b>     |

| 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    | <b>15,217</b> | <b>17,038</b> | <b>16,905</b> |
| 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    | <b>6,687</b>  | <b>6,672</b>  | <b>6,995</b>  |
| 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    | <b>3,040</b>  | <b>2,678</b>  | <b>3,147</b>  |
| 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    | <b>3,425</b>  | <b>4,487</b>  | <b>3,971</b>  |
| <b>Quality Infrastructure and Liveable Places Total</b>                                    |   | Expenditure | 56,824        | 59,987        | 63,757        |
|  |   | (Income)    | (5,515)       | (4,968)       | (5,024)       |
|  |   | Net Cost    | <b>51,309</b> | <b>55,019</b> | <b>58,733</b> |

## 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.

## 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<br>\$'000 | Forecast<br>\$'000 | Budget<br>\$'000 |
| <b>2.3 Strategic Objective 3: Protected and Enhanced Natural Environment</b>      |   |             |                  |                    |                  |
| 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    | <b>15</b>        | <b>22</b>          | <b>125</b>       |
| 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    | <b>418</b>       | <b>446</b>         | <b>606</b>       |
| 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    | <b>1,037</b>     | <b>1,699</b>       | <b>1,663</b>     |
| 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    | <b>303</b>       | <b>1,366</b>       | <b>411</b>       |
| 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    | <b>(684)</b>     | <b>(404)</b>       | <b>96</b>        |
| 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    | <b>8,472</b>     | <b>7,941</b>       | <b>8,070</b>     |
| 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    | <b>10,393</b>    | <b>10,646</b>      | <b>10,739</b>    |
| 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    | <b>1,204</b>     | <b>1,388</b>       | <b>1,180</b>     |

| 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    | <b>3,985</b>  | <b>95</b>     | <b>1,595</b>  |
| <b>Protected and Enhanced Natural Environment Total</b> |   | Expenditure | 52,537        | 56,396        | 60,065        |
|   |   | (Income)    | (27,394)      | (33,198)      | (35,580)      |
|   |   | Net Cost    | <b>25,143</b> | <b>23,198</b> | <b>24,485</b> |

## 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                        |
| <b>2.4 Strategic Objective 4: Vibrant Economy, Agriculture, and Tourism</b>   |   |                                     |                                |                                |                               |
| 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<br>(Income)<br>Net Cost | 539<br>-<br><b>539</b>         | 491<br>-<br><b>491</b>         | 518<br>-<br><b>518</b>        |
| 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<br>(Income)<br>Net Cost | 1,147<br>(218)<br><b>930</b>   | 1,533<br>(465)<br><b>1,067</b> | 1,158<br>(24)<br><b>1,134</b> |
| <b>Vibrant Economy, Agriculture &amp; Tourism Total</b>                       |   | Expenditure<br>(Income)<br>Net Cost | 1,687<br>(218)<br><b>1,469</b> | 2,024<br>(465)<br><b>1,558</b> | 1,676<br>(24)<br><b>1,652</b> |

### 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.

## 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<br>Actual<br>\$'000    | 2023/24<br>Forecast<br>\$'000    | 2024/25<br>Budget<br>\$'000    |
|--|---|-------------------------------------|--------------------------------|----------------------------------|--------------------------------|
| <b>2.5 Strategic Objective 5: High Performing Organisation</b> |   |                                     |                                |                                  |                                |
| 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<br>(Income)<br>Net Cost | 1,658<br>-<br><b>1,658</b>     | 1,919<br>-<br><b>1,919</b>       | 1,470<br>-<br><b>1,470</b>     |
| 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<br>(Income)<br>Net Cost | 3,681<br>(157)<br><b>3,524</b> | 3,284<br>(64)<br><b>3,220</b>    | 3,912<br>(64)<br><b>3,848</b>  |
| 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<br>(Income)<br>Net Cost | 1,577<br>(3)<br><b>1,574</b>   | 1,790<br>-<br><b>1,790</b>       | 1,317<br>-<br><b>1,317</b>     |
| 4. Procurement, contracts and tendering                        | This service provides best practice procurement support to the organisation including tendering and collaborative procurement initiatives.  | Expenditure<br>(Income)<br>Net Cost | 1,140<br>-<br><b>1,140</b>     | 1,407<br>-<br><b>1,407</b>       | 1,353<br>-<br><b>1,353</b>     |
| 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<br>(Income)<br>Net Cost | 3,146<br>-<br><b>3,146</b>     | 3,705<br>-<br><b>3,705</b>       | 3,360<br>-<br><b>3,360</b>     |
| 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<br>(Income)<br>Net Cost | 9,524<br>(17)<br><b>9,507</b>  | 11,024<br>(309)<br><b>10,715</b> | 9,548<br>(40)<br><b>9,508</b>  |
| 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<br>(Income)<br>Net Cost | 1,619<br>(780)<br><b>839</b>   | 1,188<br>(396)<br><b>792</b>     | 1,235<br>(387)<br><b>848</b>   |
| 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<br>(Income)<br>Net Cost | 1,452<br>(54)<br><b>1,397</b>  | 1,555<br>(105)<br><b>1,450</b>   | 2,275<br>(105)<br><b>2,170</b> |



| 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    | <b>177</b>    | <b>178</b>    | <b>156</b>    |
| 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    | <b>3,678</b>  | <b>4,527</b>  | <b>4,255</b>  |
| 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    | <b>375</b>    | <b>453</b>    | <b>612</b>    |
| 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    | <b>2,221</b>  | <b>2,992</b>  | <b>3,219</b>  |
| <b>High Performing Organisation Total</b>                              |   | Expenditure | 30,268        | 34,063        | 32,728        |
|  |   | (Income)    | (1,032)       | (915)         | (611)         |
|  |   | Net Cost    | <b>29,236</b> | <b>33,148</b> | <b>32,117</b> |

## 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/<br>(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           |
| <b>Total</b>                                    | <b>(140,077)</b>      | <b>197,886</b> | <b>57,809</b> |
| <b>Expenses added in:</b>                       |                       |                |               |
| Depreciation and amortisation                   | 39,587                |                |               |
| Finance costs                                   | 1,620                 |                |               |
| Other expenses/adjustments                      | 601                   |                |               |
| <b>Surplus/(Deficit) before funding sources</b> | <b>(181,885)</b>      |                |               |
| <b>Funding sources added in:</b>                |                       |                |               |
| Rates and charges revenue                       | 147,298               |                |               |
| Grants commission funding                       | 16,892                |                |               |
| Capital grants                                  | 21,129                |                |               |
| Interest revenue                                | 2,401                 |                |               |
| Contributions – cash & non-monetary             | 6,113                 |                |               |
| Other revenue                                   | 5,821                 |                |               |
| <b>Total funding sources</b>                    | <b>199,654</b>        |                |               |
| <b>Operating surplus/(deficit) for the year</b> | <b>17,769</b>         |                |               |

## 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<br>\$'000 | 2024/25<br>\$'000 | 2025/26<br>\$'000 | 2026/27<br>\$'000 | 2027/28<br>\$'000 |
| <b>Income / Revenue</b>                                  |        |                   |                   |                   |                   |                   |
| Rates and charges  | 4.1.1  | 175,916           | 182,151           | 187,573           | 193,808           | 200,148           |
| Statutory fees and fines                                 | 4.1.2  | 2,922             | 3,761             | 3,911             | 4,029             | 4,150             |
| User fees  | 4.1.3  | 6,587             | 6,394             | 9,650             | 11,940            | 12,298            |
| Grants – operating                                       | 4.1.4  | 39,604            | 29,250            | 28,874            | 29,740            | 32,164            |
| Grants – capital   | 4.1.4  | 34,109            | 21,129            | 11,078            | 5,802             | 6,582             |
| Contributions - monetary                                 | 4.1.5  | 3,231             | 3,113             | 3,710             | 3,235             | 3,332             |
| Contributions - non-monetary                             | 4.1.5  | 3,000             | 3,000             | 3,000             | 3,000             | 3,000             |
| Other income   | 4.1.6  | 4,724             | 4,117             | 4,471             | 4,354             | 4,042             |
| <b>Total income / revenue</b>                            |        | 270,093           | 252,915           | 252,267           | 255,908           | 265,716           |
| <b>Expenses</b>  |        |                   |                   |                   |                   |                   |
| Employee costs   | 4.1.7  | 82,819            | 80,230            | 81,682            | 83,724            | 85,817            |
| Materials and services                                   | 4.1.8  | 102,412           | 104,814           | 107,071           | 110,284           | 113,592           |
| Depreciation   | 4.1.9  | 35,883            | 36,675            | 38,297            | 40,861            | 42,591            |
| Amortisation - intangible assets                         | 4.1.10 | 346               | 335               | 353               | 371               | 391               |
| Depreciation - right of use assets                       | 4.1.11 | 2,441             | 2,577             | 2,521             | 2,566             | 2,515             |
| Bad and doubtful debts - allowance for impairment losses |        | 68                | 64                | 66                | 68                | 70                |
| Borrowing costs  |        | 130               | 672               | 1,084             | 813               | 731               |
| Finance costs – leases                                   |        | 739               | 874               | 823               | 728               | 1,254             |
| Other expenses   | 4.1.12 | 9,075             | 8,905             | 9,261             | 9,539             | 9,825             |
| <b>Total expenses</b>                                    |        | 233,913           | 235,146           | 241,158           | 248,954           | 256,786           |
| <b>Surplus/(deficit) for the year</b>                    |        | 36,180            | 17,769            | 11,109            | 6,954             | 8,930             |
| <b>Total other comprehensive income</b>                  |        | (1,932)           | -                 | -                 | -                 | -                 |
| <b>Total comprehensive result</b>                        |        | 34,248            | 17,769            | 11,109            | 6,954             | 8,930             |
| <b>Adjusted underlying result (deficit)</b>              |        | (592)             | (3,453)           | (538)             | 1,152             | 2,348             |

## 3.2 Balance sheet

For the four years ending 30 June 2028

|  | NOTES | Forecast          | Budget            | Projections       |                   |                   |
|--|-------|-------------------|-------------------|-------------------|-------------------|-------------------|
|  |       | 2023/24<br>\$'000 | 2024/25<br>\$'000 | 2025/26<br>\$'000 | 2026/27<br>\$'000 | 2027/28<br>\$'000 |
| <b>Assets</b>  |       |                   |                   |                   |                   |                   |
| <b>Current assets</b>  |       |                   |                   |                   |                   |                   |
| Cash and cash equivalents                                      |       | 78,242            | <b>78,659</b>     | 66,242            | 64,003            | 62,219            |
| Trade and other receivables                                    |       | 42,403            | <b>41,833</b>     | 42,409            | 43,470            | 44,931            |
| Prepayments  |       | -                 |                   |                   |                   |                   |
| Other assets   |       | 12,561            | <b>13,970</b>     | 13,850            | 13,763            | 13,810            |
| <b>Total current assets</b>                                    | 4.2.1 | 133,206           | <b>134,462</b>    | 122,501           | 121,236           | 120,960           |
| <b>Non-current assets</b>                                      |       |                   |                   |                   |                   |                   |
| Trade and other receivables                                    |       | 2,383             | <b>2,383</b>      | 2,383             | 2,383             | 2,383             |
| Investments in associates, joint arrangement, and subsidiaries |       | 2,550             | <b>2,550</b>      | 2,550             | 2,550             | 2,550             |
| Property, infrastructure, plant & equipment                    |       | 1,393,039         | <b>1,429,997</b>  | 1,452,405         | 1,460,247         | 1,469,038         |
| Right-of-use assets  | 4.2.4 | 17,404            | <b>15,617</b>     | 14,258            | 11,948            | 9,689             |
| Intangible assets  |       | 3,175             | <b>2,840</b>      | 2,487             | 2,116             | 1,725             |
| <b>Total non-current assets</b>                                | 4.2.1 | 1,418,551         | <b>1,453,387</b>  | 1,474,083         | 1,479,244         | 1,485,385         |
| <b>Total assets</b>  |       | 1,551,757         | <b>1,587,849</b>  | 1,596,584         | 1,600,480         | 1,606,345         |
| <b>Liabilities</b>   |       |                   |                   |                   |                   |                   |
| <b>Current liabilities</b>                                     |       |                   |                   |                   |                   |                   |
| Trade and other payables                                       |       | 30,518            | <b>31,061</b>     | 31,722            | 32,640            | 33,493            |
| Trust funds and deposits                                       |       | 14,802            | <b>14,802</b>     | 14,802            | 14,802            | 14,802            |
| Contract and other liabilities                                 |       | 46,000            | <b>46,000</b>     | 46,000            | 46,000            | 46,000            |
| Provisions   |       | 16,500            | <b>15,056</b>     | 15,319            | 15,589            | 15,866            |
| Interest-bearing loans and borrowings                          | 4.2.3 | 643               | <b>2,045</b>      | 2,045             | 2,045             | 2,045             |
| Lease liabilities  | 4.2.4 | 2,207             | <b>1,958</b>      | 2,313             | 2,074             | 2,074             |
| <b>Total current liabilities</b>                               | 4.2.2 | 110,670           | <b>110,922</b>    | 112,201           | 113,150           | 114,280           |
| <b>Non-current liabilities</b>                                 |       |                   |                   |                   |                   |                   |
| Provisions   |       | 6,844             | <b>8,647</b>      | 8,752             | 8,861             | 8,974             |
| Interest-bearing loans and borrowings                          | 4.2.3 | -                 | <b>17,807</b>     | 15,762            | 13,717            | 11,672            |
| Lease liabilities  | 4.2.4 | 15,197            | <b>13,659</b>     | 11,945            | 9,874             | 7,616             |
| <b>Total non-current liabilities</b>                           | 4.2.2 | 22,041            | <b>40,112</b>     | 36,459            | 32,453            | 28,262            |
| <b>Total liabilities</b>                                       |       | 132,211           | <b>151,034</b>    | 148,660           | 145,603           | 142,542           |
| <b>Net assets</b>  |       | 1,419,046         | <b>1,436,815</b>  | 1,447,924         | 1,454,877         | 1,463,803         |
| <b>Equity</b>  |       |                   |                   |                   |                   |                   |
| Accumulated surplus  |       | 672,789           | <b>690,558</b>    | 701,667           | 708,619           | 717,546           |
| Reserves   |       | 746,257           | <b>746,257</b>    | 746,257           | 746,257           | 746,257           |
| <b>Total equity</b>  |       | 1,419,046         | <b>1,436,815</b>  | 1,447,924         | 1,454,877         | 1,463,803         |

### 3.3 Statement of changes in equity

For the four years ending 30 June 2028

|   | NOTES | Total<br>\$'000  | Accumulated<br>Surplus<br>\$'000 | Revaluation<br>Reserve<br>\$'000 | Other Reserves<br>\$'000 |
|---|-------|------------------|----------------------------------|----------------------------------|--------------------------|
| <b>2023-24 Forecast</b>                     |       |                  |                                  |                                  |                          |
| Balance at beginning of the financial year  |       | 1,384,798        | 638,541                          | 733,256                          | 13,001                   |
| Surplus/(deficit) for the year              |       | 34,248           | 34,248                           | -                                | -                        |
| Net asset revaluation increment/(decrement) |       | -                | -                                | -                                | -                        |
| Transfers to/from other reserves            |       | -                | -                                | -                                | -                        |
| <b>Balance at end of the financial year</b> |       | <b>1,419,046</b> | <b>672,789</b>                   | <b>733,256</b>                   | <b>13,001</b>            |
| <b>2024-25 Budget</b>                       |       |                  |                                  |                                  |                          |
| 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 | -                | -                                | -                                | -                        |
| <b>Balance at end of the financial year</b> | 4.3.2 | <b>1,436,815</b> | <b>690,558</b>                   | <b>733,256</b>                   | <b>13,001</b>            |
| <b>2025-26</b>                              |       |                  |                                  |                                  |                          |
| 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            |       | -                | -                                | -                                | -                        |
| <b>Balance at end of the financial year</b> |       | <b>1,447,924</b> | <b>701,667</b>                   | <b>733,256</b>                   | <b>13,001</b>            |
| <b>2026-27</b>                              |       |                  |                                  |                                  |                          |
| Balance at beginning of the financial year  |       | 1,447,924        | 701,667                          | 733,256                          | 13,001                   |
| Surplus/(deficit) for the year              |       | 6,954            | 6,954                            | -                                | -                        |
| Net asset revaluation increment/(decrement) |       | -                | -                                | -                                | -                        |
| Transfers to/from other reserves            |       | -                | -                                | -                                | -                        |
| <b>Balance at end of the financial year</b> |       | <b>1,454,878</b> | <b>708,621</b>                   | <b>733,256</b>                   | <b>13,001</b>            |
| <b>2027-28</b>                              |       |                  |                                  |                                  |                          |
| Balance at beginning of the financial year  |       | 1,454,878        | 708,621                          | 733,256                          | 13,001                   |
| Surplus/(deficit) for the year              |       | 8,930            | 8,930                            | -                                | -                        |
| Net asset revaluation increment/(decrement) |       | -                | -                                | -                                | -                        |
| Transfers to/from other reserves            |       | -                | -                                | -                                | -                        |
| <b>Balance at end of the financial year</b> |       | <b>1,463,808</b> | <b>717,551</b>                   | <b>733,256</b>                   | <b>13,001</b>            |

### 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<br>(Outflows) | <b>Inflows</b><br><b>(Outflows)</b> | Inflows<br>(Outflows) | Inflows<br>(Outflows) | Inflows<br>(Outflows) |
| <b>Cash flows from operating activities</b>                          |       |                       |                                     |                       |                       |                       |
| Rates and charges  |       | 170,326               | <b>182,616</b>                      | 185,901               | 191,792               | 198,195               |
| Statutory fees and fines   |       | 2,922                 | <b>4,141</b>                        | 4,288                 | 4,421                 | 4,554                 |
| User fees  |       | 7,246                 | <b>7,040</b>                        | 10,320                | 12,925                | 13,497                |
| Grants - operating   |       | 39,604                | <b>29,279</b>                       | 28,901                | 29,666                | 31,968                |
| Grants - capital   |       | 34,109                | <b>21,150</b>                       | 11,902                | 6,234                 | 6,519                 |
| Contributions - monetary   |       | 2,500                 | <b>3,020</b>                        | 3,141                 | 3,235                 | 3,332                 |
| Interest received  |       | 3,041                 | <b>2,401</b>                        | 2,687                 | 2,517                 | 2,150                 |
| Trust funds and deposits taken                                       |       | 7,698                 | -                                   | -                     | -                     | -                     |
| Other receipts   |       | 2,582                 | <b>2,296</b>                        | 2,841                 | 2,382                 | 2,401                 |
| Net GST refund / payment   |       | 14,801                | <b>15,502</b>                       | 15,525                | 14,434                | 14,861                |
| Employee costs   |       | (82,819)              | <b>(79,756)</b>                     | (81,195)              | (83,179)              | (85,278)              |
| Materials and services   |       | (112,653)             | <b>(114,882)</b>                    | (116,638)             | (119,774)             | (123,437)             |
| Other payments   |       | (8411)                | <b>(9,781)</b>                      | (10,155)              | (10,468)              | (10,784)              |
| <b>Net cash provided by/(used in) operating activities</b>           | 4.4.1 | 80,946                | <b>63,026</b>                       | 57,518                | 54,185                | 57,978                |
| <b>Cash flows from investing activities</b>                          |       |                       |                                     |                       |                       |                       |
| Payments for property, infrastructure, plant, and equipment          |       | (89,773)              | <b>(77,696)</b>                     | (63,462)              | (50,272)              | (53,217)              |
| 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   |       | -                     | -                                   | -                     | -                     | -                     |
| <b>Net cash provided by/ (used in) investing activities</b>          | 4.4.2 | (88,698)              | <b>(77,696)</b>                     | (63,462)              | (50,272)              | (53,217)              |
| <b>Cash flows from financing activities</b>                          |       |                       |                                     |                       |                       |                       |
| Finance costs  |       | (130)                 | <b>(672)</b>                        | (1,084)               | (813)                 | (731)                 |
| Proceeds from borrowings   |       | -                     | <b>20,448</b>                       | -                     | -                     | -                     |
| Repayment of borrowings  |       | (1,846)               | <b>(1,239)</b>                      | (2,045)               | (2,045)               | (2,045)               |
| Interest paid - lease liability                                      |       | (739)                 | <b>(874)</b>                        | (823)                 | (728)                 | (1,254)               |
| Repayment of lease liabilities                                       |       | (2,441)               | <b>(2,577)</b>                      | (2,521)               | (2,566)               | (2,515)               |
| <b>Net cash provided by/(used in) financing activities</b>           | 4.4.3 | (5,156)               | <b>15,086</b>                       | (6,473)               | (6,152)               | (6,545)               |
| Net increase/(decrease) in cash & cash equivalents                   |       | (12,908)              | <b>417</b>                          | (12,417)              | (2,239)               | (1,784)               |
| Cash and cash equivalents at the beginning of the financial year     |       | 91,150                | <b>78,242</b>                       | 78,659                | 66,242                | 64,003                |
| <b>Cash and cash equivalents at the end of the financial year</b>    |       | 78,242                | <b>78,659</b>                       | 66,242                | 64,003                | 62,219                |



### 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  |
| <b>Property</b>                                |       |          |         |             |         |         |
| Land   |       | 697      | -       | -           | -       | -       |
| <b>Total land</b>                              |       | 697      | -       | -           | -       | -       |
| Buildings                                      |       | 13,357   | 7,413   | -           | -       | 296     |
| Building improvements                          |       | 3,926    | 6,501   | 3,091       | 3,175   | 3,313   |
| <b>Total buildings</b>                         |       | 17,283   | 13,914  | 3,091       | 3,175   | 3,609   |
| <b>Total property</b>                          |       | 17,980   | 13,914  | 3,091       | 3,175   | 3,609   |
| <b>Plant and equipment</b>                     |       |          |         |             |         |         |
| 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     |
| <b>Total plant and equipment</b>               |       | 5,816    | 4,789   | 3,515       | 3,140   | 3,403   |
| <b>Infrastructure</b>                          |       |          |         |             |         |         |
| 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  |
| <b>Total infrastructure</b>                    |       | 57,817   | 49,616  | 51,099      | 39,388  | 41,370  |
| <b>Total capital works expenditure</b>         | 4.5.1 | 81,613   | 68,319  | 57,705      | 45,703  | 48,382  |
| <b>Represented by:</b>                         |       |          |         |             |         |         |
| 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   |
| <b>Total capital works expenditure</b>         | 4.5.1 | 81,613   | 68,319  | 57,705      | 45,703  | 48,382  |
| <b>Funding sources represented by:</b>         |       |          |         |             |         |         |
| 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  | -           | -       | -       |
| <b>Total capital works expenditure</b>         | 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  |
| <b>Staff expenditure</b>       |          |         |             |         |         |
| 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   |
| <b>Total staff expenditure</b> | 89,608   | 87,253  | 88,881      | 91,103  | 93,380  |
|                                | FTE      | FTE     | FTE         | FTE     | FTE     |
| <b>Staff numbers</b>           |          |         |             |         |         |
| Employees                      | 772      | 745     | 739         | 739     | 739     |
| <b>Total staff numbers</b>     | 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           |
| <b>Total permanent staff expenditure</b> | <b>80,230</b> | <b>56,788</b> | <b>10,220</b> | <b>1,132</b> | <b>12,090</b> |
| Other employee related expenditure       | -             |               |               |              |               |
| Capitalised labour costs                 | 7,023         |               |               |              |               |
| <b>Total expenditure</b>                 | <b>87,253</b> |               |               |              |               |

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          |
| <b>Total staff</b>                   | <b>745</b> | <b>507</b> | <b>105</b> | <b>13</b> | <b>120</b> |

## Summary of planned human resources

Expenditure for the four years ending 30 June 2028

|   | 2024/25       | 2025/26       | 2026/27       | 2027/28       |
|---|---------------|---------------|---------------|---------------|
|   | \$'000        | \$'000        | \$'000        | \$'000        |
| <b>Communities</b>                                  |               |               |               |               |
| 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           |
| <b>Total Communities</b>                            | <b>18,103</b> | <b>18,705</b> | <b>19,344</b> | <b>19,893</b> |
| <b>Built Environment &amp; Infrastructure</b>       |               |               |               |               |
| 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                    | -             | -             | -             | -             |
| <b>Total Built Environment &amp; Infrastructure</b> | <b>19,219</b> | <b>19,920</b> | <b>20,312</b> | <b>20,479</b> |
| <b>Corporate Services</b>                           |               |               |               |               |
| 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                    | -             | -             | -             | -             |
| <b>Total Corporate Services</b>                     | <b>14,120</b> | <b>14,553</b> | <b>14,896</b> | <b>15,239</b> |
| <b>Office of the CEO</b>                            |               |               |               |               |
| 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                    | -             | -             | -             | -             |
| <b>Total Office of the CEO</b>                      | <b>2,448</b>  | <b>2,473</b>  | <b>2,498</b>  | <b>2,523</b>  |
| <b>Planning &amp; Sustainable Futures</b>           |               |               |               |               |
| 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                    | -             | -             | -             | -             |
| <b>Total Planning &amp; Sustainable Futures</b>     | <b>13,123</b> | <b>13,776</b> | <b>14,776</b> | <b>16,136</b> |

|  | 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         |
| <b>Total staff expenditure</b>           | <b>87,253</b> | <b>88,881</b> | <b>91,102</b> | <b>93,380</b> |

## Staff numbers for the four years ending 30 June 2028

|   | 2024/25    | 2025/26    | 2026/27    | 2027/28    |
|---|------------|------------|------------|------------|
|   | FTE        | FTE        | FTE        | FTE        |
| <b>Communities</b>                              |            |            |            |            |
| 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          |
| <b>Total Communities</b>                        | <b>172</b> | <b>173</b> | <b>176</b> | <b>177</b> |
| <b>Corporate Services</b>                       |            |            |            |            |
| 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                | -          | -          | -          | -          |
| <b>Total Corporate Services</b>                 | <b>127</b> | <b>127</b> | <b>127</b> | <b>127</b> |
| <b>Built Environment &amp; Infrastructure</b>   |            |            |            |            |
| 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                | -          | -          | -          | -          |
| <b>Total Environment &amp; Infrastructure</b>   | <b>124</b> | <b>126</b> | <b>128</b> | <b>130</b> |
| <b>Office of the CEO</b>                        |            |            |            |            |
| 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                | -          | -          | -          | -          |
| <b>Total Office of the CEO</b>                  | <b>17</b>  | <b>17</b>  | <b>17</b>  | <b>17</b>  |
| <b>Planning &amp; Sustainable Futures</b>       |            |            |            |            |
| 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                | -          | -          | -          | -          |
| <b>Total Planning &amp; Sustainable Futures</b> | <b>113</b> | <b>115</b> | <b>116</b> | <b>119</b> |
| <b>Casuals and temporary staff</b>              | <b>133</b> | <b>121</b> | <b>115</b> | <b>109</b> |
| <b>Capitalised labour</b>                       | <b>60</b>  | <b>60</b>  | <b>60</b>  | <b>60</b>  |
| <b>Total staff numbers</b>                      | <b>745</b> | <b>739</b> | <b>739</b> | <b>739</b> |

## 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

## 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<br>Forecast | 2024/25<br>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<br>(included in other income) | 643                 | 1,156             | 513     | 79.7%  |
| <b>Total rates and charges</b>                              | 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      | <b>0.25862</b> | <b>3.16%</b> |
| General rate for rateable commercial properties            | 0.37604      | <b>0.38792</b> | <b>3.16%</b> |
| General rate for rateable industrial properties            | 0.37604      | <b>0.38792</b> | <b>3.16%</b> |
| General rate for rateable farming properties               | 0.17548      | <b>0.18103</b> | <b>3.16%</b> |
| General rate for rateable recreational/cultural properties | 0.15041      | <b>0.15517</b> | <b>3.16%</b> |
| General rate for rateable vacant properties                | 0.25069      | <b>0.25862</b> | <b>3.16%</b> |

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        | <b>128,914</b> | 6,155        | <b>5.01%</b>  |
| Commercial  | 8,446          | <b>8,275</b>   | (171)        | <b>(2.0%)</b> |
| Industrial  | 4,341          | <b>4,031</b>   | (310)        | <b>(7.1%)</b> |
| Farming   | 5,443          | <b>5,261</b>   | (182)        | <b>(3.3%)</b> |
| Recreational / Cultural                           | 78             | <b>80</b>      | 2            | <b>3.16%</b>  |
| Vacant Land                                       | 34             | <b>34</b>      | 0            | <b>0%</b>     |
| <b>Total amount to be raised by general rates</b> | <b>141,101</b> | <b>146,595</b> | <b>5,494</b> | <b>3.89%</b>  |

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

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

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



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

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

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

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

| Type of Charge   | 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%       |
| <b>Total</b>   | <b>28,968</b> | <b>33,336</b> | <b>4,368</b> | <b>15.1%</b> |

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%       |
| <b>Total Rates and charges</b> | <b>117,003</b> | <b>179,931</b> | <b>8,928</b> | <b>5.2%</b> |

#### 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.

#### 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%      |
| <b>Total statutory fees and fines</b> | <b>2,922</b> | <b>3,761</b> | <b>839</b> | <b>28.6%</b> |

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%       |
| <b>Total fees and charges</b>  | <b>6,587</b> | <b>6,394</b> | <b>(193)</b> | <b>-2.9%</b> |

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        |          |      |
| <b>Summary of grants</b>     |               |               |          |      |
| Commonwealth funded grants   | 43,184        | <b>33,767</b> | (9,417)  | -22% |
| State funded grants          | 30,529        | <b>16,612</b> | (13,917) | -46% |
| <b>Total grants received</b> | <b>73,713</b> | <b>50,379</b> | (23,334) | -32% |

|  | Forecast      | Budget        | Change          |             |
|--|---------------|---------------|-----------------|-------------|
|  | 2023/24       | 2024/25       | \$'000          | %           |
|  | \$'000        | \$'000        |                 |             |
| <b>(a) Operating Grants</b>                    |               |               |                 |             |
| <b>Recurrent - Commonwealth Government</b>     |               |               |                 |             |
| 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%        |
| <b>Recurrent - State Government</b>            |               |               |                 |             |
| 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%        |
| <b>Total recurrent grants</b>                  | <b>30,006</b> | <b>24,886</b> | <b>(5,120)</b>  | <b>-17%</b> |
| <b>Non-recurrent - Commonwealth Government</b> |               |               |                 |             |
| Environmental planning                         | 441           | 433           | (8)             | -2%         |
| <b>Non-recurrent - State Government</b>        |               |               |                 |             |
| 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%          |
| <b>Total non-recurrent grants</b>              | <b>9,598</b>  | <b>4,364</b>  | <b>(5,234)</b>  | <b>-55%</b> |
| <b>Total operating grants</b>                  | <b>39,604</b> | <b>29,250</b> | <b>(10,354)</b> | <b>-26%</b> |

|  | Forecast<br>2023/24<br>\$'000 | Budget<br>2024/25<br>\$'000 | Change   |         |
|--|-------------------------------|-----------------------------|----------|---------|
|  |                               |                             | \$'000   | %       |
| <b>(b) Capital Grants</b>                      |                               |                             |          |         |
| <b>Recurrent - Commonwealth Government</b>     |                               |                             |          |         |
| Roads  | 2,435                         | 2,146                       | (289)    | -12%    |
| <b>Recurrent - State Government</b>            |                               |                             |          |         |
| Total recurrent grants                         | 2,435                         | 2,146                       | (289)    | -12%    |
| <b>Non-recurrent - Commonwealth Government</b> |                               |                             |          |         |
| Bridges  | 635                           | 0                           | (635)    | -100%   |
| Buildings                                      | 2,089                         | 2,828                       | 739      | 35.0%   |
| 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%    |
| <b>Non-recurrent - State Government</b>        |                               |                             |          |         |
| 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%         |
| <b>Total contributions</b>   | <b>6,231</b> | <b>6,113</b> | <b>(118)</b> | <b>-1.9%</b> |

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        | 2,402        | (599)        | -20.0%        |
| Rent                             | 1,045        | 1,125        | 80           | 7.6%          |
| Cost recovery and reimbursements | 678          | 590          | (88)         | -13%          |
| <b>Total other income</b>        | <b>4,724</b> | <b>4,117</b> | <b>(607)</b> | <b>-12.9%</b> |

Other income is reducing due to planned lower interest rates applied to outstanding rates in Budget 2024/25.

#### 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%         |
| <b>Total employee costs</b> | <b>82,818</b> | <b>80,230</b> | <b>(2,589)</b> | <b>-3%</b> |

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<br>(see details below for major contract payments) | 46,496   | <b>50,537</b>  | 4,039   | 8.7%   |
| Building maintenance   | 6,026    | <b>6,799</b>   | 773     | 12.8%  |
| General Maintenance  | 3,644    | <b>3,881</b>   | 237     | 6.5%   |
| Utilities  | 2,978    | <b>2,512</b>   | (466)   | -15.6% |
| Office Administration  | 6,693    | <b>6,347</b>   | (346)   | -5.2%  |
| Information technology   | 6,793    | <b>6,127</b>   | (666)   | -9.8%  |
| Consultants  | 4,780    | <b>4,824</b>   | 44      | 0.9%   |
| Other Material and Services  | 383      | <b>429</b>     | 46      | 12.0%  |
| Other Contract Payments  | 16,556   | <b>18,032</b>  | 1,476   | 8.9%   |
| Community Seminars and Programs                                      | 3,189    | <b>3,695</b>   | 506     | 15.9%  |
| Storm recovery   | 4,872    | <b>1,631</b>   | (3,241) | -66.5% |
| <b>Total materials and services</b>                                  | 102,412  | <b>104,814</b> | 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%   |
| <b>Total major contract payments</b>           | 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% |
| <b>Total depreciation</b> | 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% |
| <b>Total amortisation - intangible assets</b> | 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% |
| <b>Total depreciation - right of use assets</b> | 2,441    | 2,577   | 133    | 5.4% |

#### 4.1.12 Other expenses

|   | Forecast | Budget  | Change |        |
|---|----------|---------|--------|--------|
|   | 2023/24  | 2024/25 |        |        |
|   | \$'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%   |
| <b>Total other expenses</b>   | 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  | %      |
| <b>Assets</b>   |           |                  |         |        |
| <b>Current assets</b>   |           |                  |         |        |
| Cash and cash equivalents                                     | 78,242    | <b>78,659</b>    | 417     | .5%    |
| Trade and other receivables                                   | 42,403    | <b>41,833</b>    | (570)   | -1.3%  |
| Other current assets  | 12,561    | <b>13,970</b>    | 1,409   | 11.2%  |
| <b>Total current assets</b>                                   | 133,206   | <b>134,462</b>   | 1,256   | .9%    |
| <b>Non-current assets</b>                                     |           |                  |         |        |
| Trade and other receivables                                   | 2,383     | <b>2,383</b>     | 0       | 0      |
| Investments in associates, joint arrangement and subsidiaries | 2,550     | <b>2,550</b>     | 0       | (0)    |
| Property, infrastructure, plant & equipment                   | 1,393,039 | <b>1,429,997</b> | 36,958  | 2.7%   |
| Right-of-use assets   | 17,404    | <b>15,617</b>    | (1,787) | -10.3% |
| Intangible assets   | 3,175     | <b>2,840</b>     | (335)   | -10.6% |
| <b>Total non-current assets</b>                               | 1,418,551 | <b>1,453,387</b> | 34,836  | 2.5%   |
| <b>Total assets</b>   | 1,551,757 | <b>1,587,849</b> | 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<br>2023/24<br>\$'000 | Budget<br>2024/25<br>\$'000 | Change        |              |
|--------------------------------------|-------------------------------|-----------------------------|---------------|--------------|
|                                      |                               |                             | \$'000        | %            |
| <b>Liabilities</b>                   |                               |                             |               |              |
| <b>Current liabilities</b>           |                               |                             |               |              |
| 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%        |
| <b>Total current liabilities</b>     | <b>110,670</b>                | <b>110,922</b>              | <b>252</b>    | <b>0.2%</b>  |
| <b>Non-current liabilities</b>       |                               |                             |               |              |
| 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%       |
| <b>Total non-current liabilities</b> | <b>21,541</b>                 | <b>40,112</b>               | <b>18,071</b> | <b>82.0%</b> |
| <b>Total liabilities</b>             | <b>132,211</b>                | <b>151,034</b>              | <b>18,323</b> | <b>13.8%</b> |

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<br>2023/24<br>\$ | Budget<br>2024/25<br>\$ | Projections   |               |               |
|---|---------------------------|-------------------------|---------------|---------------|---------------|
|   |                           |                         | 2025/26<br>\$ | 2026/27<br>\$ | 2027/28<br>\$ |
| 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)       |
| <b>Amount of borrowings as at 30 June</b>       | <b>643</b>                | <b>18,952</b>           | <b>17,809</b> | <b>15,762</b> | <b>13,717</b> |

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

## 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            | Change          |               |
|--|---------------|-------------------|-----------------|---------------|
|  | 2023/24       | 2024/25           |                 |               |
|  | \$'000        | \$'000            | \$'000          | %             |
|  | Inflows       | <b>Inflows</b>    |                 |               |
|  | (Outflows)    | <b>(Outflows)</b> |                 |               |
| <b>Cash flows from operating activities</b>                |               |                   |                 |               |
| Rates and charges  | 170,326       | <b>182,616</b>    | 12,290          | 7.2%          |
| Statutory fees and fines                                   | 2,922         | <b>4,141</b>      | 1,219           | 41.7%         |
| User fees  | 7,246         | <b>7,040</b>      | (206)           | -2.8%         |
| Grants – operating   | 39,604        | <b>29,279</b>     | (10,325)        | -26.1%        |
| Grants – capital   | 34,109        | <b>21,150</b>     | (12,959)        | -38.0%        |
| Contributions – monetary                                   | 2,500         | <b>3,020</b>      | 520             | 20.8%         |
| Interest received  | 3,041         | <b>2,401</b>      | (640)           | -21.0%        |
| Dividends received   | -             | -                 | -               |               |
| Trust funds and deposits taken                             | 7,698         | -                 | (7,698)         | -100.0%       |
| Other receipts   | 2,582         | <b>2,296</b>      | (286)           | -11.1%        |
| Net GST refund / payment                                   | 14,801        | <b>15,502</b>     | 701             | 4.7%          |
| Employee costs   | (82,819)      | <b>(79,756)</b>   | 3,063           | -3.7%         |
| Materials and services                                     | (112,653)     | <b>(114,882)</b>  | (2,229)         | 2.0%          |
| Short-term, low value and variable lease payments          | -             | -                 | -               |               |
| Trust funds and deposits repaid                            | -             | -                 | -               |               |
| Other payments   | (8,411)       | <b>(9,781)</b>    | (1,370)         | 16.3%         |
| <b>Net cash provided by/(used in) operating activities</b> | <b>80,946</b> | <b>63,026</b>     | <b>(17,920)</b> | <b>-22.1%</b> |

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         | <b>Inflows</b>    |               |               |
|  | (Outflows)      | <b>(Outflows)</b> |               |               |
| <b>Cash flows from investing activities</b>                          |                 |                   |               |               |
| Payments for property, infrastructure, plant, and equipment          | (89,774)        | <b>(77,696)</b>   | 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%          |
| <b>Net cash provided by/ (used in) investing activities</b>          | <b>(88,699)</b> | <b>(77,696)</b>   | <b>11,003</b> | <b>-12.4%</b> |

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

|  | Forecast       |                   | Budget        |                |
|--|----------------|-------------------|---------------|----------------|
|  | 2023/24        | 2024/25           | Change        |                |
|  | \$'000         | \$'000            | \$'000        | %              |
|  | Inflows        | <b>Inflows</b>    |               |                |
|  | (Outflows)     | <b>(Outflows)</b> |               |                |
| <b>Cash flows from financing activities</b>                |                |                   |               |                |
| Finance costs  | (130)          | <b>(672)</b>      | (542)         | 416.9%         |
| Proceeds from borrowings                                   | -              | <b>20,448</b>     | 20,448        | 0.0%           |
| Repayment of borrowings                                    | (1,845)        | <b>(1,239)</b>    | 606           | -32.9%         |
| Interest paid - lease liability                            | (739)          | <b>(874)</b>      | (135)         | 18.3%          |
| Repayment of lease liabilities                             | (2,441)        | <b>(2,577)</b>    | (136)         | 5.6%           |
| <b>Net cash provided by/(used in) financing activities</b> | <b>(3,009)</b> | <b>15,086</b>     | <b>20,242</b> | <b>-392.6%</b> |



## 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%        |
| <b>Total</b>        | <b>81,613</b> | <b>68,319</b> | <b>(13,294)</b> | <b>-16.29%</b> |

|                     | Project Cost<br>\$'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        |
| <b>Total</b>        | <b>68,319</b>          | <b>20,971</b>           | <b>27,873</b> | <b>18,907</b> | <b>569</b> | <b>21,129</b>              | <b>1,609</b> | <b>25,133</b> | <b>20,448</b> |

### 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<br>\$'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       |
| <b>PROPERTY</b>                               |                        |                         |              |              |            |                            |               |              |              |
| <b>Buildings</b>                              |                        |                         |              |              |            |                            |               |              |              |
| 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           |
| <b>Building Improvements</b>                  |                        |                         |              |              |            |                            |               |              |              |
| 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 Sassafras                      | 500                    | -                       | 500          | -            | -          | -                          | -             | 500          | -            |
| Public Toilets Wandin North                   | 250                    | -                       | 250          | -            | -          | -                          | -             | 250          | -            |
| Upwey Men's Shed                              | 50                     | -                       | 35           | 15           | -          | -                          | -             | 50           | -            |
| <b>TOTAL PROPERTY</b>                         | <b>14,107</b>          | <b>161</b>              | <b>7,428</b> | <b>6,305</b> | <b>213</b> | <b>4,776</b>               | <b>0</b>      | <b>6,401</b> | <b>2,930</b> |
| <b>PLANT AND EQUIPMENT</b>                    |                        |                         |              |              |            |                            |               |              |              |
| <b>Plant, Machinery and Equipment</b>         |                        |                         |              |              |            |                            |               |              |              |
| Plant Replacement                             | 2,447                  | -                       | 2,447        | -            | -          | -                          | -             | 2,447        | -            |
| <b>Fixtures, Fittings and Furniture</b>       |                        |                         |              |              |            |                            |               |              |              |
| Hall Furniture and Equipment                  | 19                     | -                       | 19           | -            | -          | -                          | -             | 19           | -            |
| <b>Computers and Telecommunications</b>       |                        |                         |              |              |            |                            |               |              |              |
| Information technology upgrade - hardware     | 430                    | -                       | 430          | -            | -          | -                          | -             | -            | 430          |
| Information technology upgrade - software     | 1,944                  | -                       | -            | 1,944        | -          | -                          | -             | -            | 1,944        |
| <b>TOTAL PLANT AND EQUIPMENT</b>              | <b>4,840</b>           | <b>0</b>                | <b>2,896</b> | <b>1,944</b> | <b>0</b>   | <b>0</b>                   | <b>0</b>      | <b>2,466</b> | <b>2,374</b> |

| Capital Works Area   | Project Cost<br>\$'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     |
| <b>INFRASTRUCTURE</b>  |                        |                         |         |         |           |                            |               |              |            |
| <b>Roads</b>   |                        |                         |         |         |           |                            |               |              |            |
| 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          | -          |
| <b>Bridges</b>   |                        |                         |         |         |           |                            |               |              |            |
| Bridge Rehabilitation Works  | 50                     | 8                       | 25      | 12      | 5         | -                          | -             | 50           | -          |

| Capital Works Area                   | Project Cost<br>\$'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          | -          |
| <b>Footpaths and Cycleways</b>       |                        |                         |         |         |           |                            |               |              |            |
| 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           | -          |
| <b>Drainage</b>                      |                        |                         |         |         |           |                            |               |              |            |
| Belle Vue, Lilydale                  | 200                    | 200                     | -       | -       | -         | -                          | -             | -            | 200        |
| Britton Road, Seville                | 339                    | 339                     | -       | -       | -         | -                          | -             | -            | 339        |
| Carmen Reserve - Lilydale            | 200                    | 200                     | -       | -       | -         | -                          | -             | -            | 200        |
| Chapel Street, Lilydale              | 50                     | 50                      | -       | -       | -         | -                          | -             | -            | 50         |
| Dalkeith Crescent, Belgrave          | 50                     | 50                      | -       | -       | -         | -                          | -             | -            | 50         |
| David Hill Road, Monbulk             | 80                     | 80                      | -       | -       | -         | -                          | -             | -            | 80         |
| Drainage Improvement Works           | 150                    | 150                     | -       | -       | -         | -                          | -             | -            | 150        |
| 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        |

| Capital Works Area                                      | Project Cost<br>\$'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     |
| Schoolhouse Road, Woori Yallock                         | 316                    | 316                     | -       | -       | -         | -                          | -             | -            | 316        |
| Station Street, Coldstream                              | 420                    | -                       | -       | 420     | -         | -                          | -             | 406          | 14         |
| Wilson's Lane, Lilydale Stage 1                         | 50                     | 50                      | -       | -       | -         | -                          | -             | -            | 50         |
| Drainage Rehabilitation                                 | 263                    | -                       | 263     | -       | -         | -                          | -             | 263          | -          |
| <b>Recreational, Leisure &amp; Community Facilities</b> |                        |                         |         |         |           |                            |               |              |            |
| 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          | -          |
| <b>Parks, Open Space and Streetscapes</b>               |                        |                         |         |         |           |                            |               |              |            |
| 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         |

| Capital Works Area                                 | Project Cost<br>\$'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        |
| Northern Loop, Yarra Valley Trail                  | 2,250                  | 2,250                   | -             | -             | -            | 2,250                      | -             | -             | -             |
| 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           | -             |
| <b>Off Street Car Parks</b>                        |                        |                         |               |               |              |                            |               |               |               |
| Car Park Rehabilitation                            | 380                    | -                       | 380           | -             | -            | -                          | -             | 380           | -             |
| <b>Other Infrastructure</b>                        |                        |                         |               |               |              |                            |               |               |               |
| 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         | -             |
| <b>TOTAL INFRASTRUCTURE</b>                        | <b>51,686</b>          | 23,364                  | 18,342        | 8,921         | 1,059        | 16,107                     | 1,351         | 19,084        | 15,144        |
|  |                        |                         |               |               |              |                            |               |               |               |
| <b>TOTAL NEW CAPITAL WORKS</b>                     | <b>70,633</b>          | <b>23,525</b>           | <b>28,666</b> | <b>17,170</b> | <b>1,272</b> | <b>20,883</b>              | <b>1,351</b>  | <b>27,951</b> | <b>20,448</b> |

### 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<br>\$'000 | Asset expenditure types |                   |                   |                     | Summary of Funding Sources |                         |                        |                      |
|--|------------------------|-------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|  |                        | New<br>\$'000           | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>PROPERTY</b>                                    |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| <b>Buildings</b>                                   |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| 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                        | -                       | -                      | -                    |
| <b>Building Improvements</b>                       |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| Council Building Minor Works                       | 100                    | -                       | 100               | -                 | -                   | -                          | -                       | 100                    | -                    |
| <b>TOTAL PROPERTY</b>                              | <b>(193)</b>           | <b>747</b>              | <b>100</b>        | <b>(266)</b>      | <b>(774)</b>        | <b>(534)</b>               | <b>0</b>                | <b>341</b>             | <b>0</b>             |
| <b>PLANT AND EQUIPMENT</b>                         |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| <b>Plant, Machinery and Equipment</b>              |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| Biochar Facility - Stage 2                         | 40                     | -                       | 20                | 20                | -                   | -                          | -                       | 40                     | -                    |
| Plant Replacement                                  | (205)                  | (37)                    | (168)             | -                 | -                   | -                          | -                       | (205)                  | -                    |
| <b>Computers and Telecommunications</b>            |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| Information technology upgrade - software          | 114                    | -                       | -                 | 114               | -                   | -                          | -                       | 114                    | -                    |
| <b>TOTAL PLANT AND EQUIPMENT</b>                   | <b>(51)</b>            | <b>(37)</b>             | <b>(148)</b>      | <b>134</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>(51)</b>            | <b>0</b>             |
| <b>INFRASTRUCTURE</b>                              |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| <b>Roads</b>                                       |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| 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<br>\$'000 | Asset expenditure types |                   |                   |                     | Summary of Funding Sources |                         |                        |                      |
|--|------------------------|-------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|  |                        | New<br>\$'000           | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'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                     | -                    |
| <b>Footpaths and Cycleways</b>                             |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| One Tree Hill Road, Ferny Creek                            | 30                     | 30                      | -                 | -                 | -                   | -                          | -                       | 30                     | -                    |
| Stephens Road, Healesville                                 | 20                     | 20                      | -                 | -                 | -                   | -                          | -                       | 20                     | -                    |
| Gear Avenue, Mt Evelyn                                     | 20                     | -                       | -                 | 20                | -                   | -                          | -                       | 20                     | -                    |
| <b>Drainage</b>  |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| 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                    | -                    |
| <b>Recreational, Leisure &amp; Community Facilities</b>    |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| Chirside 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                    | -                    |
| <b>Parks, Open Space and Streetscapes</b>                  |                        |                         |                   |                   |                     |                            |                         |                        |                      |
| 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<br>\$'000 | Asset expenditure types |                   |                   |                     | Summary of Funding Sources |                         |                        |                      |
|--|------------------------|-------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|  |                        | New<br>\$'000           | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'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                     | -                    |
| <b>TOTAL INFRASTRUCTURE</b>                            | <b>(2,070)</b>         | <b>(3,265)</b>          | <b>(745)</b>      | <b>1,869</b>      | <b>71</b>           | <b>780</b>                 | <b>258</b>              | <b>(3,108)</b>         | <b>-</b>             |
| <b>TOTAL CARRIED FORWARD CAPITAL WORKS<br/>2023/24</b> | <b>(2,314)</b>         | <b>(2,555)</b>          | <b>(793)</b>      | <b>1,737</b>      | <b>(703)</b>        | <b>246</b>                 | <b>258</b>              | <b>(2,818)</b>         | <b>-</b>             |

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

| 2025/26  | Asset Expenditure Types |               |                   |                     |                   | Funding Sources |                  |                         |                        |                      |
|--|-------------------------|---------------|-------------------|---------------------|-------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
|  | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Expansion<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Property</b>                                |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| 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                    |
| <b>Total Buildings</b>                         | <b>3,091</b>            | <b>0</b>      | <b>2,273</b>      | <b>0</b>            | <b>818</b>        | <b>3,091</b>    | <b>0</b>         | <b>0</b>                | <b>3,091</b>           | <b>0</b>             |
| <b>Total Property</b>                          | <b>3,091</b>            | <b>0</b>      | <b>2,273</b>      | <b>0</b>            | <b>818</b>        | <b>3,091</b>    | <b>0</b>         | <b>0</b>                | <b>3,091</b>           | <b>0</b>             |
| <b>Plant and Equipment</b>                     |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| 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                    |
| <b>Total Plant and Equipment</b>               | <b>3,515</b>            | <b>0</b>      | <b>3,470</b>      | <b>0</b>            | <b>45</b>         | <b>3,515</b>    | <b>0</b>         | <b>0</b>                | <b>3,515</b>           | <b>0</b>             |
| <b>Infrastructure</b>                          |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| 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                    |
| <b>Total Infrastructure</b>                    | <b>51,562</b>           | <b>17,491</b> | <b>29,845</b>     | <b>1,001</b>        | <b>3,225</b>      | <b>51,562</b>   | <b>8,761</b>     | <b>590</b>              | <b>42,211</b>          | <b>0</b>             |
| <b>Total Capital Works Expenditure</b>         | <b>58,168</b>           | <b>17,491</b> | <b>35,588</b>     | <b>1,001</b>        | <b>4,088</b>      | <b>58,168</b>   | <b>8,761</b>     | <b>590</b>              | <b>48,817</b>          | <b>0</b>             |

| 2026/27  | Asset Expenditure Types |               |                   |                     |                   | Funding Sources |                  |                         |                        |                      |
|--|-------------------------|---------------|-------------------|---------------------|-------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
|  | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Expansion<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Property</b>                                |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| 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                    |
| <b>Total Buildings</b>                         | <b>3,175</b>            | <b>0</b>      | <b>2,335</b>      | <b>0</b>            | <b>840</b>        | <b>3,175</b>    | <b>0</b>         | <b>0</b>                | <b>3,175</b>           | <b>0</b>             |
| <b>Total Property</b>                          | <b>3,175</b>            | <b>0</b>      | <b>2,335</b>      | <b>0</b>            | <b>840</b>        | <b>3,175</b>    | <b>0</b>         | <b>0</b>                | <b>3,175</b>           | <b>0</b>             |
| <b>Plant and Equipment</b>                     |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| 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                    |
| <b>Total Plant and Equipment</b>               | <b>3,140</b>            | <b>0</b>      | <b>3,094</b>      | <b>0</b>            | <b>46</b>         | <b>3,140</b>    | <b>0</b>         | <b>0</b>                | <b>3,140</b>           | <b>0</b>             |
| <b>Infrastructure</b>                          |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| 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                    |
| <b>Total Infrastructure</b>                    | <b>42,727</b>           | <b>7,902</b>  | <b>30,303</b>     | <b>1,143</b>        | <b>3,379</b>      | <b>42,727</b>   | <b>4,096</b>     | <b>0</b>                | <b>38,631</b>          | <b>0</b>             |
| <b>Total Capital Works Expenditure</b>         | <b>49,042</b>           | <b>7,902</b>  | <b>35,732</b>     | <b>1,143</b>        | <b>4,265</b>      | <b>49,042</b>   | <b>4,096</b>     | <b>0</b>                | <b>44,946</b>          | <b>0</b>             |

| 2027/28  | Asset Expenditure Types |               |                   |                     |                   | Funding Sources |                  |                         |                        |                      |
|--|-------------------------|---------------|-------------------|---------------------|-------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
|  | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Expansion<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Property</b>                                |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| 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                    |
| <b>Total Buildings</b>                         | <b>3,609</b>            | <b>0</b>      | <b>2,599</b>      | <b>0</b>            | <b>1,010</b>      | <b>3,609</b>    | <b>0</b>         | <b>0</b>                | <b>3,609</b>           | <b>0</b>             |
| <b>Total Property</b>                          | <b>3,609</b>            | <b>0</b>      | <b>2,599</b>      | <b>0</b>            | <b>1,010</b>      | <b>3,609</b>    | <b>0</b>         | <b>0</b>                | <b>3,609</b>           | <b>0</b>             |
| <b>Plant and Equipment</b>                     |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| 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                    |
| <b>Total Plant and Equipment</b>               | <b>3,403</b>            | <b>0</b>      | <b>3,178</b>      | <b>0</b>            | <b>225</b>        | <b>3,403</b>    | <b>0</b>         | <b>0</b>                | <b>3,403</b>           | <b>0</b>             |
| <b>Infrastructure</b>                          |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| 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                    |
| <b>Total Infrastructure</b>                    | <b>44,464</b>           | <b>4,900</b>  | <b>35,956</b>     | <b>1,050</b>        | <b>2,558</b>      | <b>44,464</b>   | <b>2,146</b>     | <b>0</b>                | <b>42,318</b>          | <b>0</b>             |
| <b>Total Capital Works Expenditure</b>         | <b>51,476</b>           | <b>4,900</b>  | <b>41,733</b>     | <b>1,050</b>        | <b>3,793</b>      | <b>51,476</b>   | <b>2,146</b>     | <b>0</b>                | <b>49,330</b>          | <b>0</b>             |

## 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 | +/-   |
| <b>Governance</b>   |  |       |         |          |         |                    |         |         |       |
| 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     |
| <b>Roads</b>  |  |       |         |          |         |                    |         |         |       |
| 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%   | +     |
| <b>Statutory planning</b>                                       |  |       |         |          |         |                    |         |         |       |
| 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%   | +     |
| <b>Waste management</b>   |  |       |         |          |         |                    |         |         |       |
| 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    | +/-   |
| <b>Liquidity</b>    |  |       |            |            |            |                    |            |            |       |
| Working Capital     | Current assets / current liabilities                   | 5     | 123%       | 120%       | 121%       | 109%               | 107%       | 106%       | -     |
| <b>Obligations</b>  |  |       |            |            |            |                    |            |            |       |
| Asset renewal       | Asset renewal and upgrade expense / Asset depreciation | 6     | 139%       | 154%       | 99%        | 104%               | 92%        | 101%       | +     |
| <b>Stability</b>    |  |       |            |            |            |                    |            |            |       |
| Rates concentration | Rate revenue / adjusted underlying revenue             | 7     | 78%        | 79%        | 83%        | 84%                | 84%        | 84%        | +     |
| <b>Efficiency</b>   |  |       |            |            |            |                    |            |            |       |
| 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 | +/-   |
| <b>Operating position</b>  |   |       |         |          |         |             |         |         |       |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue                       | 9     | 2.5%    | -1.6%    | -2.8%   | -1.5%       | -0.7%   | -0.2%   | -     |
| <b>Liquidity</b>           |   |       |         |          |         |             |         |         |       |
| Unrestricted cash          | Unrestricted cash / current liabilities   | 10    | 61.9%   | 57.3%    | 57.6%   | 46.0%       | 43.7%   | 41.7%   | -     |
| <b>Obligations</b>         |   |       |         |          |         |             |         |         |       |
| 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%    | +     |
| <b>Stability</b>           |   |       |         |          |         |             |         |         |       |
| 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     |
| <b>Efficiency</b>          |   |       |         |          |         |             |         |         |       |
| 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