

Strathbogie Shire Council

DRAFT ANNUAL BUDGET REPORT

2025-2026



Strathbogie
SHIRE COUNCIL

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Mayor's Foreword – Strathbogie Shire Council Budget 2025-2026

It is with a strong sense of responsibility and commitment to our community that I present Strathbogie Shire Council's Budget for the 2025–2026 financial year, developed with a view toward the next four years. This budget has been shaped in the context of significant economic challenges, which are being felt across households, businesses, community organisations—and by Council itself.

Cost of living pressures are at their highest levels in more than two decades, impacting families and driving up the cost of materials, services, and infrastructure delivery. Like our residents, Council must do more with less while continuing to meet the growing expectations of our community.

In this environment, we have taken a measured and responsible approach to financial management. This is a no-frills budget—one that prioritises essential services, maintains our assets, and supports key community infrastructure, while ensuring we remain financially sustainable for the long term.

Key features of the 2025–2026 Budget include:

- A rate increase of 3.0%, aligned with the cap set by the Minister for Local Government.
- An operating expenditure budget of \$38.1 million, ensuring the continued delivery of core services and programs.
- A capital works program of \$14.29 million, which includes critical new projects as well as carry-over items from 2024–2025.

This budget reflects Council's unwavering commitment to the priorities we set when elected. It is designed to balance today's immediate needs with the investments required to support our Shire's future—upgrading and maintaining infrastructure, stimulating local economic activity, and improving liveability for all residents.

On behalf of my fellow Councillors, I thank the dedicated Council officers who have worked hard to deliver a budget that is both balanced and responsible. Together, we are building a resilient and prosperous future for Strathbogie Shire.

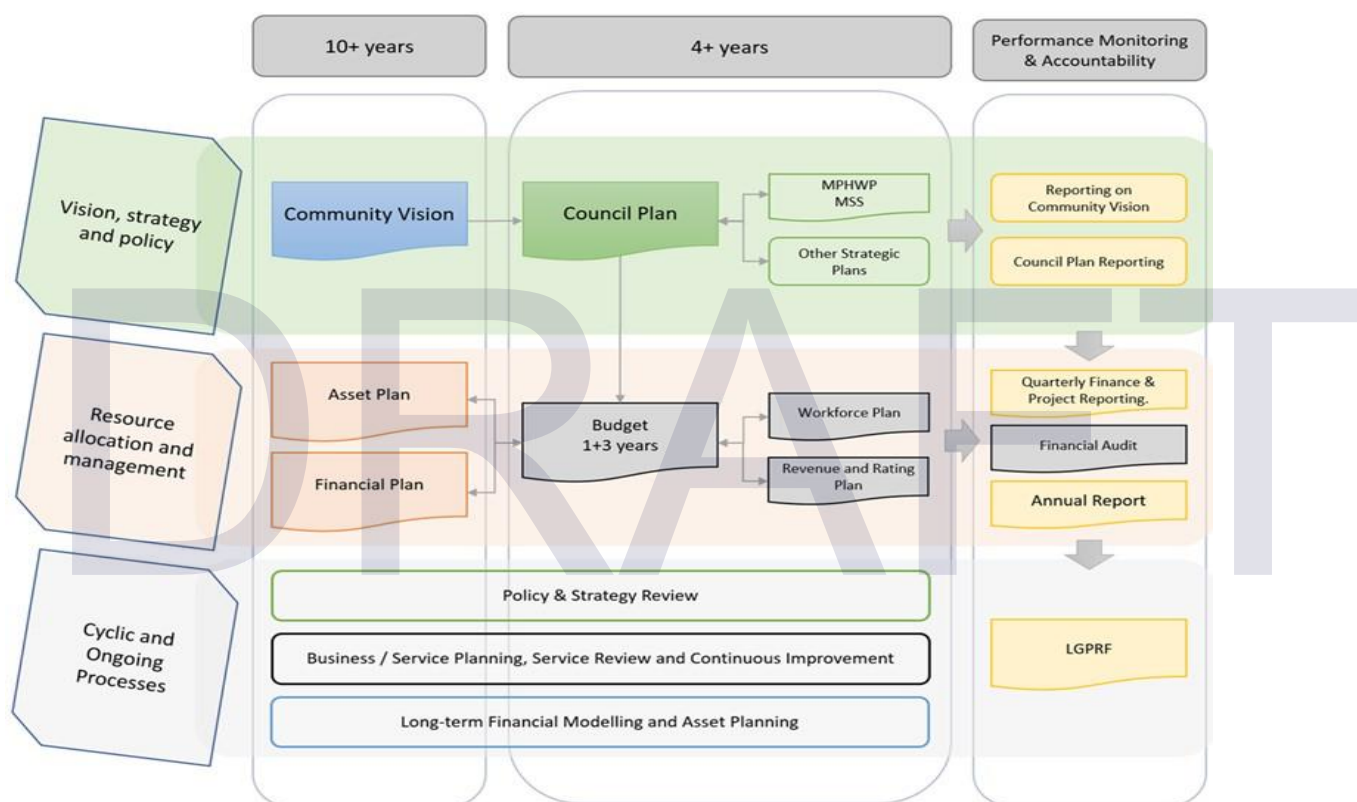
Mayor Claire Ewart-Kennedy
Strathbogie Shire Council

1. Link to the Integrated Strategic 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 Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative planning and accountability framework

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



Source: Department of Jobs, Precincts and Regions

*Acronyms: LGPRF (Local Government Performance Reporting Framework), MPHWP (Municipal public health and wellbeing planning), MSS (Municipal Strategic Statement)

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

1.1.2 Key planning considerations

Service level planning

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

Community consultation needs to be in line with a council's adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our Vision

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

Strategic Direction

Our Shire will be a destination of choice for rural enterprises, lifestyle living, businesses and investment.
Our Council will be socially, environmentally and financially sustainable, and future-focused on our community.

1.3 Strategic objectives

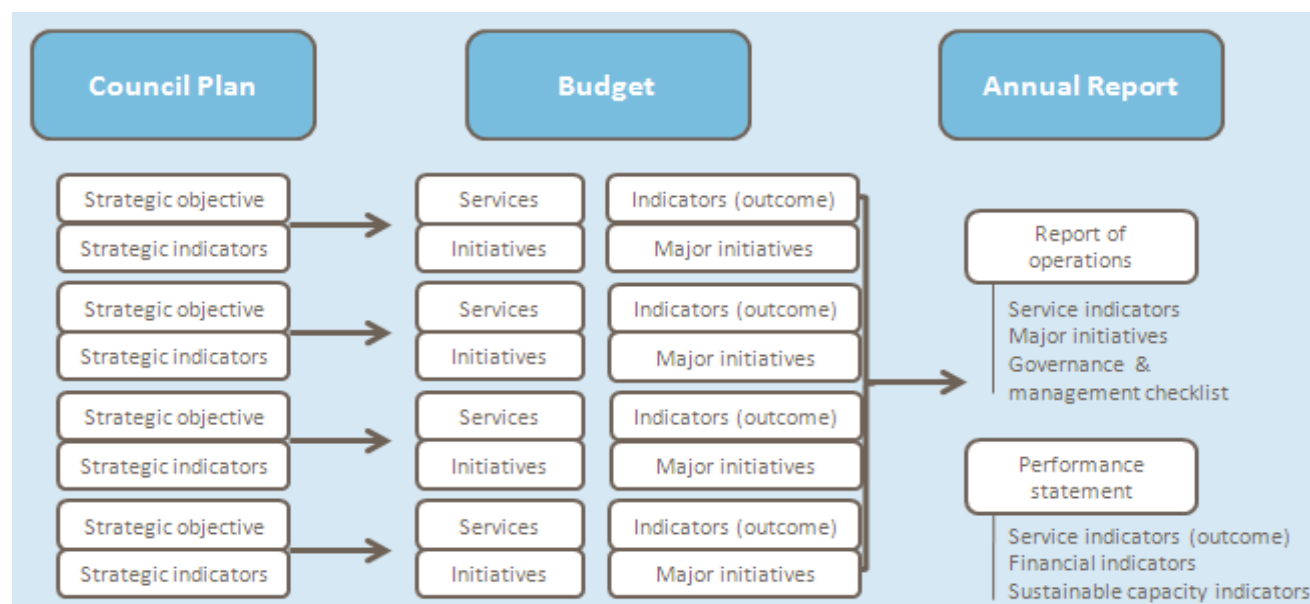
Insert introduction to Council's strategic objectives

Strategic Objective	Description
1 Connected	We are committed to ensuring all residents are healthy and connected with opportunities to thrive and engage in community life.
2 Sustained	We aim to collaborate with others to foster a sustainable environment, a thriving economy and resilient communities.
2 Delivered	We are committed to delivering quality services and infrastructure that meets the needs of our community. We aim to strengthen the Council's governance and provide improved, customer-focused experiences.

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2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2025/26 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

2.1 Strategic Objective 1: Connected

We are committed to ensuring all residents are healthy and connected with opportunities to thrive and engage in community life.

Services

Service area	Description of services provided		2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Euroa Community Cinema	Euroa Community Cinema regularly screens a mix of mainstream, blockbuster and quality art-house movies.	Inc	43	32	40
		Exp	(55)	(68)	(70)
		Surplus / (deficit)	(12)	(36)	(30)
Communications & Engagement	Management of Council's communications and media and oversees the delivery of community engagement programs.	Inc	10	0	0
		Exp	(697)	(609)	(629)
		Surplus / (deficit)	(687)	(609)	(629)
Community Development	Coordination of activities promoting access and inclusion, committee of management support, community planning and other activities designed to strengthen communities.	Inc	8	83	11
		Exp	(723)	(1,021)	(927)
		Surplus/ (deficit)	(715)	(937)	(915)
Arts & Culture	Includes library services and ArtBox.	Inc	1	1	2
		Exp	(367)	(459)	(425)
		Surplus/ (deficit)	(366)	(458)	(423)
Maternal and Child Health centres	Family outreach visiting and centre based maternal and child health services.	Inc	421	329	314
		Exp	(558)	(528)	(532)
		Surplus/ (deficit)	(137)	(199)	(218)
Youth services	Youth facilities and a range of recreation and education based youth activities. Programs include Freeza, National Youth Week and L2P driving experience program.	Inc	175	216	166
		Exp	(296)	(555)	(301)
		Surplus/ (deficit)	(121)	(339)	(135)
Aquatics	Operation and management of swimming pools and other aquatic facilities.	Inc	22	25	26
		Exp	(467)	(563)	(578)
		Surplus/ (deficit)	(445)	(538)	(552)

Major Initiatives

1. Work with the First Nations people to promote mutual respect and understanding.
2. Grow relationships and networks within the community to raise awareness, support diversity, inclusion, safety and connections for those who find themselves disadvantaged, isolated, disabled, marginalised or experiencing family violence.
3. Support better health and wellbeing outcomes in collaboration with external service providers and agencies

Other Initiatives

1. Deliver the Health, Wellbeing and Inclusion Action Plan 2025-29.
2. Encourage community groups to use Council's community grants program and philanthropic organisations to fund community projects to support health and wellbeing benefits and community strengthening.
3. Develop a Communications Strategy to improve transparency and promote Council Services

Service Performance Outcome Indicators

Service	Indicator	2023/24 Actual	2024/25 Forecast **	2025/26 Budget ***
Art Centres and Libraries	Community Satisfaction Survey Rating - Art Centres and Libraries	68	68	73
Community Planning	Meetings conducted with the eight Action Groups	4 meetings held	Two meeting per year	Two meeting per year
Libraries	Participation - Library membership (Percentage of the population that are registered library members)	37%	24%	37%
Aquatic Facilities	Utilisation - Number of visits to aquatic facilities per head of population	1.22	2.2	2.5
Animal Management	Health and safety - Percentage of animal management prosecutions which are successful.	0	0	0
Food safety	Health and safety - Percentage of critical and major non-compliance outcome notifications that are followed up by Council	N/A	100%	100%
Maternal and Child Health	Participation - Percentage of children enrolled who participate in the MCH service	71%	76%	75%
Maternal and Child Health	Participation - Percentage of Aboriginal children enrolled who participate in the MCH service	81%	89%	85%
Maternal and Child Health	Participation - Percentage of infants enrolled in Maternal Child Health Services who participate in 4-week key stage visits	100%	92%	93%
Aquatic Facilities	Annual total attendance figures for all aquatic facilities	14,170	16,200	17,000
Environmental Health	Number of completed tobacco sale audits to under 18's	1	Increase	2

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

** for the 2024/25 forecast, where the measure is externally sourced and not yet available - it is based on the 2023/24 actual outcome

*** for the 2025/26 budget, where the measure is externally sourced, the target for the outcome is based on the "small rural" result for 2023/24

2.2 Strategic Objective 2: Sustained

We aim to collaborate with others to foster a sustainable environment, a thriving economy and resilient communities.

Services

Service area	Description of services provided		2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Waste management	Kerbside garbage and recycling collections, transfer station operations and waste management of public areas.	<i>Inc</i>	239	237	190
		<i>Exp</i>	(2,624)	(3,294)	(2,974)
		<i>Surplus/ (deficit)</i>	(2,385)	(3,058)	(2,784)
Resource recovery centres	Provides the community with rubbish disposal services and a recovery shop.	<i>Inc</i>	593	257	238
		<i>Exp</i>	(742)	(634)	(613)
		<i>Surplus/ (deficit)</i>	(149)	(377)	(375)
Environmental education programs	Run education programs to minimise waste and promote reuse and recycling.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(52)	(51)	(68)
		<i>Surplus/ (deficit)</i>	(52)	(51)	(68)
Emergency management planning and response	Emergency management planning, fire prevention activities and flood risk planning and mitigation.	<i>Inc</i>	1,977	363	98
		<i>Exp</i>	(2,161)	(1,628)	(184)
		<i>Surplus/ (deficit)</i>	(184)	(1,265)	(86)
Economic Development	Supports business development and strategic economic opportunities across the Shire.	<i>Inc</i>	776	359	378
		<i>Exp</i>	(703)	(619)	(571)
		<i>Surplus/ (deficit)</i>	73	(260)	(193)
Tourism and Events	Facilitates local events, promotes the Shire and supports local tourism bodies.	<i>Inc</i>	41	42	49
		<i>Exp</i>	(593)	(617)	(631)
		<i>Surplus/ (deficit)</i>	(551)	(576)	(583)
Strategic and Statutory Planning	Provides strategic planning and statutory planning services (planning permit application processing).	<i>Inc</i>	400	626	350
		<i>Exp</i>	(1,318)	(1,628)	(1,505)
		<i>Surplus/ (deficit)</i>	(919)	(1,002)	(1,156)
Caravan parks	The Euroa Caravan Park is managed by private operators under a lease agreement.	<i>Inc</i>	174	100	136
		<i>Exp</i>	(7)	(178)	(45)
		<i>Surplus/ (deficit)</i>	167	(78)	90
Local Laws	Management of domestic animals through registration, education and enforcement. Processing of permit applications and enforcement of Council's Community Local Law.	<i>Inc</i>	354	298	312
		<i>Exp</i>	(897)	(893)	(1,071)
		<i>Surplus/ (deficit)</i>	(543)	(595)	(760)
Operations (Parks and Tree Maintenance)	Management and maintenance of parks, reserves and trees in the council area.	<i>Inc</i>	0	4	0
		<i>Exp</i>	(2,538)	(2,708)	(2,931)
		<i>Surplus/ (deficit)</i>	(2,538)	(2,704)	(2,931)

Major Initiatives

1. Review, adopt and implement Council's Advocacy Plan to advocate for council's priority projects which may include improved community infrastructure, better roads, drainage, water supply, telecommunications, power, public transport and health services.
2. Implement actions from the Rural Residential Land-use Strategy and Urban Growth Strategy.
3. Continue to support Goulburn Region Tourism Incorporated and implement actions from the Goulburn Region Destination Management Plan.
4. Pursue increased funding from the State and Federal Governments (or other funding partners).
5. Investigate regional shared services model opportunities for services.

Other Initiatives

1. Review the Municipal Strategic Statement in the Strathbogie Planning Scheme.
2. Prepare Council's Climate Change Action Plan 2027-2032.
3. Implement actions from the Economic Development Strategy 2023-2027.
4. Protect and support community safety and amenity through the Local Law enforcement and education.
5. Reduce waste to landfill.
6. Consolidate the various paths, trails and footpath plans and strategies

Service Performance Outcome Indicators

Service	Indicator	2023/24 Actual	2024/25 Forecast **	2025/26 Budget ***
Waste management	Waste diversion - Kerbside collection waste diverted from landfill (percentage of recyclables and green organics collected from	71%	71%	70%
Waste management	Contamination rate in our organics stream	1.37%	1.25%	1.35%
Environment	Community Satisfaction Survey rating - environmental sustainability	57	57	59
Environment	Delivery of progress report - Climate Change Action Plan Implementation	83%	All actions to be delivered during 2024-25 delivered	All actions to be delivered during 2025-26 delivered
Tourism and Events	Community Satisfaction Survey rating - tourism development	57	57	61
Tourism and Events	Average monthly visitation to the Nagambie Lakes and Euroa Visitor Information Centres	762	Increase	860
Statutory Planning	Planning applications decided within required timeframes (percentage of planning application decisions made within 60 days	89%	88%	88%
Statutory Planning	Median number of days to decide on a planning permit application	90.5	Decrease	85
Asset Management	Asset renewal and asset upgrade as a percentage of depreciation	145%	Increase	100
Parks and Gardens	Community Satisfaction Survey rating - appearance of public areas	73	73	71
Recreational facilities	Community Satisfaction Survey rating - recreational facilities	67	67	67

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

** for the 2024/25 forecast, where the measure is externally sourced and not yet available - it is based on the 2023/24 actual outcome

*** for the 2025/26 budget, where the measure is externally sourced, the target for the outcome is based on the "small rural" result for 2023/24

2.2 Strategic Objective 3: Delivered

We are committed to delivering quality services and infrastructure that meets the needs of our community.

We aim to strengthen the Council's governance and provide improved, customer-focused experiences.

Services

Service area	Description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Asset management	Manages Council's assets, undertakes drainage and infrastructure studies and conditions assessments to inform ongoing asset management plans and capital works programs.	<i>Inc</i>	46	103
		<i>Exp</i>	(1,338)	(1,297)
		<i>Surplus/ (deficit)</i>	(1,292)	(1,194)
Operations (roads and maintenance)	Maintains Council roads, drains, parks, buildings and other Council assets.	<i>Inc</i>	2,049	7,333
		<i>Exp</i>	(8,538)	(7,709)
		<i>Surplus/ (deficit)</i>	(6,489)	(376)
Project design and delivery	Design and delivery of new community assets and major projects.	<i>Inc</i>	3,776	3,217
		<i>Exp</i>	(735)	(1,415)
		<i>Surplus/ (deficit)</i>	3,041	1,802
Procurement and tender oversight	Oversight of procurement and tender process for goods and services purchased by Council.	<i>Inc</i>	0	0
		<i>Exp</i>	(120)	(146)
		<i>Surplus/ (deficit)</i>	(120)	(146)

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Service area	Description of services provided		2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Customer Service	Delivers our frontline customer service response, VicRoads agency, payment collection and management of customer requests.	<i>Inc</i>	1	3	3
		<i>Exp</i>	(451)	(520)	(533)
		<i>Surplus/ (deficit)</i>	(450)	(517)	(530)
People & Culture	Management of recruitment, employment matters, staff development and training, maintenance of our risk management framework and oversight of our Workforce Plan and Gender Equity Action Plans.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(642)	(802)	(180)
		<i>Surplus/ (deficit)</i>	(642)	(802)	(180)
Records Management	Management of Councils Corporate information, development of Councils electronic document & records management system (EDRMS), including the Staff, Councillor and Audit and Risk Committee information portals.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(154)	(224)	(236)
		<i>Surplus/ (deficit)</i>	(154)	(224)	(236)
Freedom of Information Officers	Provision of advice around access to Council information and processing of Freedom of Information requests.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(92)	(97)	(101)
		<i>Surplus/ (deficit)</i>	(92)	(97)	(101)
Governance & Council	Office of the Chief Executive Officer, Mayor and Councillors, Council meeting Agenda management, Council plan development and reporting, policy and procedure development, regulatory reporting, delegation management, and other Executive Management costs which cannot be easily attributed to direct service provision areas.	<i>Inc</i>	5	10	8
		<i>Exp</i>	(1,174)	(1,558)	(1,427)
		<i>Surplus/ (deficit)</i>	(1,170)	(1,548)	(1,419)
Finance	Financial advice and support for the organisation, budget preparation, long term financial planning, financial reporting and processing of debtor and creditor payments.	<i>Inc</i>	1,685	5,208	6,426
		<i>Exp</i>	(947)	(1,069)	(1,097)
		<i>Surplus/ (deficit)</i>	739	4,139	5,329
Information and Communication Technology and Geographical Information Systems	Maintenance and development of Council's information technology systems, including telephones, Wi-Fi connections to remote offices, aerial photography and geographic information development.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(1,051)	(1,654)	(1,788)
		<i>Surplus/ (deficit)</i>	(1,051)	(1,654)	(1,788)
Audit and Risk Committee Support	Management of the Audit and Risk Committee meetings and agenda process. Coordinates and prepares audit and risk committee biannual and annual reports. Manages the Internal Audit Service provider and coordinates Internal audits. Coordinates external audits by the Victorian Auditor General's Office (VAGO). Preparation and maintenance of all audit and risk and statutory registers.	<i>Inc</i>	0	0	0
		<i>Exp</i>	(51)	(53)	(54)
		<i>Surplus/ (deficit)</i>	(51)	(53)	(54)
Risk management	Maintenance and development of our risk management framework including Strategic and Operational risk registers, development and implementation of our occupational health and safety systems and oversight of insurance matters.	<i>Inc</i>	205	125	125
		<i>Exp</i>	(886)	(1,007)	(1,041)
		<i>Surplus/ (deficit)</i>	(681)	(882)	(916)

Major Initiatives

1. Prioritise asset renewal and existing strategies toward the development of council's annual capital works program.
2. Develop and implement the Asset Management Framework (including the recognition of heritage assets).
3. Develop and implement a continuous service optimisation framework.
4. Invest in information technology systems to enhance efficient and effective service delivery.

Other Initiatives

1. Develop a Workforce Plan.
2. Deliver council's Gender Equality Action Plan and implement the Victorian fair access legislation.
3. Govern responsibly by managing finances sustainably, addressing legislative compliance and managing strategic risks

Service Performance Outcome Indicators

Service	Indicator	2023/24 Actual	2024/25 Forecast **	2025/26 Budget ***
Communications & Engagement	Community Satisfaction Survey Rating - Lobbying	44	44	50
Communications & Engagement	Community Satisfaction Survey Rating - Community Decisions	37	37	50
Governance	Community Satisfaction Survey Rating - Consultation and Engagement	44	44	51
Communications & Engagement	Community Satisfaction Survey Rating - Informing the Community	49	49	56
Roads	Condition - Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal	100%	86%	95%
Roads and footpaths	Community Satisfaction Survey rating - local streets and footpaths	45	45	51
Project design and delivery	Percentage completion - projects delivered in capital expenditure budget	79%	95%	80%
Asset management	Infrastructure per head of municipal population	\$ 30,274	Increase	Increase
Asset management	Asset renewal and asset upgrade as a percentage of depreciation	145%	173%	100%
Communications & Engagement	Success of Top 5 asks in Council's Advocacy Ask document	N/A	Funding allocated by State and Federal Governments	TBC - Advocacy program under development
Governance	Community Satisfaction Survey Rating - Consultation and Engagement	44	44	51
Customer Service	Community Satisfaction Survey Rating - Customer Service	68	68	66
Procurement	Percentage of staff with procurement responsibilities that have completed procurement and probity training	N/A	85%	90%
Governance & Council	Community Satisfaction Survey Rating - Overall performance	44	62	53
Governance & Council	Community Satisfaction Survey Rating - Value for Money	35	45	47
Governance & Council	Community Satisfaction Survey Rating - Community Decisions	37	57	50
Finance	Expenses per head of municipal population	\$3,330	Maintain or lower	\$3,250
Finance	Recurrent grants per head of municipal population	\$236	Increase	Increase

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

** for the 2024/25 forecast, where the measure is externally sourced and not yet available - it is based on the 2023/24 actual outcome

*** for the 2025/26 budget, where the measure is externally sourced, the target for the outcome is based on the "small rural" result for 2023/24

Service Performance Outcome Indicators

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 the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.3 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Income/ Revenue
	\$'000	\$'000	\$'000
Strategic Objective 1: Connected	(2,902)	(3,462)	560
Strategic Objective 2: Sustained	(8,845)	(10,594)	1,750
Strategic Objective 3: Delivered	190	(17,024)	17,214
Total	(11,557)	(31,080)	19,523
Expenses added in:			
Depreciation and amortisation	(7,097)		
Finance costs	(161)		
Surplus/(Deficit) before funding sources	(18,815)		
Funding sources added in:			
Rates and charges revenue	20,714		
Waste charge revenue	3,249		
Total funding sources	23,963		
Operating surplus/(deficit) for the year	5,148		

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3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2025/26 has been supplemented with projections to 2028/29

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

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

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Comprehensive Income Statement

For the four years ending 30 June 2029

		Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	2026/27 \$'000	Projections 2027/28 \$'000	2028/29 \$'000
		NOTES				
Income / Revenue						
Rates and charges	4.1.1	23,290	23,963	24,371	25,020	25,687
Statutory fees and fines	4.1.2	686	688	704	725	752
User fees	4.1.3	900	955	993	1,033	1,074
Grants - operating	4.1.4	8,368	9,777	8,103	8,301	8,508
Grants - capital	4.1.4	4,303	6,604	3,982	4,032	3,666
Contributions - monetary	4.1.5	326	258	258	258	258
Contributions - non-monetary	4.1.5	250	-	-	-	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		50	50	291	50	50
Other income	4.1.6	1,001	1,002	852	852	852
Total income / revenue		39,173	43,296	39,553	40,270	40,846
Expenses						
Employee costs	4.1.7	14,487	15,378	15,553	15,760	16,077
Materials and services	4.1.8	17,579	14,996	14,527	14,642	14,902
Depreciation	4.1.9	6,796	6,944	7,070	7,165	7,264
Amortisation - intangible assets	4.1.10	80	81	82	83	84
Depreciation - right of use assets	4.1.11	182	72	66	5	-
Allowance for impairment losses		1	1	1	1	1
Borrowing costs		164	156	146	137	127
Finance costs - leases		10	5	2	0	-
Other expenses	4.1.12	613	515	460	472	667
Total expenses		39,913	38,148	37,906	38,266	39,120
Surplus/(deficit) for the year		(740)	5,148	1,647	2,003	1,726
Other comprehensive income		-	-	-	-	-
Total comprehensive result		(740)	5,148	1,647	2,003	1,726

Balance Sheet

For the four years ending 30 June 2029

		Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	2026/27 \$'000	Projections 2027/28 \$'000	2028/29 \$'000
	NOTES					
Assets						
Current assets						
Cash and cash equivalents		4,682	3,597	4,744	6,543	8,131
Trade and other receivables		3,620	3,326	3,067	3,100	3,121
Inventories		15	15	16	16	17
Other assets		546	531	516	501	501
Total current assets	4.2.1	8,863	7,470	8,343	10,161	11,770
Non-current assets						
Trade and other receivables		12	12	12	12	12
Other financial assets		2	2	2	2	2
Investments in associates		260	260	260	260	260
Property, infrastructure, plant & equipment		394,228	401,304	401,349	401,362	401,358
Right-of-use assets	4.2.4	143	71	5	-	-
Intangible assets		229	229	229	229	229
Total non-current assets	4.2.1	394,875	401,879	401,858	401,866	401,861
Total assets		403,737	409,349	410,201	412,026	413,632
Liabilities						
Current liabilities						
Trade and other payables		2,810	3,511	2,960	2,969	3,039
Trust funds and deposits		1,058	1,058	1,058	1,058	1,058
Provisions		2,905	2,915	2,925	2,935	2,945
Interest-bearing liabilities	4.2.3	177	186	196	206	217
Lease liabilities	4.2.4	76	72	6	-	-
Total current liabilities	4.2.2	7,026	7,743	7,145	7,168	7,259
Non-current liabilities						
Trust funds and deposits		35	35	35	35	35
Provisions		1,402	1,407	1,412	1,417	1,422
Interest-bearing liabilities	4.2.3	2,992	2,806	2,610	2,403	2,187
Lease liabilities	4.2.4	79	6	-	-	-
Total non-current liabilities	4.2.2	4,508	4,254	4,057	3,856	3,644
Total liabilities		11,534	11,997	11,202	11,024	10,903
Net assets		392,204	397,352	399,000	401,003	402,729
Equity						
Accumulated surplus		123,419	128,567	130,214	132,218	133,944
Reserves		268,785	268,785	268,785	268,785	268,785
Total equity		392,204	397,352	399,000	401,003	402,729

Statement of Changes in Equity

For the four years ending 30 June 2029

		Total	Accumulate d Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
2025 Forecast Actual					
Balance at beginning of the financial year		392,944	124,158	268,785	-
Surplus/(deficit) for the year		(740)	(740)	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		392,204	123,419	268,785	-
2026 Budget					
Balance at beginning of the financial year		392,204	123,419	268,785	-
Surplus/(deficit) for the year		5,148	5,148	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	397,352	128,567	268,785	-
2027					
Balance at beginning of the financial year		397,352	128,567	268,785	-
Surplus/(deficit) for the year		1,647	1,647	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		399,000	130,214	268,785	-
2028					
Balance at beginning of the financial year		399,000	130,214	268,785	-
Surplus/(deficit) for the year		2,003	2,003	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		401,003	132,218	268,785	-
2029					
Balance at beginning of the financial year		401,003	132,218	268,785	-
Surplus/(deficit) for the year		1,726	1,726	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		402,729	133,944	268,785	-

Statement of Cash Flows

For the four years ending 30 June 2029

		Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Projections 2026/27 \$'000 2027/28 \$'000 2028/29 \$'000		
	Notes	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		24,006	24,268	24,574	24,987	25,666
Statutory fees and fines		686	688	704	725	752
User fees		975	955	993	1,033	1,074
Grants - operating		8,157	9,777	8,103	8,301	8,508
Grants - capital		5,801	6,604	3,982	4,032	3,666
Contributions - monetary		326	258	258	258	258
Interest received		500	415	265	265	250
Other receipts		601	602	602	602	602
Net GST refund / payment		1,649	1,417	808	747	754
Employee costs		(14,487)	(15,363)	(15,538)	(15,745)	(16,062)
Materials and services		(18,105)	(14,296)	(15,079)	(14,634)	(14,832)
Other payments		(614)	(516)	(460)	(473)	(667)
Net cash provided by/(used in) operating activities	4.4.1	9,496	14,809	9,212	10,096	9,968
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(14,175)	(15,721)	(8,272)	(8,207)	(8,298)
Proceeds from sale of property, infrastructure, plant and equipment		240	240	615	250	250
Net cash provided by/ (used in) investing activities	4.4.2	(13,935)	(15,481)	(7,657)	(7,957)	(8,048)
Cash flows from financing activities						
Finance costs		(164)	(156)	(146)	(137)	(127)
Repayment of borrowings		(170)	(177)	(186)	(196)	(206)
Interest paid - lease liability		(10)	(5)	(2)	(0)	-
Repayment of lease liabilities		(189)	(76)	(72)	(6)	-
Net cash provided by/(used in) financing activities	4.4.3	(534)	(414)	(407)	(339)	(333)
Net increase/(decrease) in cash & cash equivalents		(4,974)	(1,085)	1,147	1,799	1,588
Cash and cash equivalents at the beginning of the financial year		9,656	4,682	3,597	4,744	6,543
Cash and cash equivalents at the end of the financial year		4,682	3,597	4,744	6,543	8,131

Statement of Capital Works

For the four years ending 30 June 2029

	NOTES	Forecast Actual	Budget	Projections		
		2024/25	2025/26	2026/27	2027/28	2028/29
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Buildings		1,629	1,885	282	260	260
Total property		1,629	1,885	282	260	260
Plant and equipment						
Plant, machinery and equipment		1,113	1,299	1,119	969	919
Computers and telecommunications		821	721	329	336	344
Total plant and equipment		1,933	2,020	1,448	1,305	1,263
Infrastructure						
Roads		5,102	6,536	3,896	4,078	4,116
Bridges		528	1,680	250	400	400
Footpaths and cycleways		492	287	392	394	395
Drainage		416	599	680	482	384
Recreational, leisure and community facilities		513	1,195	573	526	725
Waste management		255	-	-	-	-
Parks, open space and streetscapes		2,018	89	-	15	-
Total infrastructure		9,324	10,386	5,791	5,896	6,020
Total capital works expenditure	4.5.1	12,886	14,292	7,520	7,461	7,543
Represented by:						
New asset expenditure		1,563	610	60	60	60
Asset renewal expenditure		8,471	11,093	6,773	6,922	7,103
Asset expansion expenditure		309	75	77	-	80
Asset upgrade expenditure		2,543	2,513	610	479	300
Total capital works expenditure	4.5.1	12,886	14,292	7,520	7,461	7,543
Funding sources represented by:						
Grants		4,303	6,604	3,982	4,032	3,666
Contributions		240	240	615	250	250
Council cash		8,344	7,447	2,923	3,179	3,627
Borrowings		-	-	-	-	-
Total capital works expenditure	4.5.1	12,886	14,292	7,520	7,461	7,543

Statement of Human Resources

For the four years ending 30 June 2029

	Forecast	Budget	Projections		
	Actual				
	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	14,487	15,378	15,553	15,760	16,077
Employee costs - capital	-	-	-	-	-
Total staff expenditure	14,487	15,378	15,553	15,760	16,077
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	138.9	138.9	136.2	134.9	133.9
Total staff numbers	138.9	138.9	136.2	134.9	133.9

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

Department	Budget	Comprises			
		Permanent			
	2025/26	Full Time	Part time	Casual	Temporary
	\$'000	\$'000	\$'000	\$'000	\$'000
People & Governance	3,521	2,067	1,454	-	-
Sustainable Infrastructure	7,483	6,418	968	97	-
Corporate Leadership	909	907	3	-	-
Community & Planning	3,465	2,170	1,185	27	83
Total permanent staff expenditure	15,378	11,562	3,609	124	83
Other employee related expenditure	-				
Capitalised labour costs	-				
Total expenditure	15,378				

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

Department	Budget	Comprises			
		Permanent			
	2025/26	Full Time	Part time	Casual	Temporary
People & Governance	30.9	16.0	14.9	-	-
Sustainable Infrastructure	71.9	65.0	5.9	1.0	-
Corporate Leadership	6.0	6.0	-	-	-
Community & Planning	30.1	17.0	10.9	1.0	1.2
Total staff	138.9	104.0	31.7	2.0	1.2

Summary of Planned Human Resources Expenditure
For the four years ending 30 June 2029

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
People & Governance				
Permanent - Full time	2,067	2,091	2,119	2,161
Women	1,379	1,395	1,414	1,442
Men	688	696	705	719
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,454	1,470	1,490	1,520
Women	1,293	1,308	1,326	1,352
Men	160	162	164	168
Persons of self-described gender	0	0	0	0
Total People & Governance	3,521	3,561	3,609	3,681
Sustainable Infrastructure				
Permanent - Full time	6,418	6,490	6,577	6,709
Women	1,549	1,567	1,588	1,620
Men	4,868	4,923	4,989	5,090
Persons of self-described gender	0	0	0	0
Permanent - Part time	968	979	992	1,012
Women	383	387	392	400
Men	585	592	600	612
Persons of self-described gender	0	0	0	0
Total Sustainable Infrastructure	7,386	7,469	7,569	7,721
Corporate Leadership				
Permanent - Full time	907	917	929	948
Women	581	588	596	608
Men	325	329	334	340
Persons of self-described gender	0	0	0	0
Permanent - Part time	3	3	3	3
Women	0	0	0	0
Men	3	3	3	3
Persons of self-described gender	0	0	0	0
Total Corporate Leadership	909	919	932	950
Community & Planning				
Permanent - Full time	2,170	2,195	2,224	2,269
Women	1,236	1,250	1,266	1,292
Men	935	945	958	977
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,268	1,282	1,299	1,326
Women	1,100	1,112	1,127	1,150
Men	168	170	172	176
Persons of self-described gender	0	0	0	0
Total Community & Planning	3,438	3,477	3,524	3,595
Total - Mayor & Councillors	0	0	0	0
Casuals, temporary and other expenditure	124	125	127	130
Capitalised labour costs	0	0	0	0
Total staff expenditure	15,378	15,553	15,760	16,077

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	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE
People & Governance				
Permanent - Full time	16.0	15.7	15.5	15.4
Women	11.0	10.8	10.7	10.6
Men	5.0	4.9	4.9	4.8
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	14.9	14.6	14.5	14.4
Women	13.5	13.2	13.1	13.0
Men	1.4	1.4	1.4	1.4
Persons of self-described gender	0.0	0.0	0.0	0.0
Total People & Governance	30.9	30.3	30.0	29.8
Sustainable Infrastructure				
Permanent - Full time	65.0	63.7	63.1	62.7
Women	14.0	13.7	13.6	13.5
Men	51.0	50.0	49.5	49.2
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	5.9	5.8	5.7	5.7
Women	3.8	3.7	3.7	3.7
Men	2.1	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Sustainable Infrastructure	70.9	69.5	68.9	68.4
Corporate Leadership				
Permanent - Full time	6.0	5.9	5.8	5.8
Women	5.0	4.9	4.9	4.8
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Corporate Leadership	6.0	5.9	5.8	5.8
Community & Planning				
Permanent - Full time	17.0	16.7	16.5	16.4
Women	10.0	9.8	9.7	9.6
Men	7.0	6.9	6.8	6.7
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	12.1	11.9	11.8	11.7
Women	10.5	10.3	10.2	10.2
Men	1.6	1.6	1.6	1.5
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Community & Planning	29.1	28.6	28.3	28.1
Total - Mayor & Councillors	0.0	0.0	0.0	0.0
Casuals and temporary staff	2.0	1.9	1.9	1.9
Capitalised labour	0.0	0.0	0.0	0.0
Total staff numbers	138.9	136.2	134.9	133.9

4. Notes to the financial statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

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

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2025/26 the FGRS cap has been set at 3.00%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.00% in line with the rate cap.

This will raise total rates and charges for 2025/26 to \$23,963,030

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

	2024/25	2025/26	Change	%
	Forecast	Budget		
	Actual			
	\$'000	\$'000	\$'000	
General rates*	20,046	20,673	627	3.13%
Waste management charge	3,198	3,249	51	1.58%
Supplementary rates and rate adjustments	45	41	(4)	-8.89%
Interest on rates and charges	276	276	0	0.11%
Total rates and charges	23,565	24,239	674	2.86%

*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

The finalisation of the 2025 general revaluation is still pending, so estimates are included here. Once Council's valuers have completed the required property valuations, there will be an actual end of year position in respect to the total number of properties and the total revalued CIV. From this, the cents/\$CIV factors will need to be recalculated to ensure that Strathbogie Shire Council remains compliant with the 3.00% rate cap for 2025/26. This will be updated in the finalised version of the 2025/26 Budget.

Type or class of land	2024/25 cents/\$CIV	2025/26 cents/\$CIV	Change
General rate for rateable residential properties	0.00307631	0.00323173	5.05%
General rate for rateable vacant residential properties	0.00646025	0.00678663	5.05%
General rate for rateable farm properties	0.00246105	0.00258538	5.05%
General rate for rateable commercial properties	0.00369157	0.00387808	5.05%
General rate for rateable vacant commercial properties	0.00646025	0.00678663	5.05%

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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	2024/25	2025/26	Change	
	\$'000	\$'000	\$'000	%
Residential	8,743	8,528	(215)	-2.46%
Residential - vacant	1,059	1,715	656	61.96%
Farm	9,263	9,371	108	1.16%
Commercial	960	1,016	56	5.80%
Commercial - Vacant	21	43	22	106.90%
Total amount to be raised by general rates	20,046	20,673	627	3.13%

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	2024/25	2025/26	Change	
	Number	Number	Number	%
Residential	5,032	5,079	47	0.93%
Residential - vacant	418	382	(36)	-8.61%
Farm	2,302	2,315	13	0.56%
Commercial	314	334	20	6.37%
Commercial - Vacant	8	7	(1)	-12.50%
Total number of assessments	8,074	8,117	43	0.53%

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	2024/25	2025/26	Change	
	\$'000	\$'000	\$'000	%
Residential	2,816,201	2,649,252	(166,949)	-5.93%
Residential - vacant	172,411	252,730	80,319	46.59%
Farm	3,770,263	3,624,460	(145,803)	-3.87%
Commercial	253,284	261,905	8,621	3.40%
Commercial - Vacant	3,261	6,402	3,141	96.32%
Total value of land	7,015,420	6,794,749	(220,671)	-3.15%

4.1.1(g) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year and detailed disclosure of the actual service/s rendered for the amount levied

Type of Charge	Per Rateable Property 2024/25	Per Rateable Property 2025/26	Change	
	\$	\$	\$	%
Kerbside Collection - 80Litre	432	432	0	0.00%
Kerbside Collection - 120Litre	432	432	0	0.00%
Kerbside Collection - 240Litre	860	860	0	0.00%
Recycling & Glass (from 2025/26) - 120Litre	205	205	0	0.00%
Recycling & Glass (from 2025/26) - 240Litre	205	205	0	0.00%
Recycling & Glass (from 2025/26) - 360Litre	205	205	0	0.00%
Kerbside/Recycling/Organics	637	637	0	0.00%

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

Type of Charge	2024/25	2025/26	Change	
	\$	\$	\$	%
<i>Kerbside/Recycling/Organics</i>	2,403,169	2,441,243	38,074	1.58%
<i>Kerbside</i>	587,157	596,459	9,302	1.58%
<i>Recycling</i>	207,904	211,198	3,294	1.58%
Total	3,198,230	3,248,900	50,670	1.58%

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

	2024/25	2025/26	Change	
	\$'000	\$'000	\$'000	%
<i>General Rates</i>	20,046	20,673	627	3.13%
<i>Kerbside Collection/Recycling/Organics</i>	3,198	3,249	51	1.58%
Total Rates and charges	23,245	23,922	678	2.91%

4.1.1(j) Fair Go Rates System Compliance

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

	2024/25	2025/26
Total Rates	\$ 19,964,214	\$ 20,673,130
Number of rateable properties	8,074	8,117
Base Average Rate	\$ 2,414	\$ 2,476
Maximum Rate Increase (set by the State Government)	2.75%	3.00%
Capped Average Rate	\$ 2,480	\$ 2,550
Maximum General Rates	\$ 20,026,877	\$ 20,700,790
Budgeted General Rates	\$ 19,964,214	\$ 20,673,130
Budgeted Supplementary Rates	\$ 40,000	\$ 41,000
Budgeted Total Rates	\$ 20,004,214	\$ 20,714,130

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

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

- The making of supplementary valuations (2025/26: estimated \$41,000 and 2024/25: \$45,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

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

4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Building fees	117	112	(5)	-4.29%
Planning fees	303	302	(1)	-0.30%
Health registrations	106	110	5	4.27%
Animal registrations	117	119	2	1.45%
Land information certificates	22	23	1	3.00%
Infringements and costs	22	22	1	2.75%
Total statutory fees and fines	686	688	2	0.23%

4.1.3 User fees

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Tip fees	257	238	(19)	-7.43%
Nagambie Lakes events	31	33	2	6.80%
Saleyard operations revenue	311	319	8	2.49%
Swimming pools revenue	5	5	0	0.00%
Euroa Cinema	32	40	8	25.00%
Septic tank fees	48	50	2	3.31%
Other user charges and contributions	215	270	55	25.47%
Total user fees	900	955	55	6.13%

* Other user charges and contributions - Council expect to receive increased truck wash fees and lease income in the 2025/26 financial year.

4.1.4 Grants

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

	Forecast Actual	Budget	Change	
	2024/25 \$'000	2025/26 \$'000	\$'000	%
Summary of grants				
Commonwealth funded grants	10,677	12,442	1,765	17%
State funded grants	1,994	3,939	1,945	98%
Total grants received	12,671	16,381	3,710	29%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	6,995	9,055	2,060	29%
Recurrent - State Government				
Roadside Weeds and Pest Management	67	67	(0)	-1%
Maternal & Child Health	226	211	(15)	-7%
Workforce Support	2	2	0	0%
Sleep and Settling Consults	15	16	0	3%
Kindergarten Central Enrolment	27	27	0	0%
Supported Play Group	59	59	0	0%
Youth Week	2	2	0	0%
Youth FreeZa	36	36	0	0%
VicRoads L2P	28	29	1	2%
Engage Youth	50	50	0	0%
MAV Tobacco	15	15	0	0%
Municipal Emergency Management	60	60	0	0%
FSPL Administration	48	50	2	4%
Other Grants	4	4	(1)	-14%
Total recurrent grants	7,634	9,681	2,047	27%
Non-recurrent - State Government				
Nagambie Growth Plan	182	-	(182)	-100%
Euroa Rail Precinct Master Plan	80	-	(80)	-100%
LEAPing into Safer Communities	265	30	(235)	-89%
Victorian Health Promotion	100	50	(50)	-50%
Risk and Resilience Grant	25	-	(25)	-100%
Statutory Planning Work - Flood Recovery	33	8	(25)	-76%
Promoting Recycling Glass Service	48	-	(48)	-100%
Other Grants	1	8	6	476%
Total non-recurrent grants	734	96	(639)	-87%
Total operating grants	8,368	9,777	1,409	17%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,688	3,387	1,699	101%
Total recurrent grants	1,688	3,387	1,699	101%
Non-recurrent - Commonwealth Government				
Local Roads & Community Infrastructure - Stage 3	555	-	(555)	-100%
Local Roads & Community Infrastructure - Stage 4	1,440	-	(1,440)	-100%
Non-recurrent - State Government				
Drainage Strategy	150	-	(150)	-100%
Longwood - Female Friendly Change Facilities	470	-	(470)	-100%
Road Safety Improvements	-	1,967	1,967	0%
Friendlies Pavillion	-	1,000	1,000	0%
Other Capital Grants	-	250	250	0%
Total non-recurrent grants	2,615	3,217	602	23%
Total capital grants	4,303	6,604	2,302	53%
Total Grants	12,671	16,381	3,710	0

* Local Roads & Community Infrastructure grants are expected to end in the 2024/25 financial year.

4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Monetary	326	258	(68)	-20.95%
Non-monetary	250	-	(250)	-100.00%
Total contributions	576	258	(318)	-55.27%

* Non-monetary contributions expected to remain low in the 2025/26 financial year.

4.1.6 Other income

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Interest	682	682	0	0.04%
Workcover and income protection	125	125	0	0.00%
Other	194	195	1	0.42%
Total other income	1,001	1,002	1	0.11%

4.1.7 Employee costs

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Wages and salaries	12,281	13,060	778	6.34%
WorkCover	348	349	1	0.28%
Superannuation	1,490	1,583	93	6.23%
Fringe benefits tax	130	150	20	15.38%
Other	239	237	(1)	-0.61%
Total employee costs	14,487	15,378	891	6.15%

4.1.8 Materials and services

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Building maintenance	911	800	(111)	-12.14%
General maintenance	5,809	5,867	58	0.99%
Utilities	320	322	2	0.71%
Office administration	3,313	2,347	(965)	-29.14%
Information technology	1,171	1,318	147	12.55%
Insurance	686	715	29	4.22%
Consultants	1,253	1,015	(238)	-19.01%
Legal fees	204	229	25	12.30%
Emergency expenses	1,215	16	(1,199)	-98.68%
Waste management	2,697	2,366	(330)	-12.25%
Total materials and services	17,579	14,996	(2,583)	-14.69%

4.1.9 Depreciation

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Property	1,030	1,020	(10)	-0.97%
Plant & equipment	205	325	121	59.08%
Infrastructure	5,309	5,329	20	0.38%
Furniture & equipment	252	270	18	7.02%
Total depreciation	6,796	6,944	149	2.19%

4.1.10 Amortisation - Intangible assets

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Intangible assets	80	81	1	1.25%
Total amortisation - intangible assets	80	81	1	1.25%

4.1.11 Depreciation - Right of use assets

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Right of use assets	182	72	(110)	-60.57%
Total depreciation - right of use assets	182	72	(110)	-60.57%

4.1.12 Other expenses

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
Auditors' remuneration - external	50	51	1	2.00%
Auditors' remuneration - internal	53	54	1	2.66%
Councillors' allowances	168	270	102	60.29%
Other Councillor expenses	342	140	(202)	-59.03%
Total other expenses	613	515	(98)	-16.00%

Other Councillor expenses was higher in 2024/25 due to election expenses and state government appointment of an administrator and a municipal monitor.

4.2 Balance Sheet

4.2.1 Assets

Total assets value is expected to increase by \$5.61 million. Investment in property, infrastructure, plant & equipment is expected to increase by \$7.07 million while total current assets are expected to decrease by \$1.39 million.

4.2.2 Liabilities

Liabilities are expected to be maintained at current level in 2025/26. Borrowings are expected to decrease due to repayments.

4.2.3 Borrowings

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

	Forecast Actual	Budget	Projections		
	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	3,340	3,169	2,992	2,806	2,610
Amount proposed to be borrowed	0	0	0	0	0
Amount projected to be redeemed	(170)	(177)	(186)	(196)	(206)
Amount of borrowings as at 30 June	3,169	2,992	2,806	2,610	2,403

4.2.4 Leases by category

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

	Forecast Actual	Budget
	2024/25	2025/26
	\$	\$
Right-of-use assets		
Plant and equipment	143	71
Total right-of-use assets	143	71
Lease liabilities		
Current lease Liabilities		
Plant and equipment	76	72
Total current lease liabilities	76	72
Non-current lease liabilities		
Plant and equipment	79	6
Total non-current lease liabilities	79	6
Total lease liabilities	154	79

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 4.15%.

4.3 Statement of changes in Equity

4.3.1 Reserves

There are no material changes.

4.3.2 Equity

The movement in equity reflects the budgeted operating surplus for 2024/25.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by operating activities

Net cash provided by operating activities is budgeted to be \$14,81 million.

4.4.2 Net cash flows provided used in investing activities

Net cash used in the investing activities is budgeted to be \$15.48 million. This includes capital works program spending \$15.72 million (includes GST).

4.4.3 Net cash flows provided by/used in financing activities

Financing activities budgeted to be outflow of \$0.41 million. This includes repayment of borrowings.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2025/26 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000	%
Property	1,629	1,885	256	15.75%
Plant and equipment	1,933	2,020	87	4.50%
Infrastructure	9,324	10,386	1,062	11.39%
Total	12,886	14,292	1,405	10.91%

	Project Cost	Asset expenditure types				Summary of Funding Sources			
	\$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property	1,885	160	275	1,450	-	1,000	-	885	-
Plant and equipment	2,020	450	1,570	-	-	-	240	1,780	-
Infrastructure	10,386	-	9,248	1,063	75	5,604	-	4,782	-
Total	14,292	610	11,093	2,513	75	6,604	240	7,447	-

*Total projects cost (\$14,291,670) include new projects (\$10,695,173) and carry forward projects from 2024/25 financial year (\$3,596,497).

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4.5.2 Current Budget

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
	\$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Building Improvements									
<i>Caravan Park Lease agreement commitments</i>	60	60	-	-	-	-	-	60	-
<i>Buildings Essential Safety Work</i>	150	-	150	-	-	-	-	150	-
<i>Euroa Frinedlies Pavillion</i>	1,450	-	-	1,450	-	1,000	-	450	-
<i>Community Buildings - Various locations</i>	50	-	50	-	-	-	-	50	-
TOTAL PROPERTY	1,710	60	200	1,450	-	1,000	-	710	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
<i>Plant and Equipment</i>	999	-	999	-	-	-	240	759	-
Computers and Telecommunications									
<i>Information Technology</i>	171	-	171	-	-	-	-	171	-
<i>Asset Information & Management System</i>	250	250	-	-	-	-	-	250	-
TOTAL PLANT AND EQUIPMENT	1,420	250	1,170	-	-	-	240	1,180	-
INFRASTRUCTURE									
Roads									
<i>Reseal Program</i>	1,444	-	1,444	-	-	1,387	-	57	-
<i>Rehabilitation Program</i>	2,194	-	2,194	-	-	2,000	-	194	-
<i>Gravel Road Resheeting Program</i>	558	-	558	-	-	250	-	308	-
<i>Special Charges Scheme</i>	50	-	50	-	-	-	-	50	-
<i>Road Safety Improvements</i>	1,967	-	1,967	-	-	1,967	-	-	-
Bridges									
<i>Bridges & Major Culverts various locations</i>	120	-	120	-	-	-	-	120	-
Footpaths and Cycleways									
<i>Walking Tracks and footpaths</i>	212	-	212	-	-	-	-	212	-
<i>Footpaths -missing links</i>	75	-	-	-	75	-	-	75	-
Drainage									
<i>Pit & Pipe Replacement Program/Drainage Program</i>	230	-	50	180	-	-	-	230	-
<i>Avenel Drainage Work</i>	120	-	-	120	-	-	-	120	-
Recreational, Leisure & Community Facilities									
<i>Project management</i>	60	-	60	-	-	-	-	60	-
<i>Sporting Fields & Courts</i>	35	-	35	-	-	-	-	35	-
<i>Swimming Pool works</i>	280	-	280	-	-	-	-	280	-
Parks, Open Space and Streetscapes									
<i>Play & Recreation spaces - various locations</i>	220	-	220	-	-	-	-	220	-
TOTAL INFRASTRUCTURE	7,565	-	7,190	300	75	5,604	-	1,961	-
TOTAL NEW CAPITAL WORKS	10,695	310	8,560	1,750	75	6,604	240	3,851	-

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4.5.3 Works carried forward from the 2024/25 year

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
PROPERTY									
Buildings									
Caravan Park Lease agreement commitments	100	100	-	-	-	-	-	100	
Nagambie New Library work	75	-	75	-	-	-	-	75	
TOTAL PROPERTY	175	100	75	-	-	-	-	175	
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant and Equipment	300	-	300	-	-	-	-	300	
Computers and Telecommunications									
Information Technology	100	-	100	-	-	-	-	100	
Regional Council Digital Transformation Project	200	200	-	-	-	-	-	200	
TOTAL PLANT AND EQUIPMENT	600	200	400	-	-	-	-	600	
INFRASTRUCTURE									
Bridges									
Chinaman's Bridge - Nagambie	1,313	-	1,313	-	-	-	-	1,313	
Bridges & Major Culverts various locations	248	-	248	-	-	-	-	248	
Betterment Fund projects	323	-	323	-	-	-	-	323	
Drainage									
Pit & Pipe Replacement Program/Drainage Program	75	-	75	-	-	-	-	75	
Strathbogie Shire Storm water strategy	174	-	-	174	-	-	-	174	
Recreational, Leisure & Community Facilities									
Pitch my Project	100	-	100	-	-	-	-	100	
Splash Park ,Nagambie	500	-	-	500	-	-	-	500	
Parks, Open Space and Streetscapes									
Town Entry Sign Upgrades	39	-	-	39	-	-	-	39	
LED upgrade to Streetlights	50	-	-	50	-	-	-	50	
TOTAL INFRASTRUCTURE	2,821	-	2,058	763	-	-	-	2,821	
TOTAL CARRIED FORWARD CAPITAL WORKS 2024/25	3,596	300	2,533	763	-	-	-	3,596	

Summary of Planned Capital Works Expenditure
For the years ending 30 June 2027, 2028 & 2029

2026/27	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	282	60	222	0	0	282	0	0	282	0
Total Property	282	60	222	0	0	282	0	0	282	0
Plant and Equipment										
Plant, machinery and equipment	1,119	0	1,119	0	0	1,119	0	615	504	0
Computers and telecommunications	329	0	329	0	0	329	0	0	329	0
Total Plant and Equipment	1,448	0	1,448	0	0	1,448	0	615	833	0
Infrastructure										
Roads	3,896	0	3,896	0	0	3,896	3,732	0	164	0
Bridges	250	0	250	0	0	250	250	0	0	0
Footpaths and cycleways	392	0	315	77	0	392	0	0	392	0
Drainage	680	0	80	0	600	680	0	0	680	0
Recreational, leisure and community facilities	573	0	563	0	10	573	0	0	573	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0	0
Total Infrastructure	5,791	0	5,104	77	610	5,791	3,982	0	1,808	0
Total Capital Works Expenditure	7,520	60	6,773	77	610	7,520	3,982	615	2,923	0

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2027/28	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	260	60	200	0	0	260	0	0	260	0
Total Property	260	60	200	0	0	260	0	0	260	0
Plant and Equipment										
Plant, machinery and equipment	969	0	969	0	0	969	0	250	719	0
Computers and telecommunications	336	0	336	0	0	336	0	0	336	0
Total Plant and Equipment	1,305	0	1,305	0	0	1,305	0	250	1,055	0
Infrastructure										
Roads	4,078	0	4,078	0	0	4,078	4,032	0	46	0
Bridges	400	0	400	0	0	400	0	0	400	0
Footpaths and cycleways	394	0	315	0	79	394	0	0	394	0
Drainage	482	0	82	0	400	482	0	0	482	0
Recreational, leisure and community facilities	526	0	526	0	0	526	0	0	526	0
Parks, open space and streetscapes	15	0	15	0	0	15	0	0	15	0
Total Infrastructure	5,896	0	5,417	0	479	5,896	4,032	0	1,864	0
Total Capital Works Expenditure	7,461	60	6,922	0	479	7,461	4,032	250	3,179	0

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2028/29	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Buildings	260	60	200	0	0	260	0	0	260	0
Total Property	260	60	200	0	0	260	0	0	260	0
Plant and Equipment										
Plant, machinery and equipment	919	0	919	0	0	919	0	250	669	0
Computers and telecommunications	344	0	344	0	0	344	0	0	344	0
Total Plant and Equipment	1,263	0	1,263	0	0	1,263	0	250	1,013	0
Infrastructure										
Roads	4,116	0	4,116	0	0	4,116	3,666	0	450	0
Bridges	400	0	400	0	0	400	0	0	400	0
Footpaths and cycleways	395	0	315	80	0	395	0	0	395	0
Drainage	384	0	84	0	300	384	0	0	384	0
Recreational, leisure and community facilities	725	0	725	0	0	725	0	0	725	0
Parks, open space and streetscapes	0	0	0	0	0	0	0	0	0	0
Total Infrastructure	6,020	0	5,640	80	300	6,020	3,666	0	2,354	0
Total Capital Works Expenditure	7,543	60	7,103	80	300	7,543	3,666	250	3,627	0

5a. Targeted 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 2023/24	Forecast 2024/25	Target 2025/26	Target Projections			Trend
						2026/27	2027/28	2028/29	+/-
Governance									
Consultation and engagement (Council decisions made and implemented with community input)	Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	44	57	51	52	53	54	+
Roads									
Condition (sealed local roads are maintained at the adopted condition standard)	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	99.93%	86.00%	95.00%	95.00%	95.00%	95.00%	o
Statutory planning									
Service standard (planning application processing and decisions are in accordance with legislative requirements)	Planning applications decided within the relevant required time Number of planning application decisions made within the relevant required time / Number of planning application decisions made	3	89.19%	88.00%	88.00%	88.00%	88.00%	88.00%	o
Waste management									
Waste diversion (amount of waste diverted from landfill is maximised)	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	70.74%	70.00%	70.00%	70.00%	70.00%	70.00%	o

Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual 2023/24	Forecast 2024/25	Target 2025/26	Target Projections			Trend +/o/-
						2026/27	2027/28	2028/29	
Liquidity									
Working Capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	5	202%	126%	96%	117%	142%	162%	+
Obligations									
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	6	145%	160%	194%	103%	102%	101%	-
Stability									
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	7	73%	65%	60%	64%	65%	65%	0
Efficiency									
Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments	8	\$4,849	\$4,921	\$4,680	\$4,628	\$4,648	\$4,728	-

5b. 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 2023/24	Forecast 2024/25	Budget 2025/26	Projections 2026/27	2027/28	2028/29	Trend +/o/-
Operating position									
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	-25.94%	-10.92%	4.20%	-0.16%	0.64%	0.85%	+
Liquidity									
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted cash compared to current liabilities Unrestricted cash / current liabilities	10	50.16%	51.58%	32.79%	51.59%	76.53%	97.44%	+
Obligations									
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings compared to rates Interest bearing loans and borrowings / rate revenue	11	15.02%	13.61%	12.49%	11.51%	10.43%	9.36%	+
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.93%	1.44%	1.39%	1.37%	1.33%	1.30%	+
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	Non-current liabilities compared to own-source revenue Non-current liabilities / own source revenue		18.62%	17.39%	15.96%	14.91%	13.93%	12.82%	+
Stability									
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property values Rate revenue / CIV of rateable properties in the municipal district	12	0.33%	0.33%	0.34%	0.34%	0.34%	0.35%	0
Efficiency									
Revenue level (resources are used efficiently in the delivery of services)	Average rate per property assessment General rates and municipal charges / no. of property assessments	13	\$2,373	\$2,477	\$2,541	\$2,605	\$2,663	\$2,723	+

Key to Forecast Trend:

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

5c. Additional indicators

The following table presents additional indicators that are not prescribed indicators in the *Local Government (Planning and Reporting) Regulations 2020*. These indicators are used by the Department of Treasury and Finance to conduct credit assessments of councils under the Treasury Corporation of Victoria (TCV) loans framework. Subject to these financial covenants being satisfied over the prior three years to the budget year, the budget year, and subsequent three projected financial years, a borrowing limit will be determined under the framework.

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	+ o -
TCV loans framework indicators									
Interest Cover Ratio	EBITDA : interest expenses	14	20.94	37.18	77.09	60.67	68.63	72.58	+
Interest bearing liabilities to own source revenue	Interest bearing liabilities / own source revenue	15	13.11%	12.22%	11.22%	10.31%	9.43%	8.46%	+

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Notes to indicators

5a

1. Satisfaction with community consultation and engagement

We expect a sustained increase in this indicator as our focus on meaningful community engagement, guided by our Community Engagement Policy, becomes embedded in our operations and as our transition to a Community Panel continues.

2. Sealed local roads below the intervention level

Council is committed to focusing on funding improved asset maintenance and understands this must be funded through capital works budgets in future years as a means of implementing our Asset Plan.

3. Planning applications decided within the relevant required time

We expect sustained improvements in this indicator, particularly given the introduction of new planning permit application software and online lodgement capabilities through our Regional Council Digital Transformation Project. New software was procured in the 2024/25 financial year and is expected to increase efficiencies.

4. Kerbside collection waste diverted from landfill

We expect continuous improvement in this indicator as community engagement programs continue and the roll out of the State government's mandated four bin system is completed.

5. Working Capital

We expect to maintain working capital at current levels, with slight improvements in later years.

6. Asset renewal

We expect to maintain assets renewal at or above 100%.

7. Rates concentration

We expect to maintain rates concentration to at current level, but it can vary with the timing and amount of Operating and Capital Grants received by Council.

8. Expenditure level

No major variance and the current expense pattern will continue.

5b

9. Adjusted underlying result

Future operational efficiencies are forecast to make the adjusted underlying result positive in future years.

10. Unrestricted Cash

We expect unrestricted cash ratio to improve over the coming years.

11. Debt compared to rates

No new borrowings are proposed in the current 2025/26 Budget, or the subsequent three budget years.

12. Rates effort

No major variance and current pattern will continue, in line with the expected Rate Cap.

13. Revenue level

No major variance.

5c

14. Interest cover ratio

No new borrowings proposed. We expect this ratio to improve.

15. Interest bearing liabilities to own source revenue

No new borrowings proposed. We expect this ratio to improve.