

Budget

2025-26



Mildura Rural City Council

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Acknowledgement of Country

Mildura Rural City Council acknowledges the Traditional Custodians of the land, which now comprises the Mildura Rural City municipality. We pay our respects to Elders past and present, and celebrate and respect their continuing cultures and acknowledge the memories of their ancestors.

Mayor's Introduction

On behalf of my fellow Councillors, I am pleased to present Mildura Rural City Council's 2025-26 Budget.

Our Budget is one of our organisation's most important documents. It details how we will fund and resource the delivery of more than 100 essential services, facilities and infrastructure to residents across our vast region.

It will also support the broader aims of our four-year Council Plan, which is informed and developed following an extensive consultation period with several key stakeholders - particularly our community.

Development of this year's \$155.85 million budget comes at a time of political and economic uncertainty both in Australia and worldwide, however Council is committed to seeing the many improvements continuing in our community both now and in the future.

We certainly recognise that many residents, businesses, community and sporting groups are under increased financial pressure due to global factors including high cost of living and high interest rate environment, and Council is not immune from these impacts.

Thanks to sound financial management, we've been able to forecast an operating surplus of \$0.07 million for the 2025-26 financial year, while still ensuring our services are delivered to levels expected by our community. In the coming 12 months Council will undergo further reviews of services levels to ensure the long term financial sustainability of our organisation as a whole.

We are also acutely aware of the need to minimise any additional financial pressures on ratepayers, which is why we have not sought an increase over the Victorian Government's Fair Go Rate Cap of 3.00 percent. Council also conducted a review during 2024-25, adopting the Revenue and Rating Plan 2025-2029, which set the basis for the differentiation of the rate burden through the rating system.

Despite the challenges, I look forward to our organisation's continued investment in our community including a \$41.49 million program of capital works projects. Some of the highlights include:

- \$ 5.87 million on buildings and improvements including construction of Nichols Point Early Years Hub
- \$16.23 million on roads projects
- \$ 8.71 million on drainage
- \$ 1.70 million on recreation, leisure and community facilities.

Council has continued its investment in the community with another strong capital works program, which includes development of kindergartens, community and sporting facilities, drainage and road projects.

The 2025-26 Budget is the result of a rigorous process and an exhaustive amount of work to ensure it meets the needs of our community and is financially responsible, and I think this budget achieves those objectives.

Cr Helen Healy
Mayor
Mildura Rural City Council

Executive Summary

As a local government organisation, we deliver more than 100 different services, facilities and infrastructure for people who live, work and visit our region. The work we do is vital to ensure our region continues to grow and attract new business and investment. This year also sees the ongoing implementation of the more than 150 pieces of legislation, regulations and guidelines that Council must work within.

Council has continued to review and refine operations over the past 12 months in a bid to reduce costs where possible and achieve a balanced budget position. This work has been carried out with a focus on investing in essential services and infrastructure provided by the Council, ensuring their continuous delivery and availability to the community. Due to the release of the Minister's Good Practice Guidelines for Service Rates and Charges by the Victorian Government in December 2023, Council will continue reviews of all operations to ensure respective changes are implemented while ensuring continued financial sustainability.

This involves a systematic approach to reviewing services throughout Council to identify possible cost savings and align with the needs of the community. While continuous improvement is an ongoing process, additional savings will be required to implement the recommendations from the Minister's Good Practice Guidelines for Service Rates and Charges by the Victorian government. These changes will shift additional cost to Council's operational budget, however Council will ensure the focus remains on sustainable, high quality, responsive and accessible services.

Cost shifting by state and federal governments has also increased pressure on Council's financial sustainability as government grant allocations are less than the cost to deliver the services. This was highlighted by the Legislative Council Economy and Infrastructure Committee, who conducted an enquiry into local government funding and services which was tabled in parliament. Examples of cost shifting highlighted in the report include libraries, school crossing supervisors, waste and circular economy, immunisation charges, maintenance of state assets, material and child health, and free kinder programs.

The federal government provides annual financial assistance grants to all Councils to help cover operational expenses. However, the increase in these grants has not kept pace with rising inflation and the costs of delivering services. Additionally, with the further cost shifting mentioned earlier, Councils are compelled to rely on revenue from rates to bridge the funding gap.

On top of the above, Council also needs to take into account the community's capacity to pay in accordance with the state government's rate capping requirements.

Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

The 2025-26 Budget includes a range of services and initiatives that will contribute to achieving the strategic objectives specified in the 2025-29 Council Plan.

The average base rate will rise by 3.00 percent in accordance with the order by the Minister for Local Government in December 2024 and the Fair Go Rates System (FGRS). The 3.00 percent rise will provide total rates income of \$93.12 million including waste charges.

This budget projects an overall surplus of \$18.40 million for 2025-26. This is due predominately to budgeted capital grant funding of \$14.48 million. Our operating result, after removing the effect of capital grants and other capital funding sources, is a surplus of \$0.07 million.

Executive Summary (cont.)

Key things we are funding

Ongoing delivery of services to the Mildura community is funded by a new budget of \$155.85 million. These services are summarised in Section 2.

For the 2025-26 year, \$41.49 million will be spent on capital works projects.

- Road projects - \$16.23 million will be spent.

Significant projects include:

- Bitumen resealing program
- Gravel resheeting program
- Shoulder works program
- Road reconstruction program
- Road safety program

- Buildings and building improvements - \$5.87 million will be spent.

Significant projects include:

- Construction of Nichols Point Early Years Hub
- Murrayville kindergarten renewal and upgrade
- Sarah Oval social clubroom upgrade
- Red Cliffs bowls club roof and box gutter replacement
- New public toilet Robbins Wetland
- New public toilet Diablo Park

- Drainage - \$8.71 million will be spent.

Significant projects include:

- Nichols Point drainage stage 2 and 3
- Spoon drain upgrade Wittman Avenue and Acacia Drive and Aldinga Drive and Acacia Drive
- Swale and pump drain upgrade between 527 Koorlong Avenue and corner Fourteenth Street
- Drainage upgrade stormwater pipe Massey Close

- Recreational, leisure and community facilities - \$1.70 million will be spent.

Significant projects include:

- Renewal of Underbool pool (subject to grant funding)
- Sunraysia Hockey pitch upgrade
- Kenny Park off leash dog park (subject to grant funding)

The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Section 4.5.

Executive Summary (cont.)

The rate rise

The base average rates will rise by 3.00 percent for 2025-26 in line with the order by the Minister for Local Government in December 2024 in accordance with the Fair Go Rates System (FGRS).

All of Victoria's 79 councils have been operating under rate caps since 1 July 2016.

Each year the Minister for Local Government sets a cap on rate increases based on that period's Consumer Price Index (CPI) and advice from the Essential Services Commission (ESC). The decision must be made by 31 December each year to apply to rates in the following financial year.

As a direct outcome of Council's ongoing effort to identify savings in a financially sustainable manner, there has been a decline in rate increases from a high of 6.00 percent in 2012-13. Recognising the community's capacity to pay, Council commenced work to reduce rate increases prior to the introduction of a rate cap by the Victorian Government.

Key budget statistics

- Adjusted underlying operating result:
Operating surplus of \$0.07 million (2024-25 Budget = surplus of \$0.39 million).
(Note: The underlying operating result is an important measure of financial sustainability, as it excludes income that is to be used for capital from being allocated to cover operating expenses).
- Cash result:
The cash result will increase by \$2.25 million for 2025-26. Carried forward capital works from 2024-25 are also \$10.09 million, with this expenditure now occurring in the 2025-26 Budget. This is also the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers. (Refer Statement of Cash Flows in Section 3).
- Total capital works program is \$41.49 million funded from:
 - \$ 24.31 million from Council operations
 - \$ 2.71 million from contributions
 - \$ 14.48 million from external grants.(Refer to Statement of Capital Works - Sections 3 and 4.5).

Budget influences

As a result of the city's demographic profile, there are a number of budget implications in the short- and long-term as follows:

- Mildura Rural City Council encompasses 22,330 square kilometres, which is almost 10 percent of the state. The vast area increases service delivery costs when compared to metropolitan councils. Resourcing ratios are higher as a result, because services need to be accessible to all as far as practicable.
- The city is substantially developed and experiences only a small increase in property numbers annually. The budget implications arise due to the need to install, maintain and replace important infrastructure such as drainage, while the population to share the burden is relatively low.

Executive Summary (cont.)

External influences

The preparation of the Budget is influenced by the following external factors:

- The freezing of federal assistance grants funding for three years from 2014-15 to 2016-17. It is estimated to cost Council accumulatively over \$18 million over the 10-year period from 2014-15 to 2024-25.
- The Victorian government has introduced a cap on rate increases from 2016-17. The cap for 2025-26 has been set at 3.00 percent, which is based on the state-wide CPI forecast for the 2025-26 year.
- Preparation of the 2025-26 budgets has been undertaken during unprecedented times due to world wide events and uncertainty. This has impacted on supply chains, high interest environment and increased cost. Council is not immune to these impacts and has taken these into account when preparing this budget, including future challenges and the potential for continuing economic uncertainty.
- Councils across Australia raise approximately 3.5 percent of the total taxation collected by all levels of government in Australia. In addition, councils are entrusted with the maintenance of more than 85 percent of all local roads across Australia and more than 30 percent of all Australian public assets including bridges, parks, footpaths, drainage and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Victorian government has announced that the Fire Services Property Levy will be replaced with the new Emergency Services and Volunteers Fund (ESVF) from the 1st July 2025. This will continue to be collected by Council on behalf of the state government and will be calculated based on a fixed charge that varies by property type, and a variable charge based on property value as determined by the Valuer-General. The ESVF will be collected by councils and appear on rates notices.
- The superannuation guarantee rate has been increased 0.5 percent over consecutive years and will reach the maximum of 12 percent in 2025-26 Budget.

Internal influences

As well as external influences, there are also a number of internal influences that are expected to have an impact on the preparation of the 2025-26 Budget. These matters and their financial impact are set out below:

- Our asset renewal requirements continue to increase each year as our asset base grows. Through Council's stewardship, resources and activities are developed to renew and/or maintain all assets to ensure continued delivery of services and to maintain the service potential of Council assets.
- Continued capital works development and delivery as part of the Council Plan and relevant organisational priorities.
- Mildura Tourism and Economic Development Ltd (MRD), which is a wholly owned subsidiary of Mildura Rural City Council, has been responsible for the delivery of Trail of Lights and Fibre Optic Symphonic Orchestra Projects as part of an ongoing transition of MRD operations to Council. These significant projects for the Mildura Region are currently in progress, are predominately funded from government grants and will continue to be operated and developed in the 2025-26 budget year.
- Debt servicing costs including interest and principal repayments must also be considered and Council must also budget for reserves funding, such as, the Developer Contribution Plan (DCP), to meet its statutory future obligations.
- Continued advocacy and support to aid the community.
- Council continues efforts to find savings and efficiencies as part of Council's long term financial planning with a focus on ongoing financial sustainability.

Economic Assumptions

Assumption	Notes	Forecast	Budget	Projections		
		2024/25	2025/26	2026/27	2027/28	2028/29
Rates and charges	1	2.75%	3.00%	2.50%	2.50%	2.50%
Statutory fees and fines	2	2.75%	2.50%	2.50%	2.50%	2.50%
User fees	2	2.75%	2.50%	3.00%	3.00%	3.00%
Federal assistance grants	3	3.50%	3.00%	3.00%	3.00%	3.00%
Grants - operating	4	2.75%	2.50%	2.50%	2.50%	2.50%
Grants - capital \$'000	5	\$10,453	\$14,477	\$4,328	\$4,328	\$4,328
Contributions - monetary	6	2.75%	2.50%	2.50%	2.50%	2.50%
Contributions - non monetary	6	2.75%	2.50%	2.50%	2.50%	2.50%
Other income	6	2.75%	2.50%	2.50%	2.50%	2.50%
Employee costs	7	5.10%	4.10%	4.10%	4.10%	4.10%
Superannuation guarantee	8	11.50%	12.00%	12.00%	12.00%	12.00%
Materials and services	9	2.75%	2.50%	2.50%	2.50%	2.50%
Depreciation and amortisation \$'000	10	\$22,514	\$23,746	\$24,933	\$26,180	\$26,834
Other expenses	11	2.75%	2.50%	2.50%	2.50%	2.50%

Notes to Assumptions

1. Rates and charges

Council has forecast its rate increase for 2025-26 at 3.00 percent in line with the Fair Go Rates System (FGRS) and in accordance with Council's revenue and rating plan. Forward projections are for an increase of 2.50 percent in the rate cap in line with State Government Treasury CPI projections.

2. Statutory fees and fines and user fees

Inflation forecast is in accordance with Victorian Budget Strategy and Outlook document.

3. Federal assistance grants

These grants are provided by the Victorian Government for general operating grants. A 3.00 percent increase has been forecast based on linkage to the state government rate cap and current available information.

4. Grants - operating

Inflation forecast is in accordance with Victorian Budget Strategy and Outlook document.

5. Grants - capital

Forecasting of capital grants for 2025-26 are based on known grant agreements and projects, with future forecasting based on ongoing grants for the Roads to Recovery program.

6. Contributions and other income

Inflation forecast is in accordance with Victorian Budget Strategy and Outlook document.

7. Employee costs

Increases are based on current enterprise bargaining negotiations, plus employee banding increases of 1.1 percent annually.

8. Superannuation guarantee

In line with Federal Government national increase reaching 12 percent on 1 July 2025.

9. Materials and services

Inflation forecast is in accordance with Victorian Budget Strategy and Outlook document.

10. Depreciation and amortisation

Increases to depreciation and amortisation are based on completion of the capital works program including major building projects, and in accordance with revaluation of assets requirements.

11. Other expenses

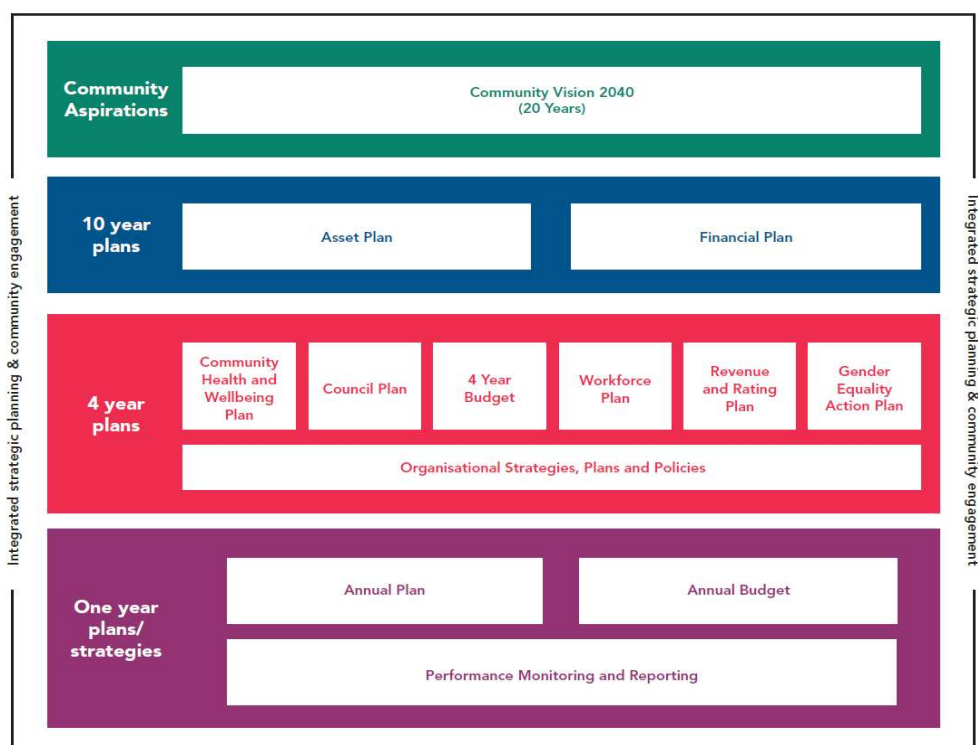
Inflation forecast is in accordance with Victorian Budget Strategy and Outlook document.

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 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 Council, this also follows the framework of local government 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.



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

1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services such as animal management, local roads, food safety and statutory planning, most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities.

Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

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

1. Link to the Integrated Planning and Reporting Framework

1.2 Our purpose

Our vision

We are a liveable, people friendly community.

Our values

Respect – We will be respectful towards others and value differences.

Honesty – We will be ethical and open.

Integrity – We will be reliable and trustworthy.

Transparency – We will be objective and fair in our communications and decisions.

Accountability – We will be consistent and responsible for our actions.

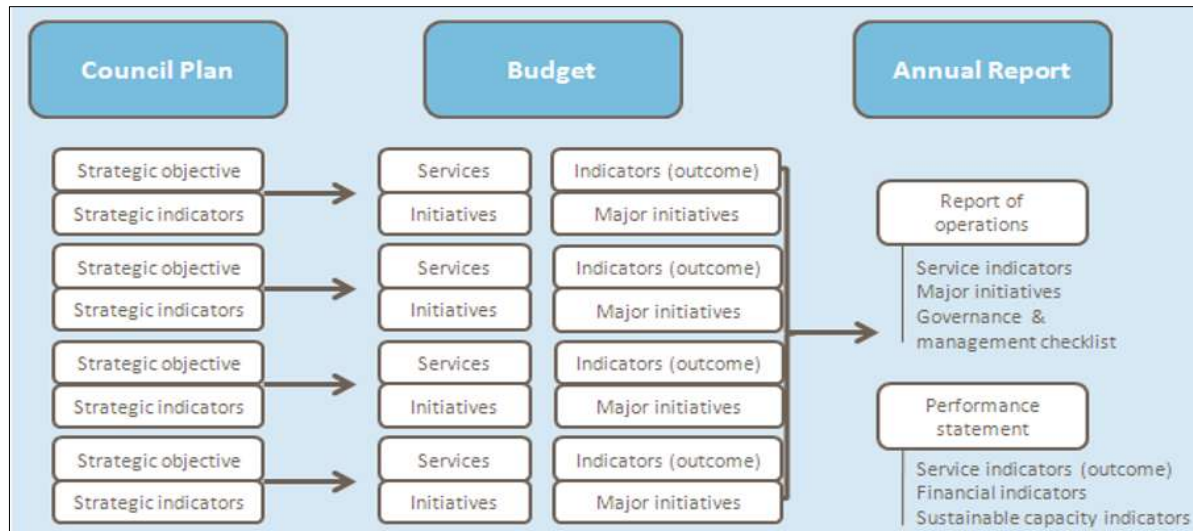
1.3 Strategic objectives

Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the five strategic directions set out in the Council Plan 2021-2025. The following table lists the five strategic directions as described in the Council Plan.

Strategic direction	Description
1 Environment	We will sustain and enhance our natural environment and resources for current and future generations.
2 Community	We will be a healthy, respectful and connected community.
3 Place	We will be a place to live, belong and visit with infrastructure and development that enhances our lifestyle.
4 Economy	We will have a thriving economy that harnesses our strengths and capitalises on opportunity.
5 Leadership	We will have responsible, collaborative leadership that puts community wellbeing at the heart of decision-making.

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 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

2. Services and service performance indicators (cont.)

2.1 Strategic Objective 1 - Environment

We will sustain and enhance our natural environment and resources for current and future generations

The key outcomes we are working towards are:

- Our resources are used sustainably
- We live sustainably

The services, initiatives and service performance outcome indicators for each service area are described below.

Services

Service area and description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Environmental Sustainability			
<i>Income</i>	636	466	85
<i>Expenditure</i>	1,320	1,157	877
<i>Surplus / (deficit)</i>	(684)	(691)	(792)

Develops, coordinates and implements environmental policy, plans, strategies and also works on initiatives in partnership with other areas in Council. Key focus areas include reducing energy and water usage within Council operations, protecting and enhancing Council managed natural areas and roadsides, and community environmental education.

Waste Management			
<i>Income</i>	2,355	1,544	2,174
<i>Expenditure</i>	16,151	16,172	17,144
<i>Surplus / (deficit)</i>	(13,796)	(14,628)	(14,970)

Provides landfill sites and transfer stations where people can take their rubbish and recycling, as well as the delivery of kerbside collection for garbage, recycling, organics and glass. Undertakes street sweeping and public litter bin collection to keep our outdoor areas clean and reduce litter and offers waste education to help the community learn how to reduce waste and recycle.

Other Initiatives

- Expand PV Solar across Council sites
- Deliver the 'Cool It' Street Tree Program to increase tree canopy cover in residential areas
- Deliver the Waste and resource Recovery Strategy
- Implement the Urban Forest Strategy
- Implement the Towards Zero Emissions Strategy

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
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

2. Services and service performance indicators (cont.)

2.2 Strategic Objective 2 - Community

We will be a healthy, respectful and connected community

The key outcomes we are working towards are:

- Everyone can reach their full potential
- People are physically, mentally and emotionally well

The services, initiatives and service performance outcome indicators for each service area are described below.

Services

Service area and description of services provided		2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Community Health	<i>Income</i>	1,798	1,527	1,525
	<i>Expenditure</i>	2,848	2,884	3,282
	<i>Surplus / (deficit)</i>	(1,050)	(1,357)	(1,757)

Provides family oriented support services including universal and enhanced maternal and child health and immunisation.

Community Wellbeing	<i>Income</i>	1,245	1,491	1,291
	<i>Expenditure</i>	2,904	2,861	2,794
	<i>Surplus / (deficit)</i>	(1,659)	(1,370)	(1,503)

Responsible for the delivery of a variety of services and projects, including capacity building, as detailed in the Community Health and Wellbeing Plan and related documents. This includes community events such as NAIDOC Week, Seniors Week, 16 Days of Activism, citizenship ceremonies and many other events. Also leads Council involvement of the Disability Access Advisory Committee, Ngiwa Yarna (Aboriginal Advisory) Committee, the CCTV Steering Committee, Gender Equity Action Sunraysia committee, Disability Action Network, and the Mildura Reconciliation Action Plan community of practice.

Early Years	<i>Income</i>	3,088	3,380	3,757
	<i>Expenditure</i>	3,241	3,271	3,781
	<i>Surplus / (deficit)</i>	(153)	109	(24)

Provides family day care, centre-based child care, Kindergarten central enrolment and other early years planning and programs such as Best Start and supported playgroups.

Environmental Health	<i>Income</i>	533	503	497
	<i>Expenditure</i>	1,023	1,284	1,338
	<i>Surplus / (deficit)</i>	(490)	(781)	(841)

Protects the community's health and wellbeing through coordination of regulatory services in relation to premises for food safety, accommodation, hair and beauty, skin penetration businesses, tobacco retailers, smoke free legislation and wastewater disposal. Works to address any public health concerns relating to unreasonable noise emissions, air quality, smells and other environmental issues and undertakes a mosquito control program. Plays a significant role in public health emergencies and educates the community about environmental health issues.

2. Services and service performance indicators (cont.)

2.2 Strategic Objective 2 - Community (cont.)

Service area and description of services provided		2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Libraries and Knowledge Hubs	<i>Income</i>	478	472	472
	<i>Expenditure</i>	2,490	2,684	2,827
	<i>Surplus / (deficit)</i>	(2,012)	(2,212)	(2,355)
	Operates libraries at five locations plus outreach library services to four remote locations. Provides a customer-focused service that caters for the cultural, educational and recreational needs of residents and visitors, as well as a focal point for the community where they can meet, relax and enjoy the facilities, programs and services offered.			
Local Laws	<i>Income</i>	1,339	1,471	1,558
	<i>Expenditure</i>	2,230	2,478	2,567
	<i>Surplus / (deficit)</i>	(891)	(1,007)	(1,009)
	Provides education, regulation and enforcement of the general local law and relevant state legislation. Provides animal management including registration of dogs and cats, a cat trapping program, a dog and cat collection service and a pound facility. Provides staff at school crossings throughout the municipality.			
Youth Engagement	<i>Income</i>	791	409	460
	<i>Expenditure</i>	1,138	1,165	1,069
	<i>Surplus / (deficit)</i>	(347)	(756)	(609)
	Offers a range of services, programs, development opportunities, events and activities to support the health and wellbeing of local youth.			

Major Initiatives

- Deliver the Nichols Point Early Years Hub
- Develop the Community Health & Wellbeing Plan
- Implement the Gender Equality and Preventing Family Violence Strategy
- Implement the Youth Engagement Strategy

2. Services and service performance indicators (cont.)

2.2 Strategic Objective 2 - Community (cont.)

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
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions that are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Maternal and Child Health (MCH)	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
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
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100

2. Services and service performance indicators (cont.)

2.3 Strategic Objective 3 - Place

We will be a place to live, belong and visit with infrastructure and development that enhances our lifestyle

The key outcomes we are working towards are:

- We are a well-planned community
- Infrastructure meets community needs

The services, major initiatives, other initiatives, and service performance indicators for each service area are described below.

Services

Service area and description of services provided		2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Building and Enforcement	<i>Income</i>	375	420	396
	<i>Expenditure</i>	602	754	772
	<i>Surplus / (deficit)</i>	(227)	(334)	(376)
Undertakes the processing of building permits, emergency management activities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.				
Community Development	<i>Income</i>	-	23	-
	<i>Expenditure</i>	776	963	952
	<i>Surplus / (deficit)</i>	(776)	(940)	(952)
Supports and develops community initiatives listed in township-based community plans and strengthens the local community's capacity to drive its own growth and economic, social and physical development.				
Engineering Development and Delivery	<i>Income</i>	226	67	58
	<i>Expenditure</i>	3,160	2,875	2,931
	<i>Surplus / (deficit)</i>	(2,934)	(2,808)	(2,873)
Undertakes design and project management of various infrastructure works within Council's capital works program. Reviews engineering plans for subdivisions and development plans. Responsible for road safety outcomes, transport planning and engineering strategy development.				
Facilities Services	<i>Income</i>	304	111	192
	<i>Expenditure</i>	7,763	8,531	8,671
	<i>Surplus / (deficit)</i>	(7,459)	(8,420)	(8,479)
Undertakes planned and reactive maintenance on buildings as well as the delivery of small projects relating to buildings and facilities. The service also provides support for Council events and emergency management.				
Parks and Gardens	<i>Income</i>	92	73	60
	<i>Expenditure</i>	6,619	6,665	7,150
	<i>Surplus / (deficit)</i>	(6,527)	(6,592)	(7,090)
Creates, maintains and enhances township parks, gardens and open space, along with sports field/turf management, including management of the Mildura Sporting Precinct. This service also undertakes tree management on public land, maintains natural areas across the municipality and operates a plant nursery.				
Project Development Office	<i>Income</i>	-	-	-
	<i>Expenditure</i>	373	637	803
	<i>Surplus / (deficit)</i>	(373)	(637)	(803)
Manages and coordinates delivery of the annual Capital Works Program. Provides guidance, governance, standardised processes and project management best practices, tools and techniques. Administration of project management software.				

2. Services and service performance indicators (cont.)

2.3 Strategic Objective 3 - Place (cont.)

Services (cont.)

Service area and description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Recreation Development			
<i>Income</i>	823	623	767
<i>Expenditure</i>	4,352	4,788	4,849
<i>Surplus / (deficit)</i>	(3,529)	(4,165)	(4,082)

Plans for and provides sporting and recreation infrastructure and manages the occupancy of sporting and recreational facilities as well as providing support to user groups and volunteer community recreational organisations. This service also promotes available recreation opportunities to encourage people to participate and be active.

Statutory Planning			
<i>Income</i>	754	838	810
<i>Expenditure</i>	1,708	1,846	1,930
<i>Surplus / (deficit)</i>	(954)	(1,008)	(1,120)

Provides systems, processes and advice for the submission of town planning applications and also undertakes the assessment of applications. This service also provides an enforcement function to ensure people adhere to the conditions of the planning permits that are issued.

Strategic Planning			
<i>Income</i>	-	-	-
<i>Expenditure</i>	1,211	1,402	1,650
<i>Surplus / (deficit)</i>	(1,211)	(1,402)	(1,650)

Undertakes the development of long-term strategic plans, amendments, and reviews to inform and update the planning scheme.

Works and Infrastructure Services			
<i>Income</i>	596	689	686
<i>Expenditure</i>	9,423	9,439	9,792
<i>Surplus / (deficit)</i>	(8,827)	(8,750)	(9,106)

Undertakes maintenance, design and construction of Council's road, path and stormwater drainage assets in a sustainable and prioritised manner to a defined service level.

Major Initiatives

- Mildura Riverfront Adventure Playground
- Renewal of Underbool Pool
- Sunraysia Hockey Pitch Upgrade
- Implement the Integrated Transport and Land Use Strategy
- Kenny Park Off Leash Dog Park
- Sarah Oval Social Clubroom Upgrade
- Nichols Point Drainage Stage 2 & 3
- Develop the Stormwater Drainage Strategy

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
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
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

2. Services and service performance indicators (cont.)

2.4 Strategic Objective 4 - Economy

We will have a thriving economy that harnesses our strengths and capitalises on opportunity

The key outcomes we are working towards are:

- We have economic growth
- We are a visitor destination

The services, initiatives and service performance outcome indicators for each service area are described below.

Services

Service area and description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Arts, Culture and Venues	<i>Income</i>	1,871	1,743
	<i>Expenditure</i>	3,700	3,760
	<i>Surplus / (deficit)</i>	(1,829)	(2,017)
			(2,189)

Manages the Mildura Arts Centre (MAC) and enhances the local community's cultural and artistic initiatives. MAC offers a variety of experiences, including an art gallery with diverse exhibitions, a performing arts theatre, and the historic Rio Vista House. MAC also features a Sculpture Park and the Vista Cafe Bar for social gatherings. Additionally, this branch provides advocacy for creative industries, heritage management, event and venue services, community engagement, education programs, customer services, marketing and technical production services. It also oversees venue services and precinct management at Powerhouse Place and Mildura Station Homestead.

Economic Development and Tourism	<i>Income</i>	690	1,388	1,696
	<i>Expenditure</i>	3,905	4,234	4,656
	<i>Surplus / (deficit)</i>	(3,215)	(2,846)	(2,960)

Maximises economic development within the region through specialised projects and initiatives, facilitates growth by working with industry and business to grow/sustain existing business and develops new investment opportunities. Encourages and forms strategic alliances with key stakeholders in industry and government to help build a vibrant and sustainable community. Operates a visitor information centre that provides destination information, ticketing, tour, transport and accommodation bookings, as well as promoting and marketing the region and local events. Provision of a retail store and conferencing/meeting facility. Responsible for the operation and delivery of the Trail of Lights exhibition on Lock Island, a project by world-renowned artist Bruce Munro.

Events	<i>Income</i>	28	23	25
	<i>Expenditure</i>	1,038	1,214	1,277
	<i>Surplus / (deficit)</i>	(1,010)	(1,191)	(1,252)

Supports community and other events through a grants funding program, partnerships, logistical support, sponsorship, information provision and promotions.

Other Initiatives

- Deliver the LightState projects - Trail of Lights & Fibre Optic Symphonic Orchestra
- Develop an Economic Development Strategy
- Develop a Tourism Strategy
- Develop an Arts & Culture Strategy

2. Services and service performance indicators (cont.)

2.5 Strategic Objective 5 - Leadership

We will have responsible, collaborative leadership that puts community wellbeing at the heart of decision-making

The key outcomes we are working towards are:

- We are a high performing organisation
- We have good governance
- We understand the needs of the community
- We are financially sustainable

The services, initiatives and service performance outcome indicators for each service area are described below.

Services

Service area and description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Communications			
<i>Income</i>	47	20	-
<i>Expenditure</i>	1,120	1,255	1,161
<i>Surplus / (deficit)</i>	(1,073)	(1,235)	(1,161)

Provides communications planning, media relations, digital media management, website development, videography/photography, graphic design, script writing, media releases, promotional material and professional advice.

Customer Support			
<i>Income</i>	28	19	19
<i>Expenditure</i>	1,800	2,049	2,017
<i>Surplus / (deficit)</i>	(1,772)	(2,030)	(1,998)

The first point of contact the public has with Council, acting as the interface between the organisation and the community. This service provides face-to-face service in three Council service centres and call centre operations. It also processes customer requests and payments and issues permits and receipts. Customer support staff also provide internal administrative support to the whole organisation.

Executive Services			
<i>Income</i>	-	1	1
<i>Expenditure</i>	3,786	4,105	3,973
<i>Surplus / (deficit)</i>	(3,786)	(4,104)	(3,972)

Incorporates all functions relating to the CEO, Councillors and Executive Leadership Team. This includes coordinating meetings, appointments, community and organisational requests and other tasks for the CEO, Mayor, Councillors and General Managers. Plays a key role in preparing for and facilitating civic type events/functions including Sister City relationships, Australia Day Awards, civic receptions and ministerial visits. Facilitates the Audit and Risk Committee, and coordination of the internal audit function.

Finance			
<i>Income</i>	125	132	138
<i>Expenditure</i>	1,973	1,937	2,025
<i>Surplus / (deficit)</i>	(1,848)	(1,805)	(1,887)

Oversees the preparation, monitoring and reporting of Council's Budget as well as developing and updating the Long-Term Financial Plan. Undertakes grants acquittals, and manages creditors/debtors, accounts payable and purchase card processing. Administers Council's property and rates databases, issues rates notices and deals with customer enquiries and issues related to rate collection.

Fleet			
<i>Income</i>	234	249	254
<i>Expenditure</i>	(1,785)	(719)	(2,077)
<i>Surplus / (deficit)</i>	2,019	968	2,331

Manages and administers all aspects of the purchase / replacement of fleet and equipment items including registration and insurance. Provides a workshop repair and service function for heavy fleet vehicles and some equipment.

2. Services and service performance indicators (cont.)

2.5 Strategic Objective 5 - Leadership (cont.)

Services (cont.)

Service area and description of services provided	2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Governance			
<i>Income</i>	1,465	1,530	1,586
<i>Expenditure</i>	5,657	6,361	6,734
<i>Surplus / (deficit)</i>	(4,192)	(4,831)	(5,148)
Provides a range of governance and statutory services including legislative compliance, maintenance of public registers and coordination of Council meetings. Coordinate legal services, insurance, business risk management, business continuity services, property management services and cemetery operations. The service also provides leadership in emergency management through planning for disaster emergencies and coordinating emergency services and support agencies in their planning and response to emergencies.			
Information Systems			
<i>Income</i>	-	-	-
<i>Expenditure</i>	6,070	6,767	6,228
<i>Surplus / (deficit)</i>	(6,070)	(6,767)	(6,228)
Manages communications networks, safeguards data and information, administers platforms and applications and helps employees troubleshoot problems with their computers or mobile devices. The service also administers Council's record management system and provides training to staff in using the system. The service also archives records, provides advice on managing/accessing records and undertakes research.			
Organisational Performance			
<i>Income</i>	-	-	-
<i>Expenditure</i>	479	612	733
<i>Surplus / (deficit)</i>	(479)	(612)	(733)
Facilitates the Corporate Planning and Reporting Framework that produces the Community Vision and Council Plan, and monitors progress in delivering outcomes to the community. Provides leadership and management systems and processes for the organisation to continuously improve the services provided to the community.			
People			
<i>Income</i>	407	208	257
<i>Expenditure</i>	2,563	2,591	2,663
<i>Surplus / (deficit)</i>	(2,156)	(2,383)	(2,406)
Administers recruitment, performance review, corporate training, induction processes and provides human resources advice to managers and staff. Also develops, reviews and communicates a significant number of employee related policies. Implements organisational gender equity initiatives including White Ribbon Accreditation, and facilitates enterprise bargaining negotiations and performance management processes. In addition, this area undertakes risk assessments, incident reporting and investigation, worksite inspections, health and wellbeing programs, induction, return to work programs, the employee assistance program (EAP), Workcover administration and an occupational health and safety (OHS) training program. Also ensures employees are paid as per their employment conditions and superannuation and tax liabilities are met.			
Procurement			
<i>Income</i>	-	-	-
<i>Expenditure</i>	442	464	468
<i>Surplus / (deficit)</i>	(442)	(464)	(468)
Provides the organisation with policy and guidelines, systems and processes to undertake procurement activities. Provides support and training for staff in undertaking procurement activities, and guidance and support for external suppliers in responding to quotes, tenders and expressions of interest.			
Strategic Asset Management			
<i>Income</i>	121	136	140
<i>Expenditure</i>	1,654	2,057	2,443
<i>Surplus / (deficit)</i>	(1,533)	(1,921)	(2,303)
Responsible for implementing the Asset Management Framework across the organisation. Administers Council's asset management system and manages data collection and provision relating to Council's assets including condition assessments, renewal requirements, long-term modelling, and cost estimates.			

Other Initiatives

- Implement the Customer Experience Strategy
- Implement the Advocacy Framework
- Develop a Financial Sustainability Strategy
- Develop a 10-year Asset Plan

2. Services and service performance indicators (cont.)

2.5 Strategic Objective 5 - Leadership (cont.)

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

2.6 Reconciliation with budgeted operating result

	Surplus/ (Deficit) \$'000	Expenditure \$'000	Income / Revenue \$'000
Strategic Objective 1 - Environment	(15,762)	18,021	2,259
Strategic Objective 2 - Community	(8,098)	17,658	9,560
Strategic Objective 3 - Place	(36,531)	39,500	2,969
Strategic Objective 4 - Economy	(6,401)	9,942	3,541
Strategic Objective 5 - Leadership	(23,973)	26,368	2,395
Total	(90,765)	111,489	20,724
Other non-attributable	(2,289)		
Surplus/(deficit) before funding	(93,054)		
Funding sources added in:			
Rates and charges revenue	77,606		
Waste charge revenue	15,517		
Capital income	18,334		
Total funding sources	111,457		
Operating surplus/(deficit) for the year	18,403		

3. Financial Statements

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

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
- Budgeted Operating Income Statement
- Summary of Planned Human Resources Expenditure

Comprehensive Income Statement

For the four years ending 30 June 2029

		Forecast Actual 2024/25	Budget 2025/26	Projections		
	Notes	\$'000	\$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Income / Revenue						
Rates and charges	4.1.1	90,133	93,123	96,605	100,211	103,947
Statutory fees and fines	4.1.2	2,311	2,341	2,400	2,460	2,522
User fees	4.1.3	6,005	6,828	7,033	7,244	7,461
Grants - operating	4.1.4	25,675	25,558	26,297	27,058	27,841
Grants - capital	4.1.4	10,453	14,477	4,328	4,328	4,328
Contributions - monetary	4.1.5	4,410	3,669	961	961	961
Contributions - non-monetary	4.1.5	1,800	1,800	1,800	1,800	1,800
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		(1,600)	(1,600)	(1,640)	(1,681)	(1,723)
Other income	4.1.6	9,997	10,635	10,568	10,744	10,925
Total income / revenue		149,184	156,831	148,352	153,125	158,062
Expenses						
Employee costs	4.1.7	54,908	59,160	61,586	64,111	66,740
Materials and services	4.1.8	53,052	52,743	55,333	56,109	58,036
Depreciation	4.1.9	22,514	23,746	24,933	26,180	26,834
Amortisation - intangible assets	4.1.10	192	202	212	222	233
Depreciation - right of use assets	4.1.11	52	120	95	90	85
Allowance for impairment losses		31	31	32	33	34
Borrowing costs		594	507	560	516	465
Finance cost - leases		44	57	55	53	51
Other expenses	4.1.12	2,010	1,862	1,909	1,957	2,006
Total expenses		133,397	138,428	144,715	149,271	154,484
Surplus/(deficit) for the year		15,787	18,403	3,637	3,854	3,578
Other comprehensive income Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation gain/(loss)		41,969	41,969	42,840	43,656	44,574
Share of other comprehensive income of associates and joint ventures		375	375	560	573	586
Total other comprehensive income		42,344	42,344	43,400	44,229	45,160
Total comprehensive result		58,131	60,747	47,037	48,083	48,738

Balance Sheet

For the four years ending 30 June 2029

		Forecast Actual 2024/25	Budget 2025/26	Projections		
	Notes	\$'000	\$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Assets						
Current assets						
Cash and cash equivalents		81,553	83,780	84,385	85,283	85,985
Trade and other receivables		10,482	10,746	10,992	11,251	11,516
Inventories		824	845	866	888	910
Prepayments		347	356	365	374	383
Total current assets	4.2.1	93,206	95,727	96,608	97,796	98,794
Non-current assets						
Trade and other receivables		6,064	5,986	5,549	5,103	4,647
Right-of-use assets		799	747	652	562	477
Investments in associates, joint arrangement and subsidiaries		51,620	51,995	52,555	53,128	53,714
Property, infrastructure, plant and equipment		1,163,348	1,222,565	1,270,059	1,318,320	1,367,451
Intangible assets		11,480	11,278	11,066	10,844	10,611
Total non-current assets	4.2.1	1,233,311	1,292,571	1,339,881	1,387,957	1,436,900
Total assets		1,326,517	1,388,298	1,436,489	1,485,753	1,535,694
Liabilities						
Current liabilities						
Trade and other payables		1,214	1,214	1,214	1,214	1,214
Trust funds and deposits		3,085	3,059	3,131	3,191	3,239
Contract and other liabilities		59	59	59	59	59
Provisions		12,598	13,115	13,653	14,213	14,796
Interest-bearing liabilities	4.2.3	803	456	486	516	553
Lease liabilities	4.2.4	89	103	103	103	103
Total current liabilities	4.2.2	17,848	18,006	18,646	19,296	19,964
Non-current liabilities						
Provisions		26,543	27,631	28,764	29,944	31,172
Interest-bearing liabilities	4.2.3	6,728	6,619	6,103	5,557	4,967
Lease liabilities	4.2.4	1,345	1,242	1,139	1,036	933
Total non-current liabilities	4.2.2	34,616	35,492	36,006	36,537	37,072
Total liabilities		52,464	53,498	54,652	55,833	57,036
Net assets		1,274,053	1,334,800	1,381,837	1,429,920	1,478,658
Equity						
Accumulated surplus		485,960	502,672	507,276	510,019	512,698
Reserves		788,093	832,128	874,561	919,901	965,960
Total equity		1,274,053	1,334,800	1,381,837	1,429,920	1,478,658

Statement of Changes in Equity

For the four years ending 30 June 2029

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2025 Forecast Actual					
Balance at beginning of the financial year		1,215,922	471,116	676,509	68,297
Surplus/(deficit) for the year		16,162	15,787	-	375
Net asset revaluation gain/(loss)		41,969	-	41,969	-
Transfers to other reserves		-	(22,473)	-	22,473
Transfers from other reserves		-	21,530	-	(21,530)
Balance at end of the financial year		1,274,053	485,960	718,478	69,615
2026 Budget					
Balance at beginning of the financial year		1,274,053	485,960	718,478	69,615
Surplus/(deficit) for the year		18,778	18,403	-	375
Net asset revaluation gain/(loss)		41,969	-	41,969	-
Transfers to other reserves	4.3.1	-	(23,653)	-	23,653
Transfers from other reserves	4.3.1	-	21,962	-	(21,962)
Balance at end of the financial year	4.3.2	1,334,800	502,672	760,447	71,681
2027					
Balance at beginning of the financial year		1,334,800	502,672	760,447	71,681
Surplus/(deficit) for the year		4,197	3,637	-	560
Net asset revaluation gain/(loss)		42,840	-	42,840	-
Transfers to other reserves		-	(9,106)	-	9,106
Transfers from other reserves		-	10,073	-	(10,073)
Balance at end of the financial year		1,381,837	507,276	803,287	71,274
2028					
Balance at beginning of the financial year		1,381,837	507,276	803,287	71,274
Surplus/(deficit) for the year		4,427	3,854	-	573
Net asset revaluation gain/(loss)		43,656	-	43,656	-
Transfers to other reserves		-	(9,385)	-	9,385
Transfers from other reserves		-	8,274	-	(8,274)
Balance at end of the financial year		1,429,920	510,019	846,943	72,958
2029					
Balance at beginning of the financial year		1,429,920	510,019	846,943	72,958
Surplus/(deficit) for the year		4,164	3,578	-	586
Net asset revaluation gain/(loss)		44,574	-	44,574	-
Transfers to other reserves		-	(9,684)	-	9,684
Transfers from other reserves		-	8,785	-	(8,785)
Balance at end of the financial year		1,478,658	512,698	891,517	74,443

Statement of Cash Flows

For the four years ending 30 June 2029

	Notes	Forecast Actual 2024/25	Budget 2025/26	Projections		
		\$'000	\$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		89,971	92,941	96,449	100,051	103,783
Statutory fees and fines		2,311	2,341	2,400	2,460	2,522
User fees		6,200	7,100	7,295	7,514	7,741
Grants - operating		26,959	26,836	27,612	28,411	29,233
Grants - capital		10,976	15,201	4,544	4,544	4,544
Contributions - monetary		4,410	3,669	961	961	961
Interest received		3,638	3,739	3,500	3,500	3,500
Trust funds and deposits taken		6,000	6,000	6,000	6,000	6,000
Other receipts		6,359	6,896	7,068	7,244	7,425
Net GST refund / payment		3,200	2,933	3,652	3,682	3,825
Employee costs		(54,369)	(58,598)	(61,001)	(63,502)	(66,106)
Materials and services		(57,396)	(57,005)	(59,811)	(60,621)	(62,695)
Trust funds and deposits repaid		(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Other payments		(2,054)	(1,919)	(1,964)	(2,010)	(2,057)
Net cash provided by / (used in) operating activities	4.4.1	40,205	44,134	30,705	32,234	32,676
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(47,083)	(41,494)	(30,145)	(31,402)	(32,068)
Proceeds from sale of property, infrastructure, plant and equipment		348	278	700	718	736
Repayments of loans and advances		418	452	466	467	475
Net cash provided by / (used in) investing activities	4.4.2	(46,317)	(40,764)	(28,979)	(30,217)	(30,857)
Cash flows from financing activities						
Finance costs		(643)	(507)	(477)	(447)	(410)
Proceeds from borrowings		-	-	-	-	-
Repayment of borrowings		(803)	(456)	(486)	(516)	(553)
Interest paid - lease liability		(44)	(57)	(55)	(53)	(51)
Repayment of lease liabilities		(89)	(103)	(103)	(103)	(103)
Net cash provided by / (used in) financing activities	4.4.3	(1,579)	(1,123)	(1,121)	(1,119)	(1,117)
Net increase/(decrease) in cash and cash equivalents		(7,691)	2,247	605	898	702
Cash and cash equivalents at the beginning of the financial year		76,334	68,643	70,890	71,495	72,393
Cash and cash equivalents at the end of the financial year		68,643	70,890	71,495	72,393	73,095

Statement of Capital Works

For the four years ending 30 June 2029

	Notes	Forecast Actual	Budget	Projections		
		2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Property						
Land		-	-	750	750	750
Total land		-	-	750	750	750
Buildings		13,803	5,869	2,815	2,987	3,200
Total buildings		13,803	5,869	2,815	2,987	3,200
Total property		13,803	5,869	3,565	3,737	3,950
Plant and equipment						
Computers and telecommunications		1,497	720	1,300	1,300	1,300
Fixtures, fittings and furniture		1,779	267	100	100	100
Library books		395	360	370	380	390
Plant, machinery and equipment		4,529	6,001	4,032	4,227	3,606
Other		246	250	250	250	250
Total plant and equipment		8,446	7,598	6,052	6,257	5,646
Infrastructure						
Roads		11,787	16,230	12,782	13,506	14,062
Footpaths and cycle ways		990	587	727	775	835
Drainage		1,486	8,714	4,097	4,311	4,562
Recreational, leisure and community facilities		2,390	1,702	727	775	835
Waste management		1,582	404	1,100	550	550
Parks, open space and streetscapes		4,417	365	1,971	2,064	2,170
Kerb and channel		287	25	242	258	278
Off street car parks		1,235	-	121	129	139
Total infrastructure		24,174	28,027	21,767	22,368	23,431
Total capital works expenditure	4.5.1	46,423	41,494	31,384	32,362	33,027
Represented by:						
New asset expenditure		9,295	12,868	7,283	7,547	7,825
Asset renewal expenditure		20,987	23,367	22,127	22,897	23,148
Asset expansion expenditure		4,157	201	810	769	822
Asset upgrade expenditure		11,984	5,058	1,164	1,149	1,232
Total capital works expenditure	4.5.1	46,423	41,494	31,384	32,362	33,027
Funding sources represented by:						
Grants		10,453	14,477	5,139	5,410	5,410
Contributions		652	2,708	-	-	-
Council cash		35,318	24,309	26,245	26,952	27,617
Total capital works expenditure	4.5.1	46,423	41,494	31,384	32,362	33,027

Statement of Human Resources

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
Staff expenditure					
Employee costs - operating	54,908	59,160	61,586	64,111	66,740
Employee costs - capital	2,307	2,190	2,280	2,373	2,470
Total staff expenditure	57,215	61,350	63,866	66,484	69,210
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees - operating	482.03	492.77	492.77	492.77	492.77
Employees - capital	23.55	21.35	21.35	21.35	21.35
Total staff numbers	505.58	514.12	514.12	514.12	514.12

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

Department	Budget 2025/26 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000	Casual \$'000
Arts, Culture and Venues	2,170	919	1,009	242
Executive Services	885	630	255	-
Civic Compliance	3,980	2,978	970	32
Communications	817	817	-	-
Community Care	5,810	2,461	3,297	52
Community Partnerships	2,605	2,239	366	-
Corporate Performance General Manager	422	422	-	-
Economic Development and Tourism	2,519	1,972	475	72
Engineering, Development and Delivery	2,255	2,251	-	4
Facilities and Assets	3,214	3,121	93	-
Financial Services	3,704	3,390	314	-
Governance	1,564	1,564	-	-
Healthy Communities General Manager	502	382	120	-
Information Systems	2,338	2,250	88	-
Infrastructure and Asset Services General Manager	422	422	-	-
Libraries and Knowledge Hubs	2,512	2,036	476	-
LightState	1,125	440	-	685
Organisational Performance	2,528	2,266	38	224
Parks and Recreation	5,207	4,560	544	103
People	1,642	1,385	257	-
Project Development Office	807	807	-	-
Statutory Planning	1,706	1,614	92	-
Strategic Planning	920	794	126	-
Strategy and Growth General Manager	419	419	-	-
Waste Services	3,273	3,028	245	-
Works and Infrastructure	5,814	5,643	171	-
Total staff expenditure	59,160	48,810	8,936	1,414
Capitalised labour costs *	2,190			
Total expenditure	61,350			

* Capitalised labour cost refers to wages and salaries which are costed to capital works projects. This expenditure won't appear in the operating expenditure for employee cost.

The above figures include employee cost for funded and temporary positions. The level of funding and grants will impact employee cost and the number of employees, which will vary from year to year.

Statement of Human Resources (cont.)

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

Department	Budget 2025/26 FTE	Permanent Full Time FTE	Comprises	
			Permanent Part Time FTE	Casual FTE
Arts, Culture and Venues	19.68	7.00	10.28	2.40
Executive Services	4.43	3.00	1.43	-
Civic Compliance	35.08	24.00	10.76	0.32
Communications	6.00	6.00	-	-
Community Care	45.93	20.46	25.10	0.37
Community Partnerships	18.76	16.00	2.76	-
Corporate Performance General Manager	2.00	2.00	-	-
Economic Development and Tourism	21.01	15.00	5.35	0.66
Engineering, Development and Delivery	17.13	17.10	-	0.03
Facilities and Assets	28.13	27.08	1.05	-
Financial Services	28.83	26.00	2.83	-
Governance	13.00	13.00	-	-
Healthy Communities General Manager	2.95	2.00	0.95	-
Information Systems	16.67	16.00	0.67	-
Infrastructure and Asset Services General Manager	2.00	2.00	-	-
Libraries and Knowledge Hubs	20.87	16.66	4.21	-
LightState	9.84	3.00	-	6.84
Organisational Performance	22.45	20.00	0.42	2.03
Parks and Recreation	51.37	45.00	5.42	0.95
People	12.13	10.00	2.13	-
Project Development Office	6.00	6.00	-	-
Statutory Planning	14.63	14.00	0.63	-
Strategic Planning	6.63	6.00	0.63	-
Strategy and Growth General Manager	2.00	2.00	-	-
Waste Services	27.70	25.00	2.70	-
Works and Infrastructure	57.55	55.65	1.90	-
Total staff FTE	492.77	399.95	79.22	13.60
Capitalised labour costs	21.35			
Total staff FTE	514.12			

Budgeted Operating Income Statement

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
Income					
Rates and charges	90,133	93,123	96,605	100,211	103,947
Statutory fees and fines	2,311	2,341	2,400	2,460	2,522
User fees	6,005	6,828	7,033	7,244	7,461
Grants - operating	25,675	25,558	26,297	27,058	27,841
Contributions - monetary	37	12	12	12	12
Other income	9,892	10,635	10,568	10,744	10,925
Total income	134,053	138,497	142,915	147,729	152,708
Expenses					
Employee costs	54,908	59,160	61,586	64,111	66,740
Materials and services	53,052	52,743	55,333	56,109	58,036
Bad and doubtful debts	31	31	32	33	34
Depreciation	22,514	23,746	24,933	26,180	26,834
Amortisation - intangible assets	192	202	212	222	233
Depreciation - right of use assets	52	120	95	90	85
Borrowing costs	594	507	560	516	465
Finance costs - leases	44	57	55	53	51
Other expenses	2,010	1,862	1,909	1,957	2,006
Total expenses	133,397	138,428	144,715	149,271	154,484
Surplus/(deficit) from operations	656	69	(1,800)	(1,542)	(1,776)
Capital funding					
Grants - capital	10,453	14,477	4,328	4,328	4,328
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,600)	(1,600)	(1,640)	(1,681)	(1,723)
Contributions - monetary (capital)	4,478	3,657	949	949	949
Contributions - non-monetary (capital)	1,800	1,800	1,800	1,800	1,800
Total surplus/(deficit)	15,787	18,403	3,637	3,854	3,578
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation gain/(loss)	41,969	41,969	42,840	43,656	44,574
Share of net profits/(losses) of associates and joint ventures accounted for by the equity method	375	375	560	573	586
Total comprehensive result	58,131	60,747	47,037	48,083	48,738

Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2029

In accordance with the *Local Government Regulations 2020*, the tables below contain a four-year summary of the planned human resources expenditure and the planned number of full-time equivalent Council staff categorised by our organisational structure. The summary also provides a breakup of subcategories as women, men or persons of self-described gender.

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Arts, Culture and Venues				
Permanent - Full time	919	957	997	1,038
Woman	458	477	497	517
Man	461	480	500	521
Persons of self-described gender	-	-	-	-
Permanent - Part time	1,009	1,050	1,093	1,138
Woman	766	797	830	864
Man	243	253	263	274
Persons of self-described gender	-	-	-	-
Total - Arts, Culture and Venues	1,928	2,007	2,090	2,176
Executive Services				
Permanent - Full time	630	656	683	711
Woman	227	236	246	256
Man	403	420	437	455
Persons of self-described gender	-	-	-	-
Permanent - Part time	255	265	276	287
Woman	255	265	276	287
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Executive Services	885	921	959	998
Civic Compliance				
Permanent - Full time	2,978	3,101	3,228	3,360
Woman	1,111	1,157	1,204	1,253
Man	1,867	1,944	2,024	2,107
Persons of self-described gender	-	-	-	-
Permanent - Part time	970	1,010	1,051	1,094
Woman	783	815	848	883
Man	187	195	203	211
Persons of self-described gender	-	-	-	-
Total - Civic Compliance	3,948	4,111	4,279	4,454
Communications				
Permanent - Full time	817	850	884	920
Woman	245	255	265	276
Man	572	595	619	644
Persons of self-described gender	-	-	-	-
Permanent - Part time	-	-	-	-
Woman	-	-	-	-
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Communications	817	850	884	920
Community Care				
Permanent - Full time	2,461	2,562	2,667	2,777
Woman	2,268	2,361	2,458	2,559
Man	193	201	209	218
Persons of self-described gender	-	-	-	-
Permanent - Part time	3,297	3,432	3,573	3,720
Woman	3,297	3,432	3,573	3,720
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Community Care	5,758	5,994	6,240	6,497

Summary of Planned Human Resources Expenditure (cont.)

For the four years ending 30 June 2028

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Community Partnerships				
Permanent - Full time	2,239	2,331	2,427	2,527
Woman	1,723	1,794	1,868	1,945
Man	516	537	559	582
Persons of self-described gender	-	-	-	-
Permanent - Part time	366	381	397	413
Woman	366	381	397	413
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Community Partnerships	2,605	2,712	2,824	2,940
Corporate Performance General Manager				
Permanent - Full time	422	439	457	476
Woman	422	439	457	476
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Corporate Performance General Manager	422	439	457	476
Economic Development and Tourism				
Permanent - Full time	1,972	2,053	2,137	2,225
Woman	1,394	1,451	1,510	1,572
Man	578	602	627	653
Persons of self-described gender	-	-	-	-
Permanent - Part time	475	494	514	535
Woman	422	439	457	476
Man	53	55	57	59
Persons of self-described gender	-	-	-	-
Total - Economic Development and Tourism	2,447	2,547	2,651	2,760
Engineering, Development and Delivery				
Permanent - Full time	2,251	2,344	2,440	2,540
Woman	235	245	255	265
Man	2,016	2,099	2,185	2,275
Persons of self-described gender	-	-	-	-
Total - Engineering, Development and Delivery	2,251	2,344	2,440	2,540
Facilities and Assets				
Permanent - Full time	3,121	3,249	3,382	3,520
Woman	1,182	1,230	1,280	1,332
Man	1,939	2,019	2,102	2,188
Persons of self-described gender	-	-	-	-
Permanent - Part time	93	97	101	105
Woman	93	97	101	105
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Facilities and Assets	3,214	3,346	3,483	3,625

Summary of Planned Human Resources Expenditure (cont.)

For the four years ending 30 June 2028

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Financial Services				
Permanent - Full time	3,390	3,529	3,674	3,824
Woman	1,198	1,247	1,298	1,351
Man	2,192	2,282	2,376	2,473
Persons of self-described gender	-	-	-	-
Permanent - Part time	314	327	340	354
Woman	187	195	203	211
Man	127	132	137	143
Persons of self-described gender	-	-	-	-
Total - Financial Services	3,704	3,856	4,014	4,178
Governance				
Permanent - Full time	1,564	1,628	1,695	1,764
Woman	977	1,017	1,059	1,102
Man	587	611	636	662
Persons of self-described gender	-	-	-	-
Permanent - Part time	-	-	-	-
Woman	-	-	-	-
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Governance	1,564	1,628	1,695	1,764
Healthy Communities General Manager				
Permanent - Full time	382	398	414	431
Woman	-	-	-	-
Man	382	398	414	431
Persons of self-described gender	-	-	-	-
Permanent - Part time	120	125	130	135
Woman	120	125	130	135
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Healthy Communities General Manager	502	523	544	566
Information Systems				
Permanent - Full time	2,250	2,343	2,439	2,539
Woman	600	625	651	678
Man	1,650	1,718	1,788	1,861
Persons of self-described gender	-	-	-	-
Permanent - Part time	88	92	96	100
Female	-	-	-	-
Male	88	92	96	100
Self-described gender	-	-	-	-
Total - Information Systems	2,338	2,435	2,535	2,639
Infrastructure and Asset Services General Manager				
Permanent - Full time	422	439	457	476
Woman	127	132	137	143
Man	295	307	320	333
Persons of self-described gender	-	-	-	-
Total - Infrastructure and Asset Services General Manager	422	439	457	476
Libraries and Knowledge Hubs				
Permanent - Full time	2,036	2,120	2,207	2,298
Woman	1,794	1,868	1,945	2,025
Man	242	252	262	273
Persons of self-described gender	-	-	-	-
Permanent - Part time	476	496	516	537
Woman	476	496	516	537
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Libraries and Knowledge Hubs	2,512	2,616	2,723	2,835

Summary of Planned Human Resources Expenditure (cont.)

For the four years ending 30 June 2028

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
LightState				
Permanent - Full time	440	458	477	496
Woman	320	333	347	361
Man	120	125	130	135
Persons of self-described gender	-	-	-	-
Total - LightState	440	458	477	496
Organisational Performance				
Permanent - Full time	2,266	2,359	2,456	2,557
Woman	2,266	2,359	2,456	2,557
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Permanent - Part time	38	40	42	44
Woman	38	40	42	44
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Organisational Performance	2,304	2,399	2,498	2,601
Parks and Recreation				
Permanent - Full time	4,560	4,747	4,942	5,144
Woman	658	685	713	742
Man	3,902	4,062	4,229	4,402
Persons of self-described gender	-	-	-	-
Permanent - Part time	544	567	590	614
Woman	309	322	335	349
Man	235	245	255	265
Persons of self-described gender	-	-	-	-
Total - Parks and Recreation	5,104	5,314	5,532	5,758
People				
Permanent - Full time	1,385	1,442	1,501	1,563
Woman	940	979	1,019	1,061
Man	445	463	482	502
Persons of self-described gender	-	-	-	-
Permanent - Part time	257	268	279	290
Woman	257	268	279	290
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - People	1,642	1,710	1,780	1,853
Project Development Office				
Permanent - Full time	807	840	875	911
Woman	554	577	601	626
Man	253	263	274	285
Persons of self-described gender	-	-	-	-
Total - Project Development Office	807	840	875	911
Statutory Planning				
Permanent - Full time	1,614	1,680	1,749	1,820
Woman	730	760	791	823
Man	884	920	958	997
Persons of self-described gender	-	-	-	-
Permanent - Part time	92	96	100	104
Woman	-	-	-	-
Man	92	96	100	104
Persons of self-described gender	-	-	-	-
Total - Statutory Planning	1,706	1,776	1,849	1,924

Summary of Planned Human Resources Expenditure (cont.)

For the four years ending 30 June 2028

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Strategic Planning				
Permanent - Full time	794	827	861	896
Woman	528	550	573	596
Man	266	277	288	300
Persons of self-described gender	-	-	-	-
Permanent - Part time	126	131	136	142
Female	-	-	-	-
Male	126	131	136	142
Self-described gender	-	-	-	-
Total - Strategic Planning	920	958	997	1,038
Strategy and Growth General Manager				
Permanent - Full time	419	436	454	472
Woman	124	129	134	139
Man	295	307	320	333
Persons of self-described gender	-	-	-	-
Total - Strategy and Growth General Manager	419	436	454	472
Waste Services				
Permanent - Full time	3,028	3,153	3,282	3,416
Woman	1,015	1,057	1,100	1,145
Man	2,013	2,096	2,182	2,271
Persons of self-described gender	-	-	-	-
Permanent - Part time	245	255	265	275
Woman	122	127	132	137
Man	123	128	133	138
Persons of self-described gender	-	-	-	-
Total - Waste Services	3,273	3,408	3,547	3,691
Works and Infrastructure				
Permanent - Full time	5,643	5,869	6,110	6,364
Woman	197	205	213	222
Man	5,446	5,664	5,897	6,142
Persons of self-described gender	-	-	-	-
Permanent - Part time	171	178	185	193
Female	-	-	-	-
Male	171	178	185	193
Self-described gender	-	-	-	-
Total - Works and Infrastructure	5,814	6,047	6,295	6,557
Casuals, temporary and other expenditure	1,414	1,472	1,532	1,595
Total employee costs - operating	59,160	61,586	64,111	66,740
Capitalised labour costs	2,190	2,280	2,373	2,470
Total staff expenditure	61,350	63,866	66,484	69,210

Summary of Planned Human Resources Expenditure (cont.)

For the four years ending 30 June 2028

	2025/26	2026/27	2027/28	2028/29
	FTE	FTE	FTE	FTE
Arts, Culture and Venues				
Permanent - Full time	7.00	7.00	7.00	7.00
Woman	3.00	3.00	3.00	3.00
Man	4.00	4.00	4.00	4.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	10.28	10.28	10.28	10.28
Woman	7.60	7.60	7.60	7.60
Man	2.68	2.68	2.68	2.68
Persons of self-described gender	-	-	-	-
Total - Arts, Culture and Venues	17.28	17.28	17.28	17.28
Executive Services				
Permanent - Full time	3.00	3.00	3.00	3.00
Woman	2.00	2.00	2.00	2.00
Man	1.00	1.00	1.00	1.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	1.43	1.43	1.43	1.43
Woman	1.43	1.43	1.43	1.43
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Executive Services	4.43	4.43	4.43	4.43
Civic Compliance				
Permanent - Full time	24.00	24.00	24.00	24.00
Woman	10.00	10.00	10.00	10.00
Man	14.00	14.00	14.00	14.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	10.76	10.76	10.76	10.76
Woman	8.76	8.76	8.76	8.76
Man	2.00	2.00	2.00	2.00
Persons of self-described gender	-	-	-	-
Total - Civic Compliance	34.76	34.76	34.76	34.76
Communications				
Permanent - Full time	6.00	6.00	6.00	6.00
Woman	2.00	2.00	2.00	2.00
Man	4.00	4.00	4.00	4.00
Persons of self-described gender	-	-	-	-
Total - Communications	6.00	6.00	6.00	6.00
Community Care				
Permanent - Full time	20.46	20.46	20.46	20.46
Woman	18.88	18.88	18.88	18.88
Man	1.58	1.58	1.58	1.58
Persons of self-described gender	-	-	-	-
Permanent - Part time	25.10	25.10	25.10	25.10
Woman	25.10	25.10	25.10	25.10
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Community Care	45.56	45.56	45.56	45.56

Summary of Planned Human Resources Expenditure (cont.)

For the four years ending 30 June 2028

	2025/26	2026/27	2027/28	2028/29
	FTE	FTE	FTE	FTE
Community Partnerships				
Permanent - Full time	16.00	16.00	16.00	16.00
Woman	12.00	12.00	12.00	12.00
Man	4.00	4.00	4.00	4.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	2.76	2.76	2.76	2.76
Woman	2.76	2.76	2.76	2.76
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Community Partnerships	18.76	18.76	18.76	18.76
Corporate Performance General Manager				
Permanent - Full time	2.00	2.00	2.00	2.00
Woman	2.00	2.00	2.00	2.00
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Corporate Performance General Manager	2.00	2.00	2.00	2.00
Economic Development and Tourism				
Permanent - Full time	15.00	15.00	15.00	15.00
Woman	11.00	11.00	11.00	11.00
Man	4.00	4.00	4.00	4.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	5.35	5.35	5.35	5.35
Woman	4.75	4.75	4.75	4.75
Man	0.60	0.60	0.60	0.60
Persons of self-described gender	-	-	-	-
Total - Economic Development and Tourism	20.35	20.35	20.35	20.35
Engineering, Development and Delivery				
Permanent - Full time	17.10	17.10	17.10	17.10
Woman	2.00	2.00	2.00	2.00
Man	15.10	15.10	15.10	15.10
Persons of self-described gender	-	-	-	-
Total - Engineering, Development and Delivery	17.10	17.10	17.10	17.10
Facilities and Assets				
Permanent - Full time	27.08	27.08	27.08	27.08
Woman	9.00	9.00	9.00	9.00
Man	18.08	18.08	18.08	18.08
Persons of self-described gender	-	-	-	-
Permanent - Part time	1.05	1.05	1.05	1.05
Woman	1.05	1.05	1.05	1.05
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Facilities and Assets	28.13	28.13	28.13	28.13

Summary of Planned Human Resources Expenditure (cont.)

For the four years ending 30 June 2028

	2025/26	2026/27	2027/28	2028/29
	FTE	FTE	FTE	FTE
Financial Services				
Permanent - Full time	26.00	26.00	26.00	26.00
Woman	10.00	10.00	10.00	10.00
Man	16.00	16.00	16.00	16.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	2.83	2.83	2.83	2.83
Woman	1.83	1.83	1.83	1.83
Man	1.00	1.00	1.00	1.00
Persons of self-described gender	-	-	-	-
Total - Financial Services	28.83	28.83	28.83	28.83
Governance				
Permanent - Full time	13.00	13.00	13.00	13.00
Woman	7.00	7.00	7.00	7.00
Man	6.00	6.00	6.00	6.00
Persons of self-described gender	-	-	-	-
Total - Governance	13.00	13.00	13.00	13.00
Healthy Communities General Manager				
Permanent - Full time	2.00	2.00	2.00	2.00
Woman	-	-	-	-
Man	2.00	2.00	2.00	2.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	0.95	0.95	0.95	0.95
Woman	0.95	0.95	0.95	0.95
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Healthy Communities General Manager	2.95	2.95	2.95	2.95
Information Systems				
Permanent - Full time	16.00	16.00	16.00	16.00
Woman	5.00	5.00	5.00	5.00
Man	11.00	11.00	11.00	11.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	0.67	0.67	0.67	0.67
Female	-	-	-	-
Male	0.67	0.67	0.67	0.67
Self-described gender	-	-	-	-
Total - Information Systems	16.67	16.67	16.67	16.67
Infrastructure and Asset Services General Manager				
Permanent - Full time	2.00	2.00	2.00	2.00
Woman	1.00	1.00	1.00	1.00
Man	1.00	1.00	1.00	1.00
Persons of self-described gender	-	-	-	-
Total - Infrastructure and Asset Services General Manager	2.00	2.00	2.00	2.00

Summary of Planned Human Resources Expenditure (cont.)

For the four years ending 30 June 2028

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Libraries and Knowledge Hubs				
Permanent - Full time	16.66	16.66	16.66	16.66
Woman	14.82	14.82	14.82	14.82
Man	1.84	1.84	1.84	1.84
Persons of self-described gender	-	-	-	-
Permanent - Part time	4.21	4.21	4.21	4.21
Woman	4.21	4.21	4.21	4.21
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Libraries and Knowledge Hubs	20.87	20.87	20.87	20.87
LightState				
Permanent - Full time	3.00	3.00	3.00	3.00
Woman	2.00	2.00	2.00	2.00
Man	1.00	1.00	1.00	1.00
Persons of self-described gender	-	-	-	-
Total - LightState	3.00	3.00	3.00	3.00
Organisational Performance				
Permanent - Full time	20.00	20.00	20.00	20.00
Woman	20.00	20.00	20.00	20.00
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Permanent - Part time	0.42	0.42	0.42	0.42
Woman	0.42	0.42	0.42	0.42
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - Organisational Performance	20.42	20.42	20.42	20.42
Parks and Recreation				
Permanent - Full time	45.00	45.00	45.00	45.00
Woman	6.00	6.00	6.00	6.00
Man	39.00	39.00	39.00	39.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	5.42	5.42	5.42	5.42
Woman	3.24	3.24	3.24	3.24
Man	2.18	2.18	2.18	2.18
Persons of self-described gender	-	-	-	-
Total - Parks and Recreation	50.42	50.42	50.42	50.42
People				
Permanent - Full time	10.00	10.00	10.00	10.00
Woman	7.00	7.00	7.00	7.00
Man	3.00	3.00	3.00	3.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	2.13	2.13	2.13	2.13
Woman	2.13	2.13	2.13	2.13
Man	-	-	-	-
Persons of self-described gender	-	-	-	-
Total - People	12.13	12.13	12.13	12.13
Project Development Office				
Permanent - Full time	6.00	6.00	6.00	6.00
Woman	4.00	4.00	4.00	4.00
Man	2.00	2.00	2.00	2.00
Persons of self-described gender	-	-	-	-
Total - Project Development Office	6.00	6.00	6.00	6.00

Summary of Planned Human Resources Expenditure (cont.)

For the four years ending 30 June 2028

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Permanent - Full time	14.00	14.00	14.00	14.00
Woman	7.00	7.00	7.00	7.00
Man	7.00	7.00	7.00	7.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	0.63	0.63	0.63	0.63
Woman	-	-	-	-
Man	0.63	0.63	0.63	0.63
Persons of self-described gender	-	-	-	-
Total -	14.63	14.63	14.63	14.63
Strategic Planning				
Permanent - Full time	6.00	6.00	6.00	6.00
Woman	4.00	4.00	4.00	4.00
Man	2.00	2.00	2.00	2.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	0.63	0.63	0.63	0.63
Female	-	-	-	-
Male	0.63	0.63	0.63	0.63
Self-described gender	-	-	-	-
Total - Strategic Planning	6.63	6.63	6.63	6.63
Strategy and Growth General Manager				
Permanent - Full time	2.00	2.00	2.00	2.00
Woman	1.00	1.00	1.00	1.00
Man	1.00	1.00	1.00	1.00
Persons of self-described gender	-	-	-	-
Total - Strategy and Growth General Manager	2.00	2.00	2.00	2.00
Waste Services				
Permanent - Full time	25.00	25.00	25.00	25.00
Woman	8.00	8.00	8.00	8.00
Man	17.00	17.00	17.00	17.00
Persons of self-described gender	-	-	-	-
Permanent - Part time	2.70	2.70	2.70	2.70
Woman	1.41	1.41	1.41	1.41
Man	1.29	1.29	1.29	1.29
Persons of self-described gender	-	-	-	-
Total - Waste Services	27.70	27.70	27.70	27.70
Works and Infrastructure				
Permanent - Full time	55.65	55.65	55.65	55.65
Woman	2.00	2.00	2.00	2.00
Man	53.65	53.65	53.65	53.65
Persons of self-described gender	-	-	-	-
Permanent - Part time	1.90	1.90	1.90	1.90
Female	-	-	-	-
Male	1.90	1.90	1.90	1.90
Self-described gender	-	-	-	-
Total - Works and Infrastructure	57.55	57.55	57.55	57.55
Casuals and temporary staff	13.60	13.60	13.60	13.60
Total staff numbers - operating	492.77	492.77	492.77	492.77
Capitalised labour	21.35	21.35	21.35	21.35
Total staff numbers	514.12	514.12	514.12	514.12

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

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 will increase in 2025-26 budget by 3.00% in line with the rate cap.

Mildura Rural City Council adopted the Revenue and Rating Plan 2025-2029 at the April Ordinary Council Meeting, in which a change to the differential rates was endorsed and will be applied for the term of the plan. This included an increase to the business differential to 140% and a decrease of the dryland farming differential to 75%.

On the 23rd December 2023, the Victorian Government issued the good practice guidelines for service rates and charges. This advised that Council's should not include in rates or charge costs, anything that is not directly related to the service of a property. Examples include the collection of litter and waste from public spaces or bins, cleaning for streets, footpaths and drains, graffiti removal, municipal tree planting and maintenance, and environmental activities such as park maintenance. This change represents a major shift in cost which must be funded from the operational budget, rather than from the charging of waste service rates and charges. Council is currently reviewing waste services, with work continuing to thoroughly review all services and operations to ensure this change is implemented where possible while ensuring the long term financial sustainability of Council.

In total the total rates and charges for 2025-26 will increase to \$93.12 million.

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

	Forecast	Budget	Change	
	Actual	2025/26	\$'000	%
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
General rates*	73,280	75,317	2,037	2.8%
Waste management charge	14,965	15,517	552	3.7%
Abandonments	(10)	(10)	-	0.0%
Special rates and charges	685	700	15	2.2%
Supplementary rates and rate adjustments	901	987	86	9.5%
Cultural land	12	12	-	0.0%
Revenue in lieu of rates	300	600	300	100.0%
Total rates and charges	90,133	93,123	2,990	3.3%

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

4.1.1 Rates and charges (cont.)

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	2024/25 cents/\$CIV*	2025/26 cents/\$CIV*	Change
Residential differential rate	0.00451937	0.00455944	0.9%
Dryland farm differential rate	0.00406743	0.00341958	(15.9%)
Irrigated farm differential rate	0.00406743	0.00410350	0.9%
Business differential rate	0.00587518	0.00638322	8.6%
Cultural and recreation	0.00045194	0.00045594	0.9%
Mildura City Heart special rate*	0.00247446	0.00240710	(2.7%)

* Mildura City Heart special rate is levied only on those properties in the specified zone and paid directly to Mildura City Heart Inc.

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 \$'000	2025/26 \$'000	Change \$'000	%
Residential differential rate	44,617	47,293	2,676	6.0%
Dryland farm differential rate	7,282	6,237	(1,045)	(14.4%)
Irrigated farm differential rate	7,539	7,531	(8)	(0.1%)
Business differential rate	13,842	14,256	414	3.0%
Cultural and recreational	12	12	0	0.0%
Total amount to be raised by general rates	73,292	75,329	2,037	2.8%
Mildura City Heart special rate	685	700	15	2.2%
Total amount to be raised by rates	73,977	76,029	2,052	2.8%

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 Number	2025/26 Number	Change Number	%
Residential differential rate	25,221	25,298	77	0.3%
Dryland farm differential rate	1,552	1,557	5	0.3%
Irrigated farm differential rate	1,747	1,752	5	0.3%
Business differential rate	2,563	2,571	8	0.3%
Cultural and recreational	82	82	-	0.0%
Total number of rateable assessments	31,165	31,260	95	0.3%
Mildura City Heart special rate	369	372	3	0.8%

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 \$'000	2025/26 \$'000	Change \$'000	%
Residential differential rate	9,869,693	10,372,444	502,751	5.1%
Dryland farm differential rate	1,787,724	1,823,926	36,202	2.0%
Irrigated farm differential rate	1,869,988	1,835,254	(34,734)	(1.9%)
Business differential rate	2,354,487	2,233,411	(121,076)	(5.1%)
Cultural and recreational	25,496	25,815	319	1.3%
Total value of land	15,907,388	16,290,850	383,462	2.4%
Mildura City Heart special rate	276,828	290,806	13,978	5.0%

4.1.1 Rates and charges (cont.)

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. The below rate or unit amounts are for Residential properties.

Type of Charge - Residential	2024/25 \$	2025/26 \$	Change \$ %	
Municipal waste	191	203	12	6.3%
Kerbside collection - landfill	102	110	8	7.8%
Kerbside collection - recycling	92	99	7	7.6%
Kerbside collection - organics	120	113	(7)	(5.8%)
Kerbside collection - glass	24	26	2	8.3%
Total	529	551	22	4.2%

4.1.1(h) 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 below rate or unit amounts are for Commercial Properties.

Type of Charge - Commercial	Per Rateable Property 2024/25 \$	Per Rateable Property 2025/26 \$	Change \$ %	
Municipal waste	219	250	31	14.2%
Kerbside collection - landfill	118	110	(8)	(6.8%)
Kerbside collection - recycling	92	99	7	7.6%
Kerbside collection - organics	120	113	(7)	(5.8%)
Total	549	572	23	4.2%

4.1.1(i) 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 \$'000	2025/26 \$'000	Change \$'000 %	
Municipal waste	5,599	5,804	205	3.7%
Kerbside collection - landfill	2,934	3,044	110	3.7%
Kerbside collection - recycling	2,543	2,638	95	3.7%
Kerbside collection - organics	3,288	3,409	121	3.7%
Kerbside collection - glass	601	622	21	3.5%
Total	14,965	15,517	552	3.7%

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

Type of Charge	2024/25 \$'000	2025/26 \$'000	Change \$'000 %	
General rates and cultural rates	73,292	75,329	2,037	2.8%
Municipal waste and kerbside collections	14,965	15,517	552	3.7%
Rates and charges	88,257	90,846	2,589	2.9%
Mildura City Heart Special rate	685	700	15	2.2%
Total rates and charges	88,942	91,546	2,604	2.9%

4.1.1 Rates and charges (cont.)

4.1.1(k) Fair Go Rates System compliance.

Mildura Rural City Council is required to comply with the state government's Fair Go Rates System (FGRS).

The table below details the Budget assumptions consistent with the requirements of the FGRS.

	Annual Budget 2024/25 \$'000	Budget 2025/26 \$'000
Total rates	\$73,280	\$75,317
Number of rateable properties*	31,165	31,178
Base average rates	\$2,351	\$2,416
Maximum rate increase (set by the state government)	2.75%	3.00%
Capped average rate	\$2,416	\$2,488
Maximum general rates and municipal charges revenue	\$75,295	\$77,577
Budgeted general rates and municipal charges revenue	\$73,280	\$75,317
Budgeted supplementary rates	\$901	\$987
Budgeted total rates and municipal charges revenue	\$74,181	\$76,304

* Estimated total rates and number of properties as at 30 June

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

There are no known other significant changes that 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 \$0.99 million and 2024-25: \$0.90 million)
- 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(m) Differential rates

The rate and amount of rates payable in relation to land in each category of differential are:

- Residential differential rate of 0.455944% (0.00455944 cents in the dollar of Capital Improved Value (CIV) for all rateable residential properties
- Dryland farm differential rate of 0.341958% (0.00341958 cents in the dollar of CIV) for all rateable dryland farming properties
- Irrigated farm differential rate of 0.410350% (0.00410350 cents in the dollar of CIV) for all rateable irrigated farming properties
- Business differential rate of 0.638322% (0.00638322 cents in the dollar of CIV) for all rateable business properties
- Cultural and recreational concessional rate of 0.045594% (0.00045594 cents in the dollar of CIV) for all rateable cultural and recreational properties

Each differential rate will be determined by multiplying the CIV of each rateable land by the relevant percentages indicated above.

Council considers that 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 that are subject to each differential rate and the uses of each differential rate are set out in Council's Revenue and Rating Plan 2025-2029, which is available for viewing on the Council's website.

4.1.2 Statutory fees and fines

	Forecast Actual 2024/25	Budget 2025/26	Change	
	\$'000	\$'000	\$'000	%
Infringements and costs	671	697	26	3.9%
Land information certificates	66	70	4	6.1%
Permits	380	385	5	1.3%
Statutory planning fees	822	794	(28)	(3.4%)
Other statutory fees and fines	372	395	23	6.2%
Total statutory fees and fines	2,311	2,341	30	1.3%

Statutory fees and fines (\$0.03 million increase)

Statutory fees relate mainly to fees and fines levied in accordance with legislation including animal registrations, and registrations and parking fines per the *Public Health and Wellbeing Act 2008*. Increases in statutory fees are made in accordance with legislative requirements. Fees will be amended in line with any increase should one be determined by the Victorian Government over the course of the 2025-26 year.

Statutory fees are forecast to increase by 1.3 percent or \$0.03 million compared to 2024-25 forecast. Infringement fees and Other statutory fees and fines will increase slightly while this is offset by a reduction in statutory planning fees.

A detailed listing of statutory fees can be obtained from the Fees and Charges Schedule 2025-26, which can be viewed on Council's website.

4.1.3 User fees

	Forecast Actual 2024/25	Budget 2025/26	Change	
	\$'000	\$'000	\$'000	%
Child care/children's program	565	644	79	14.0%
Waste management services	1,460	2,064	604	41.4%
Other fees and charges	549	537	(12)	(2.2%)
Rent/lease fees	1,189	1,219	30	2.5%
Animal control and local laws	565	610	45	8.0%
Environmental health services	326	316	(10)	(3.1%)
Contract works	453	455	2	0.4%
Entrance charges	715	830	115	16.1%
Commission/agency fees	183	153	(30)	(16.4%)
Total user fees	6,005	6,828	823	13.7%

User fees (\$0.82 million increase)

User charges relate to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use of leisure, entertainment and other community facilities and the provision of community services such as family day care. The key principle for determining the level of user charges is cost recovery and to ensure any increase does not exceed the local government cost index or market levels.

Overall user fees are forecast to increase by 13.7 percent from 2024-25. This increase is linked to expected demand levels and relates predominantly to entrance charges and waste management services.

A detailed listing of user fees can be obtained from the Fees and Charges Schedule 2025-26, which can be viewed on Council's website.

4.1.4 Grants

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

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000 %	
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	25,488	28,215	2,727	10.7%
State funded grants	10,640	11,820	1,180	11.1%
Total grants received	36,128	40,035	3,907	10.8%
Operating Grants				
Recurrent - Commonwealth Government				
Hands up Mallee	1,166	997	(169)	(14.5%)
Aged and disability services	32	32	-	0.0%
Financial assistance grants	19,509	20,143	634	3.2%
Recurrent - State Government				
Libraries	443	442	(1)	(0.2%)
Community health	1,656	1,696	40	2.4%
Early years	459	463	4	0.9%
Event projects	8	10		
Recreation and sport	71	-		
Youth services	323	240	(83)	(25.7%)
Environmental health	49	55	6	12.2%
Local laws	235	250	15	6.4%
Arts and culture	190	190	-	0.0%
Works and infrastructure services	153	154	1	0.7%
Total recurrent grants	24,294	24,672	447	1.8%
Non-recurrent - Commonwealth Government				
Early years	329	288	(41)	(12.5%)
Non-recurrent - State Government				
Youth services	81	151	70	86.4%
Community development	23	-	(23)	(100.0%)
Environmental sustainability	108	85	(23)	(21.3%)
Community health	104	37	(67)	(64.4%)
Early years	208	205	(3)	(1.4%)
Sunraysia Pest Free	378	-	(378)	(100.0%)
Emergency management and recovery	120	120	-	0.0%
Planning and development	30	-	(30)	(100.0%)
Total non-recurrent grants	1,381	886	(495)	(35.8%)
Total operating grants	25,675	25,558	(117)	(0.5%)

4.1.4 Grants (cont.)

Operating Grants (\$0.12 million decrease)

Operating grants include all monies received from state and federal sources for the purposes of funding the delivery of Council's services to ratepayers. The total quantity of expected recurrent and non-recurrent grants is similar to 2024-25. A contributing factor to the slight decrease is the completion of the Sunraysia Pest Free initiative. Overall, the level of operating grants is projected to decrease by 0.5 percent or \$0.12 million compared with 2024-25.

A list of operating grants by type and source, classified into recurrent and non-recurrent, is included on the previous page.

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000 %	
Capital Grants				
<i>Recurrent - Commonwealth Government</i>				
Roads to Recovery	3,516	4,328	812	23.1%
Total recurrent grants	3,516	4,328	812	23.1%
<i>Non-recurrent - Commonwealth Government</i>				
Building	821	-	(821)	(100.0%)
Roads	115	2,427	2,312	2,010.4%
<i>Non-recurrent - State Government</i>				
Buildings	3,403	4,205	802	23.6%
Roads	855	2,188	1,333	155.9%
Recreational, leisure and community facilities	326	1,329	1,003	307.7%
Fixtures, fittings and indoor furniture	67	-	(67)	(100.0%)
Parks, open space and streetscapes program	1,350	-	(1,350)	(100.0%)
Total non-recurrent grants	6,937	10,149	3,212	46.3%
Total capital grants	10,453	14,477	4,024	38.5%
Total grants	36,128	40,035	3,907	10.8%

Capital Grants (\$4.02 million increase)

Capital grants include all monies received from state and federal sources for the purposes of funding our capital works program. Overall, the level of capital grants will increase by 38.5 percent or \$4.02 million compared with 2024-25. The increase is due to the timing of completion of major building and road projects and timing of grants receipts.

A list of capital grants by type and source, classified into recurrent and non-recurrent, is included above.

4.1.5 Contributions

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000 %	
Monetary	4,410	3,669	(741)	(16.8%)
Non-monetary	1,800	1,800	-	0.0%
Total contributions	6,210	5,469	(741)	(11.9%)

Contributions (\$0.74 million decrease)

Monetary contributions relate to monies paid by developers in regard to public amenities and recreation, drainage and car parking in accordance with planning permits issued for property development. Non-monetary contributions relate to assets that are handed over to Council, generally by developers, in the construction of residential sub-divisions.

Contributions are projected to decrease by \$0.74 million or 11.9 percent compared to 2024-25.

4.1.6 Other income

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000 %	
Interest	3,638	3,739	101	2.8%
Interest on rates	340	490	150	44.1%
Sales	675	695	20	3.0%
Other income	4	4	-	0.0%
Child care reimbursement	1,810	2,150	340	18.8%
Fuel tax rebate	242	248	6	2.5%
Workcover costs reimbursements	206	250	44	21.4%
Legal costs recouped	149	100	(49)	(32.9%)
Airport reimbursement	4	4	-	0.0%
Cemetery reimbursement	815	877	62	7.6%
Utilities reimbursement	19	22	3	15.8%
Youth case management reimbursement	-	65	65	100.0%
Insurance reimbursement	62	139	77	124.2%
Other costs reimbursed	2,033	1,852	(181)	(8.9%)
Total other income	9,997	10,635	638	6.4%

Other income (\$0.64 million increase)

Other income, as shown above, relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to increase overall compared with 2024-25. This relates predominantly to child care reimbursements.

4.1.7 Employee costs

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change	
			\$'000	%
Wages and salaries	49,919	53,818	3,899	7.8%
Payroll tax	8	8	-	0.0%
Superannuation	4,808	5,184	376	7.8%
Fringe benefits tax	173	150	(23)	(13.3%)
Total employee costs	54,908	59,160	4,252	7.7%

Employee costs (\$4.25 million increase)

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

Council's 2024-25 adopted Budget included wages and salaries which totalled \$56.23 million. This amount has risen to \$59.16 million in the 2025-26 Budget, reflecting a 5.2 percent increase. This is attributed to a 3 percent enterprise bargaining agreement increase, a 0.5 percent increase in the superannuation guarantee, and an increase in staff numbers, which are primarily grant-funded positions and the LightState project, which is offset by corresponding grants and revenue raised through the LightState project.

From the Statement of Human Resources in Section 3 Council has 492.77 full time equivalent staff (FTE), with 482.03 in 2024-25 in comparison. In addition, Council has 21.35 FTE staff budgeted in the capital works program, to maintain, upgrade and develop new infrastructure. Capitalised salaries are not shown as part of Council's employee benefits in the Comprehensive Income Statement but they form part of Council's \$41.49 million capital works program.

4.1.8 Materials and services

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000 %	
Contracts other	12,078	11,334	(744)	(6.2%)
Waste management contracts	8,492	8,458	(34)	(0.4%)
Swimming pools	2,164	2,287	123	5.7%
Building maintenance	2,500	2,504	4	0.2%
General maintenance	915	1,006	91	9.9%
Environmental protection waste levy	3,296	3,996	700	21.2%
Grants, contributions and donations	2,698	2,561	(137)	(5.1%)
Utilities	3,400	3,515	115	3.4%
Office administration	1,097	1,098	1	0.1%
Materials purchased	4,077	4,183	106	2.6%
Plant and vehicle costs	2,316	2,163	(153)	(6.6%)
Information technology	3,099	2,531	(568)	(18.3%)
Insurance	2,052	2,723	671	32.7%
Consultants	2,992	2,557	(435)	(14.5%)
Training	1,528	1,486	(42)	(2.7%)
Other materials and contractors	348	341	(7)	(2.0%)
Total materials and services	53,052	52,743	(309)	(0.6%)

Material and services (\$0.31 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by \$0.31 million or 0.6 percent compared to 2024-25.

Council has completed an organisational sustainability review and has continued service reviews to identify cost savings to ensure service delivery is conducted as effectively as possible. This along with completion of some grant projects has reduced overall materials and services expenditure.

4.1.9 Depreciation

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000 %	
Buildings	3,316	3,588	272	8.2%
Plant and equipment	3,723	3,909	186	5.0%
Infrastructure	15,475	16,249	774	5.0%
Total depreciation	22,514	23,746	1,232	5.5%

Depreciation (\$1.23 million increase)

Depreciation is an accounting measure that attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment, including infrastructure assets such as roads and drains. Refer to Section 4.5 for a more detailed analysis of Council's capital works program.

4.1.10 Amortisation - intangible assets (AASB16 Leases)

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000 %	
Intangible assets	192	202	10	5.2%
Total amortisation - intangible assets	192	202	10	5.2%

Amortisation - intangible assets (\$0.01 million increase)

This relates to the amortisation (depreciation) of computer software, which is forecast to increase by \$0.01 million or 5.2 percent compared to 2024-25.

4.1.11 Depreciation - right of use assets

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000 %	
Right of use assets	52	120	68	130.8%
Total Depreciation - right of use assets	52	120	68	130.8%

Depreciation - right of use assets

This relates to the amortisation of right of use assets identified in accordance with accounting standard (AASB16 Leases).

4.1.12 Other expenses

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change \$'000 %	
Auditors' remuneration - VAGO - audit of the financial statements and performance statement	95	95	-	0.0%
Auditors' remuneration - internal	120	90	(30)	(25.0%)
Councillors' allowances	416	426	10	2.4%
Refunds	92	107	15	16.3%
Operating lease rentals	587	494	(93)	(15.8%)
Other	700	650	(50)	(7.1%)
Total other expenses	2,010	1,862	(148)	(7.4%)

Other expenses (\$0.15 million decrease)

Other expenses relate to a range of unclassified items, including auditors' remuneration, college lease, elected members' vehicle allowance, stock adjustment/write off expense and planning fee refunds. Other expenses are forecast to decrease by \$0.15 million or 7.4 percent.

4.2 Balance Sheet

4.2.1 Assets

Current assets (\$2.52 million increase) and Non-current assets (\$59.26 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash. It also includes the value of investments in deposits or other highly liquid investments with short-term maturities of three months or less. These balances are projected to increase by \$2.23 million in the 2025-26 financial year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are not expected to change significantly in the Budget. Non-current trade and other receivables relate to loans to related organisations such as the Mildura Airport Pty Ltd and Mildura Tourism and Economic Development Ltd.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months. Financial assets are short-term deposits greater than 90 days but less than 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all land, buildings, roads, vehicles, equipment and other infrastructure that has been built up by Council over many years. The \$59.22 million increase in this balance is attributable to the \$41.49 million capital works program.

Please refer to Section 3 Balance Sheet for more details.

4.2.2 Liabilities

Current liabilities (\$0.16 million increase) and Non-current liabilities (\$0.88 million decrease)

Provisions include accrued long service leave, annual leave and rostered days off (RDOs) owing to employees. These employee entitlements are expected to increase for the 2025-26 year. These entitlements are being actively managed through Council's employee policies.

Current and non-current interest bearing liabilities will decrease slightly in 2025-26 due to timing of principal loan repayments for 2025-26.

4.2.3 Borrowings

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

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Projections		
			2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Amount borrowed as at 30 June of the prior year	8,334	7,531	7,075	6,589	6,073
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	(803)	(456)	(486)	(516)	(553)
Amount of borrowings as at 30 June	7,531	7,075	6,589	6,073	5,520

Borrowings are an important funding source for capital works programs, with Council borrowing funds to finance large infrastructure projects. Council then enters a phase of debt reduction.

This approach has resulted in a reduction in debt and debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. Council's long-term borrowing strategy focuses on reaching a debt position that provides future flexibility to use loan funds, without unduly exposing Council to a high debt burden.

For the 2024-25 year, after making loan repayments of \$0.80 million, total borrowings are projected to be \$7.53 million as at 30 June 2025. Principal loan repayments for 2025-26 year will be \$0.46 million. Total loan borrowings are projected to be \$7.08 million as at 30 June 2026 which includes principal loan repayments.

4.2.4 Leases by category

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

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000
Right-of-use assets		
Property	799	747
Total right-of-use assets	799	747
Lease liabilities		
Current lease liabilities		
Land and buildings	89	103
Total current lease liabilities	89	103
Non-current lease liabilities		
Land and buildings	1,345	1,242
Total non-current lease liabilities	1,345	1,242
Total lease liabilities	1,434	1,345

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 5.43 percent.

4.3 Statement of Changes in Equity

4.3.1 Reserves

Council's reserves include both discretionary and statutory reserves. Statutory reserves must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

Although discretionary reserves are not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution, these funds should be used for those earmarked purposes.

Transfers to reserves

Transfer to reserves includes both statutory and discretionary reserves. Statutory reserve transfers includes money from developer contributions and from lease income received for crown land.

Discretionary reserve transfers include money set aside for the land reserves which is used for acquiring strategic pieces of land needed for drainage basins. The landfill reserve also receives funds needed for the future after care of the site.

Transfers from reserves

Money transferred from Council's reserves is predominantly for funding required for the 2025-26 capital works program. The majority of the funds are coming from Council's landfill reserve, land reserve and developer contributions reserves.

4.3.2 Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve, which represents the difference between the previously recorded value of assets and their current valuations.
- Reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed.
- Accumulated surplus is the value of all net assets less reserves that have accumulated over time. The accumulated surplus is the net result of the comprehensive result and net transfers to reserves, which excludes the asset revaluation reserve.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Net cash flows provided by/used in operating activities (\$3.93 million increase)

The increase in cash inflows from operating activities is mostly due to increases in capital grants increases in rates and charges income. This is offset by increased employee cost in line with the enterprise bargaining agreement and additional employee cost for operating the new LightState project.

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 their have been excluded from the Statement of Cash Flows.

4.4 Statement of Cash Flows (cont.)

4.4.2 Net cash flows provided by/used in investing activities

Net cash flows provided by/used in investing activities (\$5.55 million decrease)

The decrease is aligned to the budgeted capital works program for 2025-26, including major projects and grant funding, and changes in forecast carried forward projects. The payments for property, infrastructure, plant and equipment for 2025-26 are disclosed in Section 3 and 4.5. The capital works program is also influenced by factors such as the availability of grant funding and local capacity to complete the works.

4.4.3 Net cash flows provided by/used in financing activities

Net cash flows provided by/used in financing activities (\$0.46 million decrease)

The reduction is due to a decrease in financing cost including principal repayments as Council continues to reduce interest bearing liabilities which decreases servicing cost compared to previous financial year.

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	13,803	5,869	(7,934)	(57.5%)
Plant and equipment	8,446	7,598	(848)	(10.0%)
Infrastructure	24,174	28,027	3,853	15.9%
Total	46,423	41,494	(4,929)	(10.6%)

Property (\$7.93 million decrease)

Property overall has decreased by 57.5 percent or \$7.93 million compared with 2024-25 due to the major project Red Cliffs Early Years Hub being completed.

Plant and equipment (\$0.85 million decrease)

Plant and equipment has decreased by 10.0 percent or \$0.85 million compared with 2024-25 as supply levels for plant, equipment and vehicles returns to normal levels reducing carried forward expenditure.

Infrastructure (\$3.85 million increase)

Infrastructure overall has increased by 15.9 percent or \$3.85 million compared with 2024-25 as due to the increase of Roads to Recovery funding.

	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	5,869	3,411	1,524	934	-	4,205	300	1,364	-
Plant and equipment	7,598	454	7,029	115	-	-	-	7,598	-
Infrastructure	28,027	9,003	14,814	4,009	201	10,272	2,408	15,347	-
Total	41,494	12,868	23,367	5,058	201	14,477	2,708	24,309	-

4.5.1 New assets (\$12.87 million), Asset renewal (\$23.37 million), Upgrade (\$5.06 million) and Expansion (\$0.20 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 an additional burden for future operation, maintenance and capital renewal.

For details of the major projects which makes up these figures please refer to the Executive Summary.

4.5 Capital works program (cont.)

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
Specific building upgrade program	4,238	3,091	997	150	-	3,091	300	847	-
TOTAL PROPERTY	4,238	3,091	997	150	-	3,091	300	847	-
PLANT AND EQUIPMENT									
Computers and telecommunications									
IT hardware and software	720	164	541	15	-	-	-	720	-
Fixtures, fittings and furniture									
Furniture and equipment acquisition program	178	-	128	50	-	-	-	178	-
Intangible water									
Intangible water acquisition	250	250	-	-	-	-	-	250	-
Library books and art works									
Art works acquisition and conservation	80	40	40	-	-	-	-	80	-
Library books and art works	280		252	28				280	-
Plant, machinery and equipment									
Fleet replacement	4,328	-	4,328	-	-	-	-	4,328	-
TOTAL PLANT AND EQUIPMENT	5,836	454	5,289	93	-	-	-	5,836	-

4.5 Capital works program (cont.)

4.5.2 Current Budget (cont.)

Capital Works Area	Project Cost	Asset Expenditure Types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Gravel resheeting	1,100	-	1,100	-	-	-	-	1,100	-
Intersections improvements program	1,588	-	1,588	-	-	897	-	691	-
Resealing	1,500	-	1,500	-	-	-	-	1,500	-
Road reconstruction program	679	-	468	211	-	604	-	75	-
Road safety works program	2,517	18	784	1,715	-	2,427	-	90	-
Road to Recovery reconstruction	2,105	-	1,850	255	-	1,989	-	116	-
Road to Recovery resealing	1,420	-	1,420	-	-	1,420	-	-	-
Road to Recovery resheeting	1,420	-	1,420	-	-	1,420	-	-	-
Shoulder rehabilitation	1,200	-	1,200	-	-	-	-	1,200	-
Footpaths and cycle ways									
Footpath program	500	150	150	-	200	-	-	500	-
Kerb and Channel									
Kerb and channel program	25	15	10	-	-	-	-	25	-
Drainage									
Stormwater drainage program	5,499	4,909	428	161	1	-	-	5,499	-
Recreational, leisure and community facilities									
Aquatic facilities program	1,169	-	117	1,052	-	1,169	-	-	-
Recreation facilities program	533	220	313	-	-	160	-	373	-
Parks, open space and streetscapes									
Parks and natural area development program	76	60	1	15	-	-	-	76	-
TOTAL INFRASTRUCTURE	21,331	5,372	12,349	3,409	201	10,086	-	11,245	-
TOTAL NEW CAPITAL WORKS	31,405	8,917	18,635	3,652	201	13,177	300	17,928	-

4.5 Capital works program (cont.)

4.5.2 Current budget (cont.)

Property (\$4.24 million)

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

For 2025-26, \$4.24 million will be expended on building and building improvement projects. The more significant projects include:

- Nichols Point Early Years Hub construction
- Apex Riverbeach Holiday Park facilities
- Sarah Oval social clubroom upgrade
- Red Cliffs Bowls Club roof and box gutter replacement

It must be noted that some of these projects are subject to successful grant applications and funding.

Plant and equipment (\$5.84 million)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications, Mildura Arts Centre gallery and theatre equipment upgrade and library books.

For 2025-26, \$5.84 million will be expended on plant, equipment and other projects. The more significant items include ongoing replacement of fleet (plant and vehicles), art works acquisition, art works conservation and program library material purchases.

Infrastructure (\$21.33 million)

Infrastructure includes roads, footpaths and cycle ways, drainage, recreation, leisure and community facilities, waste management, parks, open space and streetscapes, and kerb and channel.

For 2025-26, expenditure on road projects will be \$13.53 million. The more significant projects include federally funded Roads to Recovery projects, gravel resheeting, resealing, road reconstruction program, road safety program and shoulder works program. It must be noted that one project is subject to successful grant applications and funding.

Expenditure on footpaths and cycle ways projects will be \$0.50 million. The projects include new and missing link footpaths throughout the municipality.

Expenditure on kerb and channel projects will be \$0.25 million.

Expenditure on drainage projects will be \$5.50 million. This includes stormwater drainage improvement works at Nichols Point drainage stage two and three, spoon drain upgrade at Wittman Avenue, Acacia Drive, Aldinga Drive and Acacia Drive, swale and pump drain upgrade between 527 Koorlong Avenue and Fourteenth Street, and upgrade stormwater for Massey Close.

Expenditure on recreational, leisure and community facilities projects will be \$1.70 million. The projects include renewal of Underbool Pool (subject to grant funding), upgrade Sunraysia Hockey pitch and Kenny Park off leash dog park (subject to grant funding).

Expenditure on Parks, Open Space and Streetscapes projects will be \$0.76 million. The projects include landscaping works for wetlands and open space areas.

It must be noted that some of these projects are subject to successful grant applications and funding.

4.5 Capital works program (cont.)

4.5.3 Works carried forward from the 2024/25 year

Capital Works Area	Project Cost \$'000	Asset Expenditure Types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
Specific building	1,631	320	527	784	-	1,114	-	517	-
TOTAL PROPERTY	1,631	320	527	784	-	1,114	-	517	-
PLANT AND EQUIPMENT									
Fixtures, fittings and indoor furniture									
Furniture and equipment acquisition	89	-	67	22	-	-	-	89	-
Fleet replacement program	1,673	-	1,673	-	-	-	-	1,673	-
TOTAL PLANT AND EQUIPMENT	1,762	-	1,740	22	-	-	-	1,762	-
INFRASTRUCTURE									
Roads									
Flood works	2,408	-	1,926	482	-	-	2,408	-	-
Road safety works program	293	-	255	38	-	186	-	107	-
Drains									
Stormwater drainage program	3,215	3,183	32	-	-	-	-	3,215	-
Footpaths and cycleways									
Footpath program	87	87	-	-	-	-	-	87	-
Parks, open space and streetscapes									
Parks, open space and streetscapes program	289	209	-	80	-	-	-	289	-
Waste management and landfill									
Waste management program	404	152	252	-	-	-	-	404	-
TOTAL INFRASTRUCTURE	6,696	3,631	2,465	600	-	186	2,408	4,102	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2024/25	10,089	3,951	4,732	1,406	-	1,300	2,408	6,381	-

4.5 Capital works program (cont.)

4.5.3 Works carried forward from the 2024-25 year (\$10.09 million)

At the end of each financial year, there are projects that are either incomplete or may not have commenced due to various factors such as supply constraints, planning and weather delays.

It should be noted that 30 June is a point in time and projects may be multi-year projects. For example, a grant with income recognised when money is received, but the works may not be completed until the following year, this results in funds being carried forward between financial years. There may also be situations where a project is physically completed by 30 June, but not all invoices have been received resulting in the project not being financially complete by 30 June and requiring funds to be carried into the next financial year.

For the 2024-25 year, it is forecast that \$10.09 million of capital works will be carried forward into the 2025-26 year. The more significant projects include:

- Nichols Point drainage upgrade
- Murrayville kindergarten
- Merbein pedestrian and cyclist safety project design works
- New public toilet Diablo Park
- Public toilet strategy - Robbins Wetland new toilet
- Road reconstruction Rudds Road
- Installations of event banner systems
- Fleet replacement program
- Mildura Landfill prewash bay and sewer upgrade
- Mildura Landfill weighbridge design and construction

4.6 Summary of Planned Capital Works Expenditure

For the years ending 30 June 2027, 2028 & 2029

In accordance with *Local Government Regulations 2020*, the below tables represents statement of capital works expenditure for the budget year and additional three years after. This is also classified into asset expenditure type and funding sources.

2026/27	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contrib.	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	750	750	-	-	-	750	-	-	750	-
Total land	750	750	-	-	-	750	-	-	750	-
Buildings	2,815	512	1,544	645	114	2,815	-	-	2,815	-
Total buildings	2,815	512	1,544	645	114	2,815	-	-	2,815	-
Total property	3,565	1,262	1,544	645	114	3,565	-	-	3,565	-
Plant and equipment										
Plant, machinery and equipment	4,032	-	4,032	-	-	4,032	-	-	4,032	-
Computers and telecommunications	1,300	-	1,300	-	-	1,300	-	-	1,300	-
Fixtures, fittings and furniture	100	-	100	-	-	100	-	-	100	-
Library books and art works	370	-	370	-	-	370	-	-	370	-
Other	250	250	-	-	-	250	-	-	250	-
Total plant and equipment	6,052	250	5,802	-	-	6,052	-	-	6,052	-
Infrastructure										
Roads	12,782	1,947	10,094	-	741	12,782	5,139	-	7,643	-
Footpaths and cycleways	727	44	625	-	58	727	-	-	727	-
Drainage	4,097	2,279	1,818	-	-	4,097	-	-	4,097	-
Recreational, leisure and community facilities	727	-	727	-	-	727	-	-	727	-
Waste management	1,100	-	770	165	165	1,100	-	-	1,100	-
Parks, open space and streetscapes	1,971	1,486	418	-	67	1,971	-	-	1,971	-
Kerb and channel	242	15	208	-	19	242	-	-	242	-
Off street car parks	121	-	121	-	-	121	-	-	121	-
Total infrastructure	21,767	5,771	14,781	165	1,050	21,767	5,139	-	16,628	-
Total capital works expenditure	31,384	7,283	22,127	810	1,164	31,384	5,139	-	26,245	-

4.6 Summary of Planned Capital Works Expenditure (cont.)

2027/28	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contrib.	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	750	750	-	-	-	750	-	-	750	-
Total land	750	750	-	-	-	750	-	-	750	-
Buildings	2,987	534	1,643	687	123	2,987	-	-	2,987	-
Total buildings	2,987	534	1,643	687	123	2,987	-	-	2,987	-
Total property	3,737	1,284	1,643	687	123	3,737	-	-	3,737	-
Plant and equipment										
Plant, machinery and equipment	4,227	-	4,227	-	-	4,227	-	-	4,227	-
Computers and telecommunications	1,300	-	1,300	-	-	1,300	-	-	1,300	-
Fixtures, fittings and furniture	100	-	100	-	-	100	-	-	100	-
Library books and art works	380	-	380	-	-	380	-	-	380	-
Other	250	250	-	-	-	250	-	-	250	-
Total plant and equipment	6,257	250	6,007	-	-	6,257	-	-	6,257	-
Infrastructure										
Roads	13,506	2,029	10,689	-	788	13,506	5,410	-	8,096	-
Footpaths and cycleways	775	46	667	-	62	775	-	-	775	-
Drainage	4,311	2,375	1,936	-	-	4,311	-	-	4,311	-
Recreational, leisure and community facilities	775	-	775	-	-	775	-	-	775	-
Waste management	550	-	385	82	83	550	-	-	550	-
Parks, open space and streetscapes	2,064	1,548	444	-	72	2,064	-	-	2,064	-
Kerb and channel	258	15	222	-	21	258	-	-	258	-
Off street car parks	129	-	129	-	-	129	-	-	129	-
Total infrastructure	22,368	6,013	15,247	82	1,026	22,368	5,410	-	16,958	-
Total capital works expenditure	32,362	7,547	22,897	769	1,149	32,362	5,410	-	26,952	-

4.6 Summary of Planned Capital Works Expenditure (cont.)

2028/29	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contrib.	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	750	750	-	-	-	750	-	-	750	-
Total land	750	750	-	-	-	750	-	-	750	-
Buildings	3,200	556	1,771	740	133	3,200	-	-	3,200	-
Total buildings	3,200	556	1,771	740	133	3,200	-	-	3,200	-
Total property	3,950	1,306	1,771	740	133	3,950	-	-	3,950	-
Plant and equipment										
Plant, machinery and equipment	3,606	-	3,606	-	-	3,606	-	-	3,606	-
Computers and telecommunications	1,300	-	1,300	-	-	1,300	-	-	1,300	-
Fixtures, fittings and furniture	100	-	100	-	-	100	-	-	100	-
Library books and art works	390	-	390	-	-	390	-	-	390	-
Other	250	250	-	-	-	250	-	-	250	-
Total plant and equipment	5,646	250	5,396	-	-	5,646	-	-	5,646	-
Infrastructure										
Roads	14,062	2,114	11,099	-	849	14,062	5,410	-	8,652	-
Footpaths and cycleways	835	50	718	-	67	835	-	-	835	-
Drainage	4,562	2,475	2,087	-	-	4,562	-	-	4,562	-
Recreational, leisure and community facilities	835	-	835	-	-	835	-	-	835	-
Waste management	550	-	385	82	83	550	-	-	550	-
Parks, open space and streetscapes	2,170	1,613	479	-	78	2,170	-	-	2,170	-
Kerb and channel	278	17	239	-	22	278	-	-	278	-
Off street car parks	139	-	139	-	-	139	-	-	139	-
Total infrastructure	23,431	6,269	15,981	82	1,099	23,431	5,410	-	18,021	-
Total capital works expenditure	33,027	7,825	23,148	822	1,232	33,027	5,410	-	27,617	-

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
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	48	49	49	49	49	49	o
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	92.23%	91.78%	90.00%	90.00%	90.00%	90.00%	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	31.99%	47.22%	60.00%	60.00%	75.00%	80.00%	+
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	68.83%	68.24%	69.00%	69.00%	69.00%	69.00%	o

5a. Targeted performance indicators (cont.)

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 - Financial

Indicator	Measure	Notes	Actual 2023/24	Forecast 2024/25	Target 2025/26	Target Projections			Trend +/-
						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	524.32%	501.52%	531.64%	518.12%	506.82%	494.86%	-
Obligations									
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	6	91.22%	180.51%	119.70%	93.41%	91.85%	90.85%	-
Stability									
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	7	69.41%	65.70%	64.72%	65.13%	65.43%	65.73%	o
Efficiency									
Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments	8	\$4,304.74	\$4,343.11	\$4,479.46	\$4,685.61	\$4,809.69	\$4,953.45	+

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	2026/27	Projections 2027/28	2028/29	Trend +/-
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	(8.21%)	1.29%	1.96%	0.60%	0.73%	0.53%	-
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	(183.08%)	(120.18%)	248.63%	297.67%	289.62%	280.80%	+
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	9.80%	8.38%	7.65%	6.87%	6.10%	5.35%	-
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		1.43%	1.61%	1.04%	1.09%	1.04%	0.99%	-
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		31.45%	31.95%	31.43%	30.88%	30.28%	29.69%	-
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	0.56%	0.56%	0.57%	0.63%	0.65%	0.67%	+

5b. Financial performance indicators (cont.)

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	2026/27	Projections 2027/28	2028/29	Trend +/-
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	\$2,315.74	\$2,386.22	\$2,409.76	\$2,369.68	\$2,446.77	\$2,526.08	+

Key to Forecast Trend:

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

Notes to indicators

5a. Targeted performance indicators

1. Satisfaction with community consultation and engagement

Council will proactively promote how our community engagement has influenced decision-making and improved policy, services and project outcomes.

2. Sealed local roads below the intervention level

Measures the number of sealed roads below the renewal intervention level set by Council as percentage of total sealed roads.

3. Planning applications decided within the relevant required time

Council is currently dealing with a backlog of planning applications that have arisen from resource constraints. Council is aiming to reduce this backlog and achieve performance closer to the Regional City average for this measure.

4. Kerbside collection Waste diverted from landfill

The diversion of kerbside waste to is expected to remain consistent with 70.00 percent target for 2025-26 and forward years. These reductions are due to the introduction of a Container Deposit Scheme for Victoria which started on 1 November 2023, and the introduction of glass recycling.

5. Working Capital

The proportion of current liabilities represented by current assets. Working capital is forecast to decrease in the 2025-26 year due to completion of Council's capital works program including carried forward capital works.

6. Asset renewal

This percentage indicates the extent of Council's renewals and upgrades against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

Notes to indicators (cont.)

5a. Targeted performance indicators

7. Rates concentration

Reflects the extent of reliance on rate revenues to fund all of Council's ongoing services. The trend indicates Council will remain reliant on rate revenue compared to all other revenue sources.

8. Expenditure level

Council expenses per number of assessments increased in 2025-26 due to rising inflationary pressures and increased operational expenditure. This is expected to continue to increase over the forward years.

5b. Financial performance indicators

9. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The 2025-26 year shows a surplus of \$0.07 million. Victorian councils' rates have been capped at the average Victorian CPI of 3.00 percent for the 2025-26 year.

10. Unrestricted Cash

Unrestricted cash represent Council's cash free of external restrictions.

11. Debt compared to rates

The proportion of debt to rates will decrease slightly in 2025-26 due the normal trend of reducing debt in forward years as Council continues with repayments of long-term debt.

12. Rates effort

Measures to rate revenue as percentage of valuations of rateable properties in the municipality.

13. Revenue level

Revenue from rates will increase over forward years in line with Victorian council's annual rate cap increases and due to increasing valuations of assessed properties.