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# Annual Budget 2024-25

(4-year financial outlook)



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## **Disclaimer**

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

## **Acknowledgement of Traditional Owners and Aboriginal and Torres Strait Islander people**

Darebin City Council acknowledges the Wurundjeri Woi-wurrung people as the traditional owners and custodians of the land and waters we now call Darebin and affirms that Wurundjeri Woi-wurrung people have lived on this land for millennia, practicing their customs and ceremonies of celebration, initiation and renewal. Council acknowledges that Elders past, present and emerging are central to the cohesion, intergenerational wellbeing and ongoing self-determination of Aboriginal communities. They have played and continue to play a pivotal role in maintaining and transmitting culture, history and language.

Council respects and recognises Aboriginal and Torres Strait Islander communities' values, living culture and practices, including their continuing spiritual connection to the land and waters and their right to self-determination. Council also recognises the diversity within Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander people and communities have had and continue to play a unique role in the life of the Darebin municipality. Council recognises and values this ongoing contribution and its significant value for our city and Australian society more broadly

Extract from Darebin City Council's Statement of commitment to Traditional Owners and Aboriginal and Torres Strait Islander people 2019

## Mayor Foreword 2024

On behalf of Darebin City Council, I am delighted to present the 2024-25 Budget. Each year, we prepare an Annual Budget and Council Plan Action Plan to ensure funds are allocated to achieve the goals we have set in our four-year Council Plan. This coming financial year (2024-25) represents the final year of our four-year Council Plan.

Our Council Budgets and Plans are created in alignment with the Darebin 2041 Community Vision.

Our 2041 Community Vision:

- *Darebin is an equitable, vibrant and connected community.*
- *Darebin respects and supports First Nations People, values country, our diverse communities and places.*
- *Darebin commits to mitigating the climate emergency, creating prosperity for current and future generations.*

The current economic landscape continues to challenge everyone in our community and this places significant pressure on Darebin's financial planning.

This Budget outlines the expected income and expenditure for operational, strategic and capital activities for the coming year and also incorporates Council's rating strategies. It is an essential planning and resource tool and is vital to the ongoing operational and financial viability of Council.

Our goal is to ensure Darebin is financially sustainable in the long term and therefore we recognise the need for a strong focus on resilience, both in terms of our financial responsibilities and what we can realistically deliver.

Aligned to the goals of our Council Plan Action Plan, our Community Vision, the highlights of our Annual Budget include:

### **A Vibrant, Respectful and Connected community**

- Finalise and commence implementation of the Aboriginal Action Plan
- Finalise and commence implementation of the Cultural Diversity Action Plan
- Prepare for and implement aged care reforms
- Continue to develop a partnership with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to support the delivery of mutual goals

### **A Prosperous, Livable and Flourishing community**

- Undertake essential building renewal works, gym equipment and group exercise equipment at Reservoir Leisure Centre, while scoping longer term options for the redevelopment of the centre
- Deliver the footpath and road renewal programs to improve road safety and the cycling, walking and wheeling network
- Design and construct transport safety projects (including Blackspot Program)
- Commence construction of the KP Hardiman Pavilion
- Complete construction of the John Hall Pavilion
- Commence initial construction works of the Bill Lawry Oval Redevelopment
- Deliver the Assertive Outreach program and commence establishment of a Towards Zero program for Darebin to support people sleeping rough and experiencing homelessness.
- Deliver the kindergarten expansion program to increase kindergarten places in areas of greatest unmet demand

### **Climate, Green and Sustainable**

- Remove gas from eight Council sites as part of ongoing works associated with phasing out natural gas use from Council buildings within the municipality.
- Remediate parcels of land at Clements Reserve, prior to transfer of land to Council, to increase green, open space
- Finalise and implement new Climate Emergency Plan 2024-30

### **Responsible, Transparent and Responsive**

- Continue to implement the Organisational Strategy, *Leading Darebin*, to drive organisational performance and customer improvements
- Develop key strategic documents including the review of the Community Vision, Council Plan, Financial Plan and Asset Plan including deliberative engagement with the community
- Invest in IT systems through the Your Digital Darebin project to improve customer experience, enable our people and deliver effective governance, compliance, improved data and cyber risk management
- Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience

The 2024-25 Annual Budget strikes a good balance between financial sustainability and delivering on Council's core services to the community.

I look forward to working together to ensure a financially sustainable future for Darebin.

**Cr Susanne Newton**

Mayor

## Executive Summary

Working in partnership with community to identify priorities allows Council to make important financial decisions, balance current and future needs, while also ensuring Darebin is financially sustainable well into the future.

Our current economic landscape continues to present ongoing challenges. Hyper inflation and rising construction costs has and will continue to place significant cost pressures on Councils' budget over the short to medium term at levels not previously seen. We recognise the need for a strong focus on sustainability, both in terms of our fiscal responsibilities and the types of infrastructure we are delivering.

Similarly, to continue to deliver core services; whilst also addressing current and future community needs, we need to be realistic about what we can responsibly deliver in this current economic landscape.

Council has prepared a Budget for 2024-25 that is financially responsible, aligned to the Council Plan (incorporating Municipal Public Health and Wellbeing Plan) 2021-25 to realise the aspirations of the Community Vision 2041.

The budget 2024-25 has been developed based on financial sustainability principles that continue to maintain and improve key services and infrastructure as well as deliver projects and services that are relevant, are valued by our community and which represent the highest value for ratepayers' funds given the limitation of staying within the rate cap mandated by the State Government.

Within this budget Council recognises the impact of rising cost of living increases on our community, particularly, those who are most vulnerable and has given careful consideration to this impact in setting fees and charges within this budget whilst ensuring that concessions and rebates are targeted to those who need extra help and assistance.

The budget 2024-25 is projecting an operating surplus of \$12.7 million, representing a \$5.1 million increase compared to 2023-24 revised forecast, reflecting our underlying financial sustainability strategy built into the budget.

### 1) Key funding objectives

- a. Ongoing delivery of services to the Darebin community funded by a budget of \$213 million. These services are summarised in Section 2.
- b. Continued investment in property assets (\$10.3 million) and infrastructure assets (\$14.8 million) primarily for renewal works. This includes land and land improvements (\$1.3 million); buildings (\$9 million); plant & equipment (\$6 million); roads (\$6 million); footpaths and bicycle paths (\$3 million); parks, open space and streetscapes (\$1.1 million); recreational, leisure and community facilities (\$4 million).
- c. The Statement of Capital Works can be found in Section 3 with further details on the capital works budget in Sections 4.5.

### 2) The Rate Decrease

- a. The rate cap has decreased to 2.75% compared to prior year.
- b. Valuations will be as per the General Revaluation dated 1 January 2024 (as amended by supplementary valuations).
- c. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.40. The other \$96.60 goes to the State and Federal Governments.
- d. Refer Section 4 for further Rates and Charges details.

### 3) Key Statistics

Total Revenue:	\$213.7M	(2023-24 Revised Forecast = \$205.6M)
Total Expenditure:	\$203.5M	(2023-24 Revised Forecast = \$199.4M)
Accounting Result:	\$10.2M Surplus	(2023-24 Revised Forecast = \$6.2M Surplus)

(Refer Comprehensive Income Statement in Section 3)

Cash result \$5.7M Surplus (2023-24 Revised Forecast= \$7.6M Deficit)  
(Refer Statement of Cash Flows in Section 3)

This is the net funding result after considering the funding requirements to meet loan principal repayments and reserve transfers.

- Total Capital Works Program:
  - o \$22.6M from Council operations (rates funded)
  - o \$9.2M from external grants and contributions

#### 4) Budget Influences

##### External Influences

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

- The Victorian State Government has set the rate cap for 2024-25 at 2.75%.
- The Consumer Price Index (CPI) for Victoria is currently 5.0% for the December quarter (Next ABS release 24 April 2024).
- The minimum superannuation guarantee is legislated to increase from the current 11.0% to 11.5% on 1 July 2024.
- The levy payable to the State Government for disposal of waste into landfill is expected to increase by \$2.59 per tonne in 2024-25 from \$129.27 per tonne in 2023-24 to \$131.86 per tonne (2% increase). The levy has increased in the current year by 2.7%. This increase was in addition to the 18.9% rise incurred during the 2022-23 year & 60.7% rise incurred during the 2021-22 year.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with service provision real cost increases.
- Councils across Australia raise approximately 3.4% of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths 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 Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.
- Workers Compensation Premiums are set to rise by an average of 35% in 2024-25. This is in addition to the 42% increase seen in 2023-24. Premiums have risen by approx. 210% (\$2.6M) over the past 4 years.

##### Sustainability and Biodiversity

Achieving environmental and social outcomes has been a key element of prioritising investment across many programs in the 10-year Capital Works Plan. Achieving environmental outcomes is also a key factor in project design, and the capital works program plays a really important role in making the city safer, more inclusive and sustainable. Examples of sustainability and biodiversity factors that influence the 10-year Capital Works Plan include:

- Implementing the new Climate Emergency Plan, continuing Darebin's leadership and supporting our community to electrify and be resilient to change.
- Council's Environmentally Sustainable Design program is responding urgently to the climate crisis and sets out sustainable design for council buildings.
- Council's Social and Sustainable Procurement Policy that integrates environmental factors like the use of recycled materials, reducing waste and water consumption, and the use of single use plastics in our procurement decisions.
- The safe travel program considers where the most benefit can be achieved for the very young and very old, and helps people travel without using a vehicle. This is supported by the safe travel strategy that makes Darebin a safer and more sustainable place to travel by encouraging more people to travel by walking, wheeling and riding bikes in Darebin.
- Partnering with community to help tap into their energy and support, for example by working with friends' groups to help with parks.

##### Social Inclusion and Equity

Another key element of prioritising investment across the programs in the 10-year Capital Works Plan is the value we place on social inclusion and equity for our residents including those from culturally diverse backgrounds, older people, young people, families, Aboriginal members of our community, people of all abilities, gender considerations and those from socio-economic disadvantaged backgrounds. Examples of social inclusion and equity factors that influence our work include:

- Council's long standing commitment to Traditional Owners and Aboriginal and Torres Strait Islander Communities as set out in Councils' Statement of Commitment 2019.
- Towards Equality: Council's Equity, Inclusion and Human Rights Framework, which helps puts equity, inclusion and human rights at the heart of all our work and will help us build a stronger, healthier and happier community where everyone is welcome, valued and respected.
- Aged Friendly Darebin is ensuring the full participation of older residents can be better supported to live well in our community.

- Economic considerations including barriers to participation, increasing employment and business opportunities for Darebin residents and local businesses.

**Other Influences**

- Asset management obligations.
- Borrowing Strategy (Council resolution August 2023)
- Capital Works Principles (Council resolution October 2019)
- Risk Management Framework

**1. Link to the Integrated Planning and Reporting Framework**

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

**1.1. Legislative planning and accountability framework**

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



Source: Darebin City Council Integrated Planning and Reporting Framework

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



## 1.2 Key planning considerations

### Service level planning

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

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

## 1.3 Our purpose

### Our 2021-2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan)

The 2021 - 2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan) has been developed using the context of strategic planning principles, financial management principles, engagement principles, service performance principles and asset plan integration.

Its development has also been informed by the development of the Darebin 2041 Community Vision and provides for alignment to the Vision through the Strategic Directions. The priorities for this four year plan provides a view of how Council will achieve the Community Vision aspirations.

Over the past 24 months the COVID pandemic has resulted in numerous, significant and compelling challenges that have and continue to have a substantial impact on the economic and social health and wellbeing of our community. Council's own economic circumstances have also been dramatically impacted.

In order to respond both strategically and operationally, Council has prepared a Budget for 2024-25 which is aligned to the Council Plan (incorporating Municipal Public Health and Wellbeing Plan) 2021-25 to realise the aspirations of the Community Vision 2041. The Budget 2024-25 seeks to maintain and improve services and infrastructure as well as deliver projects and services that are relevant and valued by our community and deliver within the rate increase mandated by the State Government

## Darebin 2041 Community Vision

- Darebin is an equitable, vibrant, green and connected community.
- Darebin respects and supports First Nations People, values country, our diverse communities and places.
- Darebin commits to preventing and mitigating the climate emergency, creating prosperity for current and future generations.

## 1.4 Strategic objectives

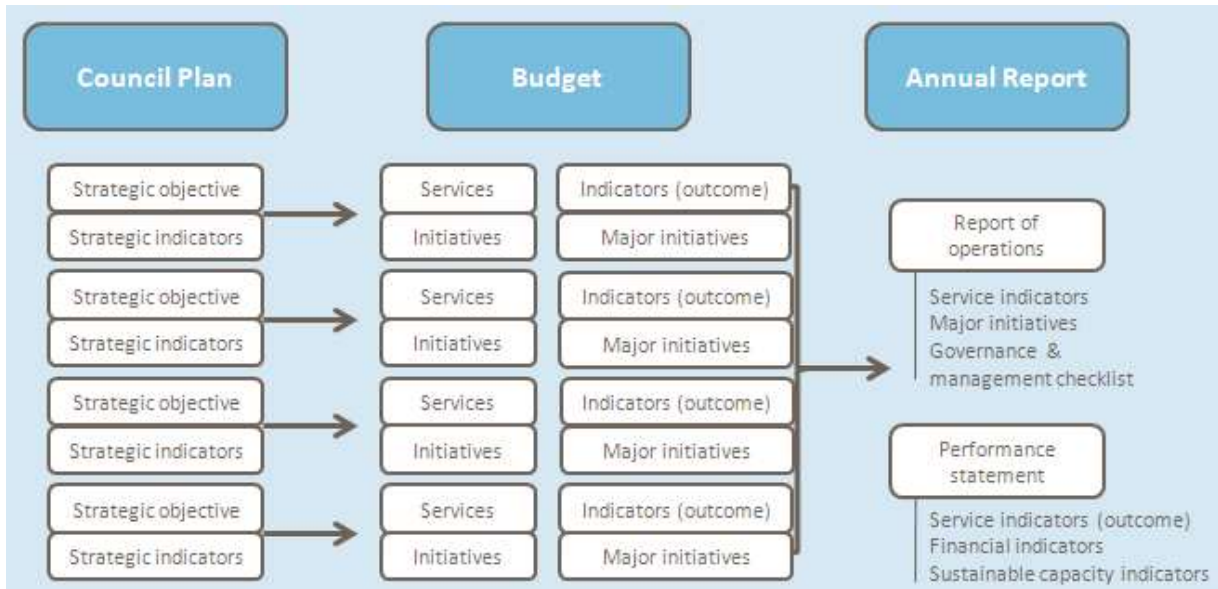
Darebin City Council's Strategic direction are realised through four themes (referred to as 'Strategic Directions' by the Local Government Act). The first three themes reflect the community priorities of the Darebin 2041 Community Vision and were developed through the community and deliberative engagement processes. One additional theme has been included which recognise Darebin City Council's internal Council focus on service delivery, governance and financial sustainability. For each theme, there is a strategic framework that says what we will do, how and by when, and, how we will know we have done it well.

Council delivers services and initiatives under 22 major service categories. Each contributes to the achievement of one of the four Strategic Directions as set out in the Council Plan for the years 2021-25. The following table lists the four Strategic Directions as described in the 2021 - 2025 Council Plan (incorporating Municipal Public Health and Wellbeing Plan).

Strategic Objective	Description
1. Vibrant, Respectful and Connected	<ul style="list-style-type: none"> <li>• Our Darebin will celebrate all our diverse communities.</li> <li>• We will uplift different voices in places of power, influence and decision-making.</li> <li>• We will recognise Aboriginal and Torres Strait Islander values, and honour their living culture and connection to country.</li> <li>• We will support connection to, and the preservation of, local history, and acknowledge past harm and trauma.</li> <li>• Our Darebin will be one filled with vibrant and dynamic spaces, amenities and events. It will be a city where no suburb, or person, will be left behind.</li> <li>• We are one Darebin.</li> </ul>
2. Prosperous, Liveable and Flourishing	<ul style="list-style-type: none"> <li>• Our Darebin will encourage and incentivise business investment and growth in the sustainability sector.</li> <li>• We will create equitable and diverse opportunities for employment and volunteering.</li> <li>• We will make Darebin a centre for creative industry and the arts in Victoria.</li> <li>• We are a 20-minute city, and will ensure our community's access to amenities and services close to our homes.</li> <li>• We will sustain our community's ownership of services across their lifespan. We will maintain the health and wellbeing of all.</li> <li>• Our Darebin will ensure development, and the built environment, is designed for our liveability and sustainability.</li> </ul>
3. Climate, Green and sustainable	<ul style="list-style-type: none"> <li>• Our Darebin will take urgent action on the climate emergency facing our world. We will lead and educate our community and businesses to redress the imbalance.</li> <li>• We will make decisions that are driven by our community. Our decisions will be transparent, and socially and equitably just. Our decisions will be equitable for our community.</li> <li>• We will provide and promote safe and sustainable transport across our city.</li> <li>• We will lead the regeneration, enhancement and protection of our natural ecosystems and biodiversity.</li> <li>• We will integrate ecological solutions into our built environment. We will promote sustainable development and retrofitting practices that protect our natural assets.</li> <li>• Our Darebin will strive for zero carbon emissions.</li> </ul>
4. Responsible, Transparent and Responsive	<ul style="list-style-type: none"> <li>• Our Darebin is responsible, and responsive, to our community's needs, now and into the future.</li> <li>• We will make our decisions in the best interests of our community – transparently, and with integrity.</li> <li>• We will manage our resources effectively, and plan for our future growth. We will work in partnership with our community, business, and other government, to fulfill our responsibilities as the custodians of our city.</li> <li>• Our Darebin is progressive. Our Darebin is accountable. Our Darebin is a leader.</li> </ul>

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2024/25 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

### 2.1. Strategic Direction 1: Vibrant, Respectful and Connected

To achieve our strategic direction:

- We will prioritise and respect the voices and aspirations of Traditional Owners and Aboriginal and Torres Strait Islander communities in Darebin
- We will develop partnerships with organisations from across our city, to value and include people from multicultural and diverse backgrounds
- We will help to build an inclusive and empowered community, where social cohesion and community harmony are fostered
- We will embrace diversity and ensure everyone is included in our society, and no one is left behind by combating discrimination, and championing equity, inclusivity and diversity
- We will increase social connection to reduce isolation and loneliness, and support positive mental health
- We will ensure our festivals, events and functions are inclusive and respond equitably to, and value the diverse needs and aspirations of, our community
- We will continue to be a local government leader in the prevention of violence against women, and gender equity
- We will work towards a discrimination-free, and systemic racism-free Darebin, and reduce the impact of poverty and disadvantage

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

Service area	Description of services provided		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Community wellbeing, equity and diversity	This service area develops policy and implements projects which address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents including Emergency Management, Community Development and Wellbeing, Access and Inclusion and Equity and Diversity	<i>Inc</i>	302	135	80
		<i>Exp</i>	4,038	4,476	4,817
		<i>Surplus / (deficit)</i>	(3,736)	(4,341)	(4,737)
Aged Disability	Supports, informs and advocates for the needs of Darebin's diverse older residents, people living with disability and those who care for them, to live independently and well. Programs and services include social connection, clubs, groups and venues, access to community, and Home Support services such as domestic assistance and assisted shopping	<i>Inc</i>	9,151	8,194	8,785
		<i>Exp</i>	13,387	15,295	15,417
		<i>Surplus / (deficit)</i>	(4,235)	(7,102)	(6,632)
Libraries, and Learning	Responsible for our physical library services at Fairfield, Northcote, Preston and Reservoir and e-book, e-audiobook and e-magazine collection loans via our virtual library at <a href="http://www.darebinlibraries.vic.gov.au">www.darebinlibraries.vic.gov.au</a> .	<i>Inc</i>	1,333	1,175	1,179
		<i>Exp</i>	5,508	6,093	6,256
		<i>Surplus / (deficit)</i>	(4,175)	(4,918)	(5,077)
Creative culture and community facilities	This service area provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality and management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall and community venues. Services include Cultural Infrastructure, Collections, Festivals and Events and Community Hubs	<i>Inc</i>	1,083	1,152	1,157
		<i>Exp</i>	7,542	8,130	8,658
		<i>Surplus / (deficit)</i>	(6,459)	(6,978)	(7,501)

## Major Initiatives

1. Finalise and commence implementation of the Aboriginal Action Plan.
2. Finalise and commence implementation of the Cultural Diversity Action Plan.
3. Prepare for and implement aged care reforms.
4. Continue to develop a partnership with Wurundjeri Corporation to support the delivery of mutual goals.

## Other Initiatives

1. Provide funding to local, aboriginal-controlled organisations through a dedicated grant program.
2. Continue the Merri Merri Wayi collaboration with the City of Merri-bek, Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporate, CERES and other partners – a community-led collaboration to enable our natural and urban worlds thrive along the Merri Creek
3. Finalise and commence implementation of the LGBTIQ+ Action Plan to support the inclusion, rights and wellbeing of LGBTIQ+ communities and work to combat homophobia, biphobia and transphobia.
4. Continue to partner with community volunteers to care for the City's open spaces and habitat areas including through support for planting days, through the Edwardes Lake Taskforce and relationships with friends of groups.

## Service Performance Outcome Indicators

Service	Indicator	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Libraries*	Participation	(new indicator)	12.0%	12.0%

\* refer to table at end of section 2 for information on the calculation of Service Performance Outcome Indicators

## 2.2. Strategic Direction 2: Prosperous, Liveable and Flourishing

To achieve our strategic direction:

- We will deliver equitable and accessible infrastructure to provide opportunities for our community to live well.
- We will design and create public spaces where our people feel safe, welcome, and respected, including improving lighting and safety for people walking, wheeling, cycling and driving.
- We will facilitate more affordable, social and public housing in Darebin, to meet our community's needs.
- We will foster local urban streetscapes and activity centers that connect our community, support economic recovery, and encourage people to live, work and play locally.
- We will invest in services and the built environment to improve access for our residents and visitors.
- We will support the human rights, housing and wellbeing needs of our people experiencing homelessness.
- We will work in partnership to address place-based socio-economic disadvantage and health inequity in East Preston and East Reservoir
- We will advocate to reduce the harm associated with electronic machine gambling, alcohol and tobacco.
- We will leverage investment, partnerships and advocacy to drive Darebin's growth and sustainability and ensure Darebin is a great place to do business.

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

Service area	Description of services provided		2022/23	2023/24	2024/25
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Economic Development	Economic Development develops and implements strategies and activities which aim to foster a resilient economy. Our services include providing local employment opportunities; attracting a range of new industries; supporting and working with local businesses, and associations to help them improve business performance and enhance promotions; and working with neighbouring municipalities and our partners to increase economic growth	<i>Inc</i>	610	811	-
		<i>Exp</i>	2,757	3,093	2,103
		<i>Surplus/ (deficit)</i>	(2,147)	(2,282)	(2,103)
Family, Youth & Children	Responsible for a diverse range of services that includes immunisation, maternal and child health services, family and early parenting programs, supported playgroups, toy library, support and resourcing to early childhood education and care services, Best Start, pre-school field officer program, childcare and kindergarten registration system, and a range of services and supports to young people from the Hub at Northland, Decibels Youth Music Centre and through outreach and Youth Voice projects.	<i>Inc</i>	3,778	3,690	3,546
		<i>Exp</i>	9,348	10,105	10,115
		<i>Surplus/ (deficit)</i>	(5,570)	(6,416)	(6,569)
Recreation and leisure	Supporting the Darebin community to get active through formal and informal opportunities including: sports clubs, programs, and facilities. Delivering recreation and leisure policy and planning – in particular infrastructure planning, delivery and activation. Responsible for Council's major recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre, the Reservoir Leisure Centre and the public golf courses at Bundoora and Northcote	<i>Inc</i>	5,131	4,971	6,964
		<i>Exp</i>	8,369	10,601	9,066
		<i>Surplus/ (deficit)</i>	(3,239)	(5,630)	(2,101)
City development and health protection	Administers the Darebin Planning Scheme through determination of planning applications in line with Council's governance practices (Statutory Planning) as well as delivering services to ensure compliance with building legislation and industry standards. Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environment Protect Act and associated regulations).	<i>Inc</i>	4,128	5,077	5,084
		<i>Exp</i>	10,178	10,087	10,381
		<i>Surplus/ (deficit)</i>	(6,050)	(5,010)	(5,297)
Civic compliance	Responsible for Council's animal management, Local Law s, Planning Enforcement, Traffic Enforcement and School Crossings Supervision Service.	<i>Inc</i>	4,128	6,629	6,412
		<i>Exp</i>	7,339	7,919	8,584
		<i>Surplus/ (deficit)</i>	(3,211)	(1,290)	(2,171)
Facilities and infrastructure management and maintenance	Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the delivery of the capital works program including the delivery of major infrastructure projects.	<i>Inc</i>	1,752	2,140	3,052
		<i>Exp</i>	10,915	9,355	9,898
		<i>Surplus/ (deficit)</i>	(9,163)	(7,214)	(6,847)
Sustainable Transport	Delivers a wide range of statutory and non statutory road management functions including: Local Area Placemaking transport investigation and improvement programs, parking change management requests, construction permits, cross-over (new driveway) applications. The service also provides transport engineering advice for capital projects, transport policies, referrals for statutory planning applications, speed limit reductions, and transport permits to use road space.	<i>Inc</i>	160	120	167
		<i>Exp</i>	2,463	2,365	2,519
		<i>Surplus/ (deficit)</i>	(2,303)	(2,245)	(2,352)

## Major Initiatives

1. Undertake essential building renewal works, gym equipment and group exercise equipment at Reservoir Leisure Centre, while scoping longer term options for the redevelopment of the centre.
2. Deliver the footpath and road renewal programs to improve road safety and the cycling, walking and wheeling network.
3. Design and construct transport safety projects (including Blackspot Program).
4. Commence construction of the KP Hardiman Pavilion.
5. Complete construction of the John Hall Pavilion.
6. Commence initial construction works of the Bill Lawry Oval Redevelopment.
7. Deliver the Assertive Outreach program and commence establishment of a Towards Zero program for Darebin to support people sleeping rough and experiencing homelessness.
8. Deliver the kindergarten expansion program to increase kindergarten places in areas of greatest unmet demand.

## Other Initiatives

1. Finalise the draft Community Infrastructure Plan.
2. Commence a planning scheme amendment to implement the recommendations of the Darebin Housing Supply & Demand and Neighborhood Character Study.
3. Commence implementation of an e-Scooter trial.
4. Project funding to support Council's placemaking priorities.
5. Deliver four place-based projects that respond to local community issues and needs.
6. Mitigate against flood risk through a Special Building Overlay (Flood Risk Assessment) Planning Scheme amendment.
7. Continue to support a wide variety of community groups from kindergartens to cultural groups to sports clubs through provision of facilities and grounds with significant subsidies reflecting the community benefit.

## Service Performance Outcome Indicators

Service	Indicator	2022/23	2023/24	2024/25
		Actual	Forecast	Budget
Maternal and Child Health*	Participation in MCH service	74.8%	74.0%	75.0%
	Participation in MCH service by Aboriginal children	73.9%	75.0%	75.0%
Aquatic Facilities*	Utilisation	2.7	10.2	8.8
Roads*	Satisfaction	95.2%	95.0%	95.0%

\* refer to table at end of section 2 for information on the calculation of Service Performance Outcome Indicators

## Strategic Direction 3: Climate, Green and Sustainable

To achieve our objective, we will:

- We will adapt to climate change and build the resilience of our community, infrastructure and the built environment, with a focus on our vulnerable communities at risk of fuel poverty, and flooding.
- Aim to achieve 12% canopy cover on Council owned and managed land by 2025, prioritising catchment biodiversity and shopping areas.
- We will drive significant improvements in water quality and biodiversity across Darebin, designating Edwardes Lake as a flagship project to demonstrate water recreation (in the long term)
- We will reduce carbon emissions by switching to renewable energy on a large scale for Council buildings and through community focused initiatives.
- We will reduce waste and stimulate a local circular economy, where waste resources are re-used rather than discarded.

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

Service area	Description of services provided		2022/23	2023/24	2024/25
			Actual \$'000	Forecast \$'000	Budget \$'000
Climate Emergency and Environment	Leads reform and improvement projects, and management of risk relating to climate, energy, waste, biodiversity, contaminated land and water.  Delivers climate, energy, recycling, waste minimisation, litter and water education programs, support community led programs, runs recycling trials, work with other Councils and State Government on regional/state programs, develops / delivers circular economy proposals. Delivers Solar Saver Program, where Council installs solar panels on residents' roofs, which is paid back via rates.	<i>Inc</i>	192	907	1,753
		<i>Exp</i>	5,408	6,731	7,328
		<i>Surplus/ (deficit)</i>	(5,217)	(5,825)	(5,576)
Open spaces, parks and environment	Develops and implements policies and programs that contribute to the sustainable management of the Municipality's natural resources and environment. Includes development, oversight and implementation of strategies including Open Space Strategy, Urban Forest Strategy, Parks Asset Management Strategy Responsible for the management and maintenance of approximately 600ha of open space including 130 playgrounds, several wetlands, pathways, seating, garden beds, waterways, catchments, dams and street trees and more than 100,000 trees in parks and reserves.	<i>Inc</i>	5,485	6,277	6,184
		<i>Exp</i>	16,180	15,221	16,185
		<i>Surplus/ (deficit)</i>	(10,695)	(8,945)	(10,001)
Waste management	Collection of general waste, recyclables, FOGO and dumped rubbish, street and right of way cleansing, the hard waste collection service, and in-house management of the operations of the Darebin Resource and Recovery Centre	<i>Inc</i>	4,947	4,759	5,074
		<i>Exp</i>	24,353	24,099	24,468
		<i>Surplus/ (deficit)</i>	(19,406)	(19,340)	(19,394)

## Major Initiatives

1. Remove gas from twenty Council sites.
2. Remediate parcels of land at Clements Reserve, prior to transfer of land to Council, to increase green, open space.

## Other Initiatives

1. Fund WaterWatch - a citizen science program for monitoring waterway health and educational component for schools.
2. Increase the number of street trees prioritising areas with low canopy cover.
3. Commence implementing the new Climate Emergency Plan, including supporting residents to switch to electrical equipment through the revised Solar Saver program.
4. Finalise and implement the Contaminated Land Management Framework.



## Service Performance Outcome Indicators

Service	Indicator	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Waste Collection*	Waste Diversion	54%	55%	56%

\* refer to table at end of section 2 for information on the calculation of Service Performance Outcome Indicators

## Strategic Direction 4: Responsible, Transparent and Responsive

To achieve our strategic direction:

- We will ensure balanced and responsible financial decision making that meets the needs of our community now and into the future.
- We will ensure our assets are optimised for the benefit of our community.
- We will transform our services and service delivery models to ensure they meet the current, emerging and future needs of our community.
- We will ensure major changes in our city achieve significant improvements in our city.
- We will improve the sustainability, accessibility, and design of development on

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

Service area	Description of services provided		2022/23	2023/24	2024/25
			Actual \$'000	Forecast \$'000	Budget \$'000
Communication, advocacy and engagement	Using demographic data to undertake consultation, facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion, infrastructure and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.	<i>Inc</i>	-	-	-
		<i>Exp</i>	2,594	2,731	2,811
		<i>Surplus/ (deficit)</i>	(2,594)	(2,731)	(2,811)
Customer service	This service provides the customer interface for most services and a wide range of transactions. Service is delivered via customer service centres, a telephone call centre, our website and an after-hours emergency service.	<i>Inc</i>	-	-	-
		<i>Exp</i>	2,369	2,359	2,620
		<i>Surplus/ (deficit)</i>	(2,369)	(2,359)	(2,620)
People and culture	Provides support to the organisation on strategic issues such as change management, workforce planning, leadership development and organisation development.	<i>Inc</i>	-	15	-
		<i>Exp</i>	2,912	3,365	3,989
		<i>Surplus/ (deficit)</i>	(2,927)	(3,365)	(3,989)
Customer Transformation	This service focuses on improving customer experience across the organisation through continuous improvement activities such as service reviews, process improvement, system optimisation and customer experience practices.	<i>Inc</i>	-	-	-
		<i>Exp</i>	218	887	980
		<i>Surplus/ (deficit)</i>	(218)	(887)	(980)
Mayor and council	The Mayor and Councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation	<i>Inc</i>	23	71	171
		<i>Exp</i>	4,590	4,515	6,048
		<i>Surplus/ (deficit)</i>	(4,568)	(4,444)	(5,877)
Corporate governance	This service includes direct administrative support to the Mayor and Councillors, coordination of Council and Committee meetings, and includes the Chief Executive Officer, Executive Management Team, as well as the administration of Council business, policy support, corporate strategy and corporate risk.	<i>Inc</i>	1,240	884	980
		<i>Exp</i>	6,266	8,073	6,943
		<i>Surplus/ (deficit)</i>	(5,026)	(7,189)	(5,964)
Information technology services	This service provides Council with digital platforms to improve business performance by allowing timely and informed decision making that enhances improved service provision to Council and the community. The services also include cybersecurity, governance of technological systems, the maintenance of the infrastructure, and functionality of the systems overall.	<i>Inc</i>	7	0	0
		<i>Exp</i>	8,447	9,511	10,264
		<i>Surplus/ (deficit)</i>	(8,439)	(9,511)	(10,264)
Financial services	Provides financial services and support to internal and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties	<i>Inc</i>	465	171	178
		<i>Exp</i>	3,804	3,984	4,068
		<i>Surplus/ (deficit)</i>	(3,339)	(3,813)	(3,889)
Fleet services	Responsible for the fleet required to support all Council's in-house service delivery.	<i>Inc</i>	624	366	320
		<i>Exp</i>	3,447	3,347	3,310
		<i>Surplus/ (deficit)</i>	(2,822)	(2,981)	(2,990)

## Major Initiatives

1. Continue to implement the Organisational Strategy, Leading Darebin, to drive organisational performance and customer improvements.
2. Develop key strategic documents including the review of the Community Vision, Council Plan, Long Term Financial Plan and Asset Plan including deliberative engagement with the community.
3. Invest in IT systems to improve customer experience, enable our people and deliver effective governance, compliance, improved data and cyber risk management.
4. Transform our models of service delivery through the development of service profiles and conduct service reviews, to improve and ensure accessibility, inclusivity for under-represented groups and consistency of our customer experience.

## Other Initiatives

1. Complete the Property Strategy to ensure maximum community benefit is being realised from Council's property portfolio.
2. Continue to undertake drainage condition assessments to proactively plan for the renewal and maintenance of Darebin's drainage assets.
3. Deliver the Councillor induction program following the General Election in October 2024.

## Service Performance Outcome Indicators

Service	Indicator	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Statutory planning*	Service Standard	37.9%	60.0%	60.0%
Food safety*	Health and Safety	100.0%	100.0%	100.0%
Animal management*	Health and Safety	100.0%	100.0%	100.0%
Governance*	Consultation and engagement	60.0%	66.0%	66.3%

## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

### 2.3. Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Income / Revenue
	\$'000	\$'000	\$'000
Strategic Objective 1: Vibrant, Respectful and Connected	(23,948)	35,148	11,200
Strategic Objective 2: Prosperous, Liveable and Flourishing	(27,440)	52,666	25,226
Strategic Objective 3: Climate, Green and Sustainable	(34,970)	47,981	13,010
Strategic Objective 4: Responsible, Transparent and Responsive	(39,385)	41,034	1,649
<b>Total</b>	<b>(125,743)</b>	<b>176,828</b>	<b>51,086</b>

***(Expenses)/Revenue added in:***

Depreciation	(28,247)
Borrowing Interest Expenses	(1,608)
Net Other Revenue/(Expenditures) not included above	10,517
<b>Surplus/(Deficit) before funding sources</b>	<b>(19,338)</b>

***Funding sources added in:***

Rates and charges revenue (not included above)	134,028
Waste charge revenue	21,246
<b>Total funding sources</b>	<b>155,274</b>
<b>Operating surplus/(deficit) for the year</b>	<b>10,193</b>

### 3. Financial Statements

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

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* 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

### 3.1. Comprehensive Income Statement

For the four years ending 30 June 2028

	NOTES	Forecast	Budget	Projections		
		Actual		2025/26	2026/27	2027/28
		2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income / Revenue</b>						
Rates and charges	4.1.1	152,381	<b>157,373</b>	162,291	167,179	172,213
Statutory fees and fines	4.1.2	8,889	<b>9,332</b>	9,799	10,289	10,803
User fees	4.1.3	11,929	<b>12,562</b>	12,845	13,134	13,429
Grants - operating	4.1.4	18,842	<b>18,105</b>	18,467	18,836	19,213
Grants - capital	4.1.4	2,147	<b>2,639</b>	2,269	3,707	1,144
Contributions - monetary	4.1.5	6,216	<b>6,607</b>	7,000	7,000	7,000
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		545	<b>730</b>	750	750	750
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits (or loss) of associates and joint ventures		-	-	-	-	-
Other income	4.1.6	4,646	<b>6,356</b>	6,364	6,217	6,000
<b>Total income / revenue</b>		<b>205,595</b>	<b>213,704</b>	<b>219,784</b>	<b>227,112</b>	<b>230,552</b>
<b>Expenses</b>						
Employee costs	4.1.7	(101,520)	<b>(107,423)</b>	(109,072)	(110,658)	(110,800)
Materials and services	4.1.8	(60,163)	<b>(59,646)</b>	(73,441)	(75,790)	(78,886)
Depreciation	4.1.9	(26,714)	<b>(27,712)</b>	(28,091)	(28,933)	(29,801)
Amortisation - intangible assets	4.1.10	(513)	<b>(532)</b>	(562)	(579)	(596)
Depreciation - right of use assets	4.1.11	(30)	<b>(3)</b>	(2)	-	-
Allowance for impairment losses		(2,716)	<b>(1,339)</b>	(1,369)	(1,400)	(1,431)
Borrowing costs		(1,735)	<b>(1,608)</b>	(1,445)	(1,275)	(1,098)
Finance costs - leases		-	<b>0</b>	0	-	-
Other expenses	4.1.12	(6,029)	<b>(5,247)</b>	(5,378)	(5,513)	(5,650)
<b>Total expenses</b>		<b>(199,420)</b>	<b>(203,511)</b>	<b>(219,359)</b>	<b>(224,148)</b>	<b>(228,263)</b>
<b>Surplus/(deficit) for the year</b>		<b>6,175</b>	<b>10,193</b>	<b>425</b>	<b>2,964</b>	<b>2,289</b>
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation gain/(loss)		-	-	-	-	-
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
<b>Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)</b>						
		-	-	-	-	-
<b>Total other comprehensive income</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive result</b>		<b>6,175</b>	<b>10,193</b>	<b>425</b>	<b>2,964</b>	<b>2,289</b>

## 3.2. Balance Sheet

For the four years ending 30 June 2028

	NOTES	Forecast				
		Actual	Budget	Projections		
		2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		34,202	<b>39,940</b>	31,241	25,025	19,704
Trade and other receivables		23,583	<b>22,741</b>	23,514	24,256	24,619
Other financial assets		14,154	<b>14,154</b>	14,154	14,154	14,154
Inventories		66	<b>66</b>	66	66	67
Prepayments		-	-	-	-	-
Non-current assets classified as held for sale		-	-	-	-	-
Contract assets		-	-	-	-	-
Other assets		145	<b>145</b>	145	145	145
<b>Total current assets</b>	4.2.1	<u>72,150</u>	<u><b>77,046</b></u>	<u>69,121</u>	<u>63,647</u>	<u>58,689</u>
<b>Non-current assets</b>						
Trade and other receivables		1,563	<b>1,571</b>	1,579	1,587	1,594
Other financial assets		6	<b>6</b>	6	6	6
Investments in associates, joint arrangement and subsidiaries		-	-	-	-	-
Property, infrastructure, plant & equipment		1,666,444	<b>1,670,576</b>	1,676,406	1,681,129	1,684,613
Right-of-use assets	4.2.4	-	<b>(3)</b>	-	-	-
Investment property		9,270	<b>9,270</b>	9,270	9,270	9,270
Intangible assets		727	<b>195</b>	(367)	(945)	(1,541)
<b>Total non-current assets</b>	4.2.1	<u>1,678,010</u>	<u><b>1,681,614</b></u>	<u>1,686,894</u>	<u>1,691,046</u>	<u>1,693,942</u>
<b>Total assets</b>		<u>1,750,160</u>	<u><b>1,758,661</b></u>	<u>1,756,015</u>	<u>1,754,693</u>	<u>1,752,631</u>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		7,375	<b>9,920</b>	11,244	11,525	11,787
Trust funds and deposits		6,910	<b>6,910</b>	6,910	6,910	6,910
Contract and other liabilities		107	<b>107</b>	107	107	107
Provisions		19,233	<b>19,233</b>	19,233	19,233	19,233
Interest-bearing liabilities	4.2.3	4,256	<b>4,398</b>	4,568	4,745	4,929
Lease liabilities	4.2.4	-	<b>(3)</b>	-	-	-
<b>Total current liabilities</b>	4.2.2	<u>37,881</u>	<u><b>40,565</b></u>	<u>42,062</u>	<u>42,520</u>	<u>42,966</u>
<b>Non-current liabilities</b>						
Provisions		2,380	<b>2,380</b>	2,380	2,380	2,380
Interest-bearing liabilities	4.2.3	39,221	<b>34,845</b>	30,277	25,532	20,602
Lease liabilities	4.2.4	-	-	-	-	-
<b>Total non-current liabilities</b>	4.2.2	<u>41,601</u>	<u><b>37,225</b></u>	<u>32,657</u>	<u>27,912</u>	<u>22,982</u>
<b>Total liabilities</b>		<u>79,482</u>	<u><b>77,789</b></u>	<u>74,718</u>	<u>70,432</u>	<u>65,949</u>
<b>Net assets</b>		<u>1,670,678</u>	<u><b>1,680,871</b></u>	<u>1,681,297</u>	<u>1,684,261</u>	<u>1,686,682</u>
<b>Equity</b>						
Accumulated surplus		599,480	<b>609,673</b>	610,099	613,063	615,352
Reserves		1,071,198	<b>1,071,198</b>	1,071,198	1,071,198	1,071,330
<b>Total equity</b>		<u>1,670,678</u>	<u><b>1,680,871</b></u>	<u>1,681,297</u>	<u>1,684,261</u>	<u>1,686,682</u>

### 3.3. Statement of Changes in Equity

For the four years ending 30 June 2028

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2024 Forecast Actual</b>					
Balance at beginning of the financial year		1,664,503	593,470	1,055,675	15,358
Surplus/(deficit) for the year		6,175	6,175	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		(165)	(165)	-	-
Transfers from other reserves		165	-	-	165
<b>Balance at end of the financial year</b>		<b>1,670,678</b>	<b>599,480</b>	<b>1,055,675</b>	<b>15,523</b>
<b>2025 Budget</b>					
Balance at beginning of the financial year		1,670,678	599,480	1,055,675	15,523
Surplus/(deficit) for the year		10,193	10,193	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
<b>Balance at end of the financial year</b>	4.3.2	<b>1,680,871</b>	<b>609,673</b>	<b>1,055,675</b>	<b>15,523</b>
<b>2026</b>					
Balance at beginning of the financial year		1,680,871	609,673	1,055,675	15,523
Surplus/(deficit) for the year		425	425	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>1,681,297</b>	<b>610,099</b>	<b>1,055,675</b>	<b>15,523</b>
<b>2027</b>					
Balance at beginning of the financial year		1,681,297	610,099	1,055,675	15,523
Surplus/(deficit) for the year		2,964	2,964	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>1,684,261</b>	<b>613,063</b>	<b>1,055,675</b>	<b>15,523</b>
<b>2028</b>					
Balance at beginning of the financial year		1,684,261	613,063	1,055,675	15,523
Surplus/(deficit) for the year		2,289	2,289	-	-
Net asset revaluation gain/(loss)		132	-	132	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>1,686,682</b>	<b>615,352</b>	<b>1,055,807</b>	<b>15,523</b>



### 3.4. Statement of Cash Flows

For the four years ending 30 June 2028

	Notes	Forecast	Budget	Projections		
		Actual				
		2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		153,387	<b>157,366</b>	160,782	165,649	170,697
Statutory fees and fines		6,173	<b>10,261</b>	10,724	11,260	11,825
User fees		12,739	<b>13,813</b>	14,073	14,390	14,716
Grants - operating		19,306	<b>18,093</b>	18,338	18,705	19,085
Grants - capital		1,827	<b>2,637</b>	2,286	3,573	1,342
Contributions - monetary		6,216	<b>6,607</b>	7,000	7,000	7,000
Interest received		2,841	<b>2,384</b>	1,733	1,565	1,327
Dividends received		-	-	-	-	-
Trust funds and deposits taken		-	-	-	-	-
Other receipts		2,007	<b>4,362</b>	4,938	5,049	5,076
Net GST refund / payment		8,104	<b>3,390</b>	4,844	5,103	5,337
Employee costs		(101,955)	<b>(106,382)</b>	(109,024)	(110,613)	(110,821)
Materials and services		(74,921)	<b>(69,905) </b>	(85,453)	(89,224)	(92,735)
Short-term, low value and variable lease payments		-	-	-	-	-
Trust funds and deposits repaid		-	-	-	-	-
Other payments		-	-	-	-	-
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	<b>35,724</b>	<b>42,625</b>	30,242	32,458	32,849
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(38,074)	<b>(31,844)</b>	(33,921)	(33,656)	(33,153)
Proceeds from sale of property, infrastructure, plant and equipment		545	<b>803</b>	825	825	825
Payments for investments		-	-	-	-	-
Proceeds from sale of investments		9	-	-	-	-
Loans and advances made		-	-	-	-	-
Payments of loans and advances		-	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	<b>(37,520)</b>	<b>(31,041)</b>	(33,096)	(32,831)	(32,328)
<b>Cash flows from financing activities</b>						
Finance costs		(1,735)	<b>(1,608)</b>	(1,445)	(1,275)	(1,098)
Proceeds from borrowings		-	-	-	-	-
Repayment of borrowings		(4,080)	<b>(4,234)</b>	(4,398)	(4,568)	(4,745)
Interest paid - lease liability		-	<b>0</b>	0	-	-
Repayment of lease liabilities		-	<b>(3)</b>	(2)	-	-
<b>Net cash provided by/(used in) financing activities</b>	4.4.3	<b>(5,815)</b>	<b>(5,846)</b>	(5,844)	(5,843)	(5,843)
Net increase/(decrease) in cash & cash equivalents		(7,611)	<b>5,738</b>	(8,699)	(6,216)	(5,321)
Cash and cash equivalents at the beginning of the financial year		41,813	<b>34,202</b>	39,940	31,241	25,025
<b>Cash and cash equivalents at the end of the financial year</b>		<b>34,202</b>	<b>39,940</b>	31,241	25,025	19,704

### 3.5. Statement of Capital Works

For the four years ending 30 June 2028

	NOTES	Forecast	Budget	Projections		
		Actual				
		2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>						
Land		-	-	2,450	-	-
Land improvements		1,639	1,320	400	400	200
<b>Total land</b>		1,639	1,320	2,850	400	200
Buildings		7,139	9,202	10,450	10,590	8,800
Heritage buildings		-	-	-	-	-
Building improvements		-	-	-	-	-
Leasehold improvements		-	-	-	-	-
<b>Total buildings</b>		7,139	9,202	10,450	10,590	8,800
<b>Total property</b>		8,778	10,522	13,300	10,990	9,000
<b>Plant and equipment</b>						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		1,840	2,255	2,105	2,105	2,030
Fixtures, fittings and furniture		30	-	-	-	-
Computers and telecommunications		3,216	3,160	2,700	2,700	3,500
Library books		750	800	800	800	800
<b>Total plant and equipment</b>		5,836	6,215	5,605	5,605	6,330
<b>Infrastructure</b>						
Roads		4,230	6,043	4,950	6,150	6,400
Bridges		127	45	555	1,000	-
Footpaths and cycleways		3,165	3,016	3,000	3,000	3,000
Drainage		1,166	-	-	-	-
Recreational, leisure and community facilities		5,672	3,969	4,161	4,711	6,253
Waste management		250	630	550	400	350
Parks, open space and streetscapes		3,692	1,404	1,800	1,800	1,820
Aerodromes		-	-	-	-	-
Off street car parks		100	-	-	-	-
Other infrastructure		-	-	-	-	-
<b>Total infrastructure</b>		18,402	15,107	15,016	17,061	17,823
<b>Total capital works expenditure</b>	4.5.1	33,016	31,844	33,921	33,656	33,153
<b>Represented by:</b>						
New asset expenditure		2,583	6,182	7,318	4,726	6,267
Asset renewal expenditure		25,315	22,468	21,983	24,127	23,804
Asset expansion expenditure		2,968	705	1,382	1,358	513
Asset upgrade expenditure		2,150	2,489	3,237	3,445	2,569
<b>Total capital works expenditure</b>	4.5.1	33,016	31,844	33,921	33,656	33,153
<b>Funding sources represented by:</b>						
Grants		2,147	2,639	2,269	3,707	1,144
Contributions		6,216	6,607	7,000	7,000	7,000
Council cash		24,653	22,598	24,652	22,949	25,009
Borrowings		-	-	-	-	-
<b>Total capital works expenditure</b>	4.5.1	33,016	31,844	33,921	33,656	33,153

### 3.6. Statement of Human Resources

For the four years ending 30 June 2028

	Forecast	Budget	Projections		
	Actual				
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	101,520	<b>107,423</b>	109,072	110,658	110,800
Employee costs - capital	2,377	<b>2,636</b>	2,636	2,636	2,636
<b>Total staff expenditure</b>	<b>103,897</b>	<b>110,059</b>	<b>111,708</b>	<b>113,294</b>	<b>113,436</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	957.3	<b>948.0</b>	948.0	948.0	948.0
<b>Total staff numbers</b>	<b>957.3</b>	<b>948.0</b>	<b>948.0</b>	<b>948.0</b>	<b>948.0</b>

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
2024/25	\$'000	\$'000	\$'000	\$'000	\$'000
City Sustainability & Strategy	<b>19,134</b>	15,696	2,201	87	1,150
Infrastructure, Operations & Finance	<b>28,026</b>	27,580	294	-	152
Community	<b>43,132</b>	20,975	16,767	4,526	864
Customer & Corporate	<b>16,001</b>	13,572	1,715	220	494
<b>Total permanent staff expenditure</b>	<b>106,293</b>	<b>77,823</b>	<b>20,977</b>	<b>4,833</b>	<b>2,660</b>
Other employee related expenditure	<b>3,766</b>				
Capitalised labour costs	<b>(2,636)</b>				
<b>Total expenditure</b>	<b>107,423</b>				

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
2024/25					
City Sustainability & Strategy	<b>165.8</b>	125.0	28.7	1.3	10.8
Infrastructure, Operations & Finance	<b>240.8</b>	237.0	2.8	-	1.0
Community	<b>420.7</b>	179.0	164.3	68.4	9.0
Customer & Corporate	<b>120.6</b>	97.0	16.3	3.3	4.0
<b>Total staff</b>	<b>948.0</b>	<b>638.0</b>	<b>212.2</b>	<b>73.1</b>	<b>24.8</b>

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>City Sustainability &amp; Strategy</b>				
<b>Permanent - Full time</b>	<b>15,668</b>	<b>16,236</b>	<b>16,743</b>	<b>17,266</b>
Women	6,687	6,929	7,146	7,369
Men	7,527	7,800	8,044	8,295
Persons of self-described gender	0	0	0	0
Vacant positions	1,454	1,506	1,553	1,602
<b>Permanent - Part time</b>	<b>2,201</b>	<b>2,281</b>	<b>2,352</b>	<b>2,425</b>
Women	1,246	1,291	1,331	1,373
Men	780	809	834	860
Persons of self-described gender	0	0	0	0
Vacant positions	174	181	186	192
<b>Total City Sustainability &amp; Strategy</b>	<b>17,869</b>	<b>18,516</b>	<b>19,095</b>	<b>19,692</b>
<b>Community</b>				
<b>Permanent - Full time</b>	<b>20,940</b>	<b>21,699</b>	<b>22,377</b>	<b>23,076</b>
Women	13,547	14,038	14,477	14,929
Men	5,186	5,374	5,542	5,716
Persons of self-described gender	127	132	136	140
Vacant positions	2,079	2,154	2,222	2,291
<b>Permanent - Part time</b>	<b>16,767</b>	<b>17,375</b>	<b>17,918</b>	<b>18,478</b>
Women	11,855	12,285	12,668	13,064
Men	1,997	2,070	2,134	2,201
Persons of self-described gender	154	159	164	170
Vacant positions	2,761	2,861	2,950	3,043
<b>Total Community</b>	<b>37,707</b>	<b>39,074</b>	<b>40,295</b>	<b>41,554</b>
<b>Infrastructure, Operations &amp; Finance</b>				
<b>Permanent - Full time</b>	<b>27,566</b>	<b>28,565</b>	<b>29,458</b>	<b>30,379</b>
Women	6,521	6,757	6,968	7,186
Men	19,457	20,162	20,793	21,442
Persons of self-described gender	94	97	100	103
Vacant positions	1,495	1,549	1,597	1,647
<b>Permanent - Part time</b>	<b>294</b>	<b>305</b>	<b>314</b>	<b>324</b>
Women	194	201	207	214
Men	57	59	60	62
Persons of self-described gender	0	0	0	0
Vacant positions	44	45	47	48
<b>Total Infrastructure, Operations &amp; Finance</b>	<b>27,860</b>	<b>28,870</b>	<b>29,772</b>	<b>30,703</b>
<b>Customer &amp; Corporate</b>				
<b>Permanent - Full time</b>	<b>13,550</b>	<b>14,041</b>	<b>14,480</b>	<b>14,933</b>
Women	7,196	7,457	7,690	7,930
Men	4,691	4,861	5,013	5,169
Persons of self-described gender	0	0	0	0
Vacant positions	1,663	1,724	1,777	1,833
<b>Permanent - Part time</b>	<b>1,715</b>	<b>1,777</b>	<b>1,833</b>	<b>1,890</b>
Women	1,232	1,276	1,316	1,357
Men	150	156	160	165
Persons of self-described gender	0	0	0	0
Vacant positions	333	345	356	367
<b>Total Customer &amp; Corporate</b>	<b>15,265</b>	<b>15,819</b>	<b>16,313</b>	<b>16,823</b>
<b>Casuals, temporary and other expenditure</b>	<b>8,722</b>	<b>6,793</b>	<b>5,183</b>	<b>2,029</b>
<b>Capitalised labour costs</b>	<b>-2,636</b>	<b>-2,731</b>	<b>-2,816</b>	<b>-2,904</b>
<b>Total staff expenditure</b>	<b>107,423</b>	<b>109,072</b>	<b>110,658</b>	<b>110,800</b>

	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE
<b>City Sustainability &amp; Strategy</b>				
<b>Permanent - Full time</b>	<b>125.0</b>	<b>125.0</b>	<b>125.0</b>	<b>125.0</b>
Women	53.0	53.0	53.0	53.0
Men	56.0	56.0	56.0	56.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant positions	16.0	16.0	16.0	16.0
<b>Permanent - Part time</b>	<b>28.7</b>	<b>28.7</b>	<b>28.7</b>	<b>28.7</b>
Women	15.4	15.4	15.4	15.4
Men	10.9	10.9	10.9	10.9
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant positions	2.4	2.4	2.4	2.4
<b>Total City Sustainability &amp; Strategy</b>	<b>153.7</b>	<b>153.7</b>	<b>153.7</b>	<b>153.7</b>
<b>Community</b>				
<b>Permanent - Full time</b>	<b>179.0</b>	<b>179.0</b>	<b>179.0</b>	<b>179.0</b>
Women	108.0	108.0	108.0	108.0
Men	42.0	42.0	42.0	42.0
Persons of self-described gender	1.0	1.0	1.0	1.0
Vacant positions	28.0	28.0	28.0	28.0
<b>Permanent - Part time</b>	<b>164.3</b>	<b>164.3</b>	<b>164.3</b>	<b>164.3</b>
Women	110.1	110.1	110.1	110.1
Men	21.3	21.3	21.3	21.3
Persons of self-described gender	1.6	1.6	1.6	1.6
Vacant positions	31.4	31.4	31.4	31.4
<b>Total Community</b>	<b>343.3</b>	<b>343.3</b>	<b>343.3</b>	<b>343.3</b>
<b>Infrastructure, Operations &amp; Finance</b>				
<b>Permanent - Full time</b>	<b>237.0</b>	<b>237.0</b>	<b>237.0</b>	<b>237.0</b>
Women	51.0	51.0	51.0	51.0
Men	170.0	170.0	170.0	170.0
Persons of self-described gender	1.0	1.0	1.0	1.0
Vacant positions	15.0	15.0	15.0	15.0
<b>Permanent - Part time</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>	<b>2.8</b>
Women	1.7	1.7	1.7	1.7
Men	0.6	0.6	0.6	0.6
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant positions	0.5	0.5	0.5	0.5
<b>Total Infrastructure, Operations &amp; Finance</b>	<b>239.8</b>	<b>239.8</b>	<b>239.8</b>	<b>239.8</b>
<b>Customer &amp; Corporate</b>				
<b>Permanent - Full time</b>	<b>97.0</b>	<b>97.0</b>	<b>97.0</b>	<b>97.0</b>
Women	50.0	50.0	50.0	50.0
Men	31.0	31.0	31.0	31.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant positions	16.0	16.0	16.0	16.0
<b>Permanent - Part time</b>	<b>16.3</b>	<b>16.3</b>	<b>16.3</b>	<b>16.3</b>
Women	11.3	11.3	11.3	11.3
Men	1.4	1.4	1.4	1.4
Persons of self-described gender	0.0	0.0	0.0	0.0
Vacant positions	3.5	3.5	3.5	3.5
<b>Total Customer &amp; Corporate</b>	<b>113.3</b>	<b>113.3</b>	<b>113.3</b>	<b>113.3</b>
<b>Casuals and temporary staff</b>	<b>97.8</b>	<b>97.8</b>	<b>97.8</b>	<b>97.8</b>
<b>Capitalised labour</b>	<b>22.1</b>	<b>22.1</b>	<b>22.1</b>	<b>22.1</b>
<b>Total staff numbers</b>	<b>948.0</b>	<b>948.0</b>	<b>948.0</b>	<b>948.0</b>

## 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 2024/25 the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.75% in line with the rate cap.

This will raise total rates and charges for 2024/25 to \$157.4 million.

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

	2023/24		2024/25		Change	%
	Forecast Actual		Draft Budget			
	\$'000		\$'000			
General rates*	128,092		132,770		4,678	3.65%
Supplementary rates and charges	850		450		(400)	(47.06%)
Pensioner Rebate	(23)		(25)		(2)	10.38%
Interest on rates and charges	500		500		0	-
Green waste bin income	1,104		1,154		50	4.54%
Waste Charge	22,996		23,538		542	2.36%
Waste Charge Rebate / Concession	(1,901)		(2,326)		(425)	22.37%
Special charges- retail activity centres	371		366		(5)	(1.44%)
Special charges- solar saver scheme	372		945		573	154.34%
<b>Total rates and charges</b>	<b>152,361</b>		<b>157,373</b>		<b>5,010</b>	<b>3.29%</b>

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

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

Type or class of land	2023/24 cents/\$CIV*	2024/25 cents/\$CIV*	Change
General rate for rateable residential properties	0.00169997	0.00174674	2.75%
General rate for rateable commercial properties	0.00297500	0.00305680	2.75%
General rate for rateable Cultural & Recreational properties	0.00148800	0.00152840	2.72%
General rate for rateable vacant residential	0.00509990	0.00524022	2.75%
General rate for rateable vacant business	0.00679990	0.00698696	2.75%
General rate for rateable mixed use occupancy	0.00238000	0.00244544	2.75%
General rate for rateable vacant retail	0.00679990	0.00698696	2.75%

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 (annualised value).

Type or class of land	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
General rate for rateable residential properties	105,838	<b>107,880</b>	2,042	<b>1.93%</b>
General rate for rateable commercial properties	21,162	<b>22,601</b>	1,438	<b>6.80%</b>
General rate for rateable Cultural & Recreational properties	21	<b>21</b>	1	<b>2.75%</b>
General rate for rateable vacant residential	463	<b>471</b>	8	<b>1.69%</b>
General rate for rateable vacant business	633	<b>683</b>	50	<b>7.84%</b>
General rate for rateable mixed use occupancy	1,083	<b>1,099</b>	16	<b>1.43%</b>
General rate for rateable vacant retail	15	<b>16</b>	0	<b>1.62%</b>
<b>Total amount to be raised by general rates</b>	<b>129,216</b>	<b>132,770</b>	<b>3,554</b>	<b>2.75%</b>

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

Type or class of land	2023/24	2024/25	Change	
	Number	Number	Number	%
General rate for rateable residential properties	68,532	<b>69,154</b>	622	<b>0.91%</b>
General rate for rateable commercial properties	4,779	<b>4,799</b>	20	<b>0.42%</b>
General rate for rateable Cultural & Recreational properties	9	<b>9</b>	0	-
General rate for rateable vacant residential	99	<b>95</b>	(4)	<b>(4.04%)</b>
General rate for rateable vacant business	55	<b>51</b>	(4)	<b>(7.27%)</b>
General rate for rateable mixed use occupancy	531	<b>534</b>	3	<b>0.56%</b>
General rate for rateable vacant retail	6	<b>4</b>	(2)	<b>(33.33%)</b>
<b>Total number of assessments</b>	<b>74,011</b>	<b>74,646</b>	<b>635</b>	<b>0.86%</b>

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

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

Type or class of land	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
General rate for rateable residential properties	61,762,527	<b>61,760,502</b>	(2,025)	<b>(0.00%)</b>
General rate for rateable commercial properties	6,989,147	<b>7,393,532</b>	404,385	<b>5.79%</b>
General rate for rateable Cultural & Recreational properties	13,970	<b>13,735</b>	(235)	<b>(1.68%)</b>
General rate for rateable vacant residential	94,955	<b>89,915</b>	(5,040)	<b>(5.31%)</b>
General rate for rateable vacant business	104,340	<b>97,755</b>	(6,585)	<b>(6.31%)</b>
General rate for rateable mixed use occupancy	454,135	<b>449,310</b>	(4,825)	<b>(1.06%)</b>
General rate for rateable vacant retail	4,170	<b>2,225</b>	(1,945)	<b>(46.64%)</b>
<b>Total value of land</b>	<b>69,423,244</b>	<b>69,806,974</b>	<b>383,730</b>	<b>0.55%</b>

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2023/24	2024/25	\$	%
<i>Kerbside waste costs</i>	293.07	<b>307.49</b>	14	<b>4.92%</b>
<i>Public waste costs</i>	0.00006124	<b>0.00005621</b>	(0.00000503)	<b>(8.21%)</b>

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

Type of Charge	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
<i>Kerbside waste costs</i>	18,841	<b>19,722</b>	881	<b>4.68%</b>
<i>Public waste costs</i>	4,155	<b>3,816</b>	(339)	<b>(8.16%)</b>
<b>Total</b>	<b>22,996</b>	<b>23,538</b>	<b>542</b>	<b>2.36%</b>

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

	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
<i>General rates</i>	129,419	<b>133,695</b>	4,276	<b>3.30%</b>
<i>Special Rates</i>	743	<b>1,311</b>	568	<b>76.49%</b>
<i>Green waste bin income</i>	1,104	<b>1,154</b>	50	<b>4.54%</b>
<i>Kerbside waste costs</i>	18,841	<b>19,722</b>	881	<b>4.68%</b>
<i>Public waste costs</i>	4,155	<b>3,816</b>	(339)	<b>(8.16%)</b>
<i>Waste Charge Rebate / Concession</i>	(1,901)	<b>(2,326)</b>	(425)	<b>22.37%</b>
<b>Total Rates and charges</b>	<b>152,361</b>	<b>157,373</b>	<b>5,012</b>	<b>3.29%</b>

4.1.1(j) Fair Go Rates System Compliance

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

	2023/24	2024/25
Total General Rates	\$ 129,195,377	\$ 132,748,579
Number of rateable properties	74,002	74,637
Base Average Rate	1,686.80	1,730.98
Maximum Rate Increase (set by the State Government)	<b>3.50%</b>	<b>2.75%</b>
Capped Average Rate	\$ 1,745.84	\$ 1,778.59
Maximum General Rates and Municipal Charges Revenue	\$ 129,195,377	\$ 132,748,250
Budgeted General Rates and Municipal Charges Revenue	\$ 129,195,377	\$ 132,748,579
Budgeted Supplementary Rates	\$ 850,000	\$ 450,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 130,045,377	\$ 133,198,579

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

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

- The making of supplementary valuations (2024/25: Estimated \$450,000 and 2023/24: \$850,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(l) **Differential rates to be levied**

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

- A general rate of 0.174674% (0.00174674 cents in the dollar of CIV) for all rateable residential land.
- A general rate of 0.305680% (0.00305680 cents in the dollar of CIV) for all rateable business land.
- A general rate of 0.152840% (0.00152840 cents in the dollar of CIV) for all rateable recreational land.
- A general rate of 0.524022% (0.00524022 cents in the dollar of CIV) for all rateable vacant residential land
- A general rate of 0.698696% (0.00698696 cents in the dollar of CIV) for all rateable vacant business land.
- A general rate of 0.244544% (0.00244544 cents in the dollar of CIV) for all rateable mixed use occupancy land.
- A general rate of 0.698696% (0.00698696 cents in the dollar of CIV) for all rateable vacant retail land



Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

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

### **Residential land**

Residential Land is any land which is not Vacant Residential Land as described under the heading Vacant residential land and:

- the primary use of which is residential; or
- which is unoccupied and is zoned residential under the Darebin Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- construction and maintenance of infrastructure assets;
- development and provision of health and community services; and
- provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in the paragraphs immediately above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in this section above.

The residential land affected by this rate is that which is located in any zone where residential development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2024-25 financial year.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

### **Business land**

Business Land is any land which is not Vacant Retail Land, as described under the heading Vacant business land and:

- the primary use of which is the carrying out of the manufacture or production of, or the trade in, goods or services; or
- which is unoccupied and is zoned other than residential under the Darebin Planning Scheme

The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- construction and maintenance of infrastructure assets;
- development and provision of health and community services; and
- provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in the paragraphs immediately above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in this section above.

The business land affected by this rate is that which is in any zone where business development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the

date of declaration of rates for the 2024-25 financial year.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

#### **Vacant residential land**

Vacant Residential Land is any land which is zoned residential under the of Darebin Planning Scheme and:

- on which there is no dwelling or other building designed or adapted for permanent occupation and
- in respect of which a building permit for demolition was issued under the Building Act 1993 since the date 18 months prior to the date of declaration of rates for the 2024-25 financial year; and
- in respect of which no building permit for the construction of a new dwelling or other building designed or adapted for permanent occupation has been issued under the Building Act 1993 in the period since demolition, with the date of demolition taken to be the date on which the building permit for demolition was issued under the Building Act 1993;

or

- on which there is no dwelling or other building designed or adapted for permanent occupation and
- in respect of which no building permit for demolition was issued under the Building Act 1993 since the date 18
- in respect of which no building permit for the construction of a new dwelling or other building designed or adapted for permanent occupation has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the 2024-25 financial year.

The objectives of this differential rate are to:

- promote responsible land management through appropriate maintenance and development of the land; and
- encourage prompt development of vacant residential land and attract new residents to the Darebin; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
  - (a) construction and maintenance of infrastructure assets;
  - (b) development and provision of health and community services; and
  - (c) provision of economic development and general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The residential land affected by this rate is that which is zoned residential under the Darebin Planning Scheme and which displays the characteristics described in this section above.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives. Vacant business land

#### **Vacant Business Land is any land:**

- which is zoned other than residential under the Darebin Planning Scheme and
- on which no building designed or adapted for permanent occupation is constructed and
- in respect of which no building permit for the construction of a new building designed or adapted for permanent occupation has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the 2024-25 financial year.

The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:

- promote responsible land management through appropriate maintenance and development of the land;
- ensure that foregone community and economic development resulting from under utilisation of land is minimised;
- encourage the use and occupancy of business land, leading to reinvigoration of trade and commerce within the Darebin; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
  - (a) construction and maintenance of infrastructure assets;
  - (b) development and provision of health and community services; and
  - (c) provision of economic development and general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The vacant land affected by this rate is that which is zoned other than residential under the Darebin Planning Scheme and which displays the characteristics described in this section above.

Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

### **Mixed use occupancy land**

Mixed Use Occupancy Land is any land:

- on which there is a building, at least part of which is used, designed or adapted for the carrying out of the manufacture or production of, or the trade in, goods and services and is occupied for that purpose; and
- on which there is a building, at least part of which is used, designed or adapted as a principal place of residence and is occupied as such; and
- both the part of the land which meets the requirements of the first bullet point of this section and the part of the land which meets the requirements of second bullet point of this section is occupied by the ratepayer; or
- where there is more than one ratepayer, at least one of those ratepayers occupies both the part of the land which meets the requirements of the first bullet point of this section and the part of the land which meets the requirements of the second bullet point of this section. The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
  - (a) construction and maintenance of public infrastructure assets;
  - (b) development and provision of health, environmental and community services; and
  - (c) provision of general support services; and
- address an apparent inequity for those ratepayers who reside in, and operate a business from, the same building and have previously been required to pay rates in respect of two separate assessments.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries

The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in this section above.

The land affected by this rate is that which is in any zone where mixed-use development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2024-25 financial year.

Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

### **Vacant retail land**

Vacant Retail Land is any land:

- on which a building designed or adapted for retail occupation is constructed; and
- in respect of which:
  - (a) the building has not been open for trade since a date 24 months prior to the date of declaration of rates for the 2024-25 financial year; and
  - (b) no building permit has been issued under the Building Act 1993 since the date 12 months prior to the date of declaration of rates for the 2024-25 financial year.

The objectives of this differential rate are to:

- promote responsible land management through appropriate maintenance, development and use of the land;
- ensure that foregone community and economic development resulting from under utilisation of the land is ~~minimised~~
- encourage the use and occupancy of retail land, leading to reinvigoration of trade and commerce within the Darebin; and
- ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
  - (a) construction and maintenance of public infrastructure assets;
  - (b) development and provision of health, environmental and community services; and
  - (c) provision of economic development and general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in this section above.

The land affected by this rate is that which is in any zone where retail development is permitted by the Darebin Planning Scheme and which displays the characteristics described in this section above.

The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2024-25 financial year.

Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

### **Cultural and Recreation Land**

Cultural and Recreation are any lands which are:

- vested in or occupied by any body corporate or unincorporate which exists for the purpose of providing or promoting cultural or sporting recreational or similar facilities or objectives and which applies its profits in promoting its objects and prohibits the payment of any dividend or amount to its members; and
- used for out-door sporting recreational or cultural purposes or similar out-door activities; or
- lands (whether or not otherwise rateable) which are declared by Order of the Governor in Council to be recreational land
- The objective of this differential rate is to:
- promote responsible land management through appropriate maintenance, development and use of the land;

The types and classes of rateable land within this differential rate are those having the relevant characteristics described in this section above. The provision of rate relief to recreational land is provided by the Cultural and Recreational Lands Act 1963. The Act effectively provides for properties used for outdoor activities to be differentially rated and at the discretion of whether to provide a cultural and recreational lands rate rests with Council.

The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives

## Concessions

In line with Councils Revenue & Rating Plan, the Budget includes the following concessions:

- A Pensioner Concession of \$200 for pensioners who are holders of an eligible Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow for the Kerbside Waste Collection Service Charge. This concession will be provided by direct provision (without application where information is known) for the Kerbside Collection Service Charge on their principal place of residence only.
- A Pensioner Safety Net Concession of \$200 for pensioners who are holders of a Centrelink or Veteran Affairs Pension Concession Card or a Veteran Affairs Gold Card which stipulates TPI or War Widow and who are not eligible for the Pensioner Concession for the Kerbside Waste Collection Service Charge, for the principal place of residence. Ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner concessions deducted from the rate account before payment is required by the ratepayer.
- A concession for residential properties with a CIV value at \$500,000 or less by the Valuer General of Victoria that equates to 100% of the public waste rate & caps the kerbside waste charge at \$50. This concession will automatically be applied to the principal place of residence for ratepayers and will not require an application.

Council considers that the granting of these concessions provide a benefit to the Darebin community in that it provides some relief on rates to elderly and other eligible residents in addition to the State Government rates concession and is consistent with principles that underpin the Council Plan 2021-2025.

### 4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	
Animal Control	788	746	(42)	(5.34%)
Environmental Health	1,025	1,127	102	9.92%
Planning Compliance	-	-	0	-
Local Law s	430	404	(27)	(6.24%)
Planning Scheme Amendments	10	36	26	257.11%
Building Supervision	827	1,001	174	21.00%
Council Elections	61	162	101	-
Traffic Enforcement	4,047	4,029	(18)	(0.44%)
Building & Leisure	-	-	0	-
Statutory Planning	1,391	1,438	47	3.41%
Fees - Land Certificates (Stat)	171	178	8	4.50%
Transport Engineering	2	71	70	4,643.93%
<i>Residential Garbage</i>	138	140	2	-
<b>Total statutory fees and fines</b>	<b>8,889</b>	<b>9,332</b>	<b>442</b>	<b>4.98%</b>

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Public Health and Wellbeing Act 2008 registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to increase by 5.0% or \$442K compared to forecast due mainly to Building Supervision, Council Elections & Environmental Health fines. A detailed listing of statutory fees is included in **attachment 1** to this document.

#### 4.1.3 User fees

	Forecast Actual	Budget	Change	
	2023/24	2024/25		
	\$'000	\$'000	\$'000	%
Aged and health services	768	1,202	434	56.58%
Arts and culture	584	602	19	3.25%
Families, youth and children programs	337	317	(19)	(5.71%)
Golf course attendance	640	632	(8)	(1.24%)
Leisure centres and recreation	4,074	4,196	121	2.98%
Library	72	74	2	2.08%
Registration and other permits	5,330	5,414	83	1.57%
Other fees and charges	125	125	0	0.01%
<b>Total user fees</b>	<b>11,929</b>	<b>12,562</b>	<b>633</b>	<b>5.30%</b>

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as home help services. In setting the budget, key principles for determining the level of user charges has been to reflect increases in CPI, alignment to market rates and equity.

Total budgeted user fees of \$12.6M is an increase of 5.3% on forecast (\$11.9M), however, represents a decrease of 4% compared to adopted budget of \$13M, mainly driven through a decrease in fee income generated from the Darebin Resource Recovery Centre (DRRC).

A detailed listing of fees and charges is included in **attachment 1** to this document.

#### 4.1.4 Grants

	Forecast Actual		Budget		Change	
	2023/24	2024/25	2024/25			
	\$'000	\$'000	\$'000		%	
<b>Grants were received in respect of the following:</b>						
Summary of grants						
Commonwealth funded grants	10,988	11,970	982		8.94%	
State funded grants	10,001	8,774	(1,227)		(12.27%)	
<b>Total grants received</b>	<b>20,989</b>	<b>20,744</b>	<b>(245)</b>		<b>(1.17%)</b>	
<b>(a) Operating Grants</b>						
<b>Recurrent - Commonwealth Government</b>						
Aged care	5,486	5,831	344		6.27%	
Financial Assistance Grants	5,044	5,140	96		1.90%	
<b>Recurrent - State Government</b>						
Sustainable Transport	31	25	(6)		(19.35%)	
Family and Children	1,379	1,389	10		0.72%	
Aged Care	1,918	1,651	(267)		(13.90%)	
Youth Programs	46	47	1		2.92%	
Maternal & Child Health	1,651	1,570	(81)		(4.91%)	
Immunisation	136	135	(1)		(0.44%)	
Libraries	1,071	1,071	0		-	
Economic Development	60	-	(60)		(100.00%)	
Equity & Wellbeing	50	75	25		-	
<b>Recurrent - Other</b>						
Environmental	9	9	0		-	
Family and Children	712	650	(62)		(8.77%)	
Fuel Rebate	-	70	70		-	
Economic Development	23	-	(23)		100.00%	
Arts & Culture	37	7	(30)		(80.13%)	
Festivals & Events	35	35	0		-	
<b>Total recurrent grants</b>	<b>17,689</b>	<b>17,705</b>	<b>62</b>		<b>0.35%</b>	
<b>Non-recurrent - State Government</b>						
Building	118	300	182		154.78%	
Family and Children	80	80	0		-	
Arts & Culture	95	20	(75)		(78.95%)	
Festivals & Events	15	-	(15)		(100.00%)	
Economic Development	846	-	(846)		(100.00%)	
<b>Total non-recurrent grants</b>	<b>1,154</b>	<b>400</b>	<b>(754)</b>		<b>(65.32%)</b>	
<b>Total operating grants</b>	<b>18,842</b>	<b>18,105</b>	<b>(737)</b>		<b>(3.91%)</b>	
<b>(b) Capital Grants</b>						
<b>Recurrent - Commonwealth Government</b>						
Roads to recovery	458	1,000	542		118.34%	
<b>Total recurrent grants</b>	<b>458</b>	<b>1,000</b>	<b>542</b>		<b>118.34%</b>	
<b>Non-recurrent - State Government</b>						
Local Roads Community Infrastructure	582	-	(582)		(100.00%)	
Buildings	258	750	492		190.70%	
Roads	155	870	715		461.29%	
Plant & Equipment	18	19	1		5.56%	
Parks & open Space	676	-	(676)		(100.00%)	
<b>Total non-recurrent grants</b>	<b>1,689</b>	<b>1,639</b>	<b>(50)</b>		<b>(2.96%)</b>	
<b>Total capital grants</b>	<b>2,147</b>	<b>2,639</b>	<b>492</b>		<b>22.92%</b>	
<b>Total Grants</b>	<b>20,989</b>	<b>20,744</b>	<b>(245)</b>		<b>(1.17%)</b>	

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

#### 4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	%
Monetary	6,216	<b>6,607</b>	391	<b>6.29%</b>
Non-monetary	-	-	0	-
<b>Total contributions</b>	<b>6,216</b>	<b>6,607</b>	<b>391</b>	<b>6.29%</b>

Contributions relate to monies paid by developers regarding public resort and recreation, developer Contribution scheme, drainage and car parking in accordance with planning permits issued for property development.

Contribution income is increasing by 6.3% or \$391k compared to forecast, due to unfavourable results in the current year not expected to continue next year.

#### 4.1.6 Other income

	Forecast Actual	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	%
Interest on Investments	2,641	<b>2,385</b>	(255)	<b>(9.67%)</b>
Property rentals and leases	727	<b>619</b>	(108)	<b>(14.84%)</b>
Recovery of costs	1,279	<b>1,481</b>	202	<b>15.82%</b>
Other items	-	<b>1,871</b>	1,871	-
<b>Total other income</b>	<b>4,646</b>	<b>6,356</b>	<b>1,710</b>	<b>36.81%</b>

Other income relates to a range of items such as interest on investments, cost recoups and other miscellaneous income items.

Other income is increasing by 37% or \$1.7M compared to forecast, due mainly to the Northcote Aquatic Centre operations.

#### 4.1.7 Employee costs

	Forecast Actual	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000	\$'000	%
Wages, salaries and related oncosts	81,651	<b>82,336</b>	685	<b>0.84%</b>
Superannuation	9,301	<b>12,353</b>	3,052	<b>32.82%</b>
Workcover	2,749	<b>3,851</b>	1,102	<b>40.10%</b>
Fringe Benefits tax	304	<b>115</b>	(189)	<b>(62.17%)</b>
Other employee costs	7,515	<b>8,768</b>	1,253	<b>16.67%</b>
<b>Total employee costs</b>	<b>101,520</b>	<b>107,423</b>	<b>5,904</b>	<b>5.82%</b>

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, etc.

Employee costs increasing in line with EBA arrangements & Superannuation legislated by the Government.



#### 4.1.8 Materials and services

	Forecast Actual	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000		
Banking fees and charges	426	455	30	7.01%
Contract payments	36,562	36,233	(329)	(0.90%)
Office administration	1,618	1,342	(275)	(17.02%)
IT System Maintenance & Licence	4,873	5,082	209	4.30%
Insurances and excess	2,316	2,640	324	13.98%
Other Services	3,738	3,561	(178)	(4.75%)
Plant & Equipment	594	418	(176)	(29.62%)
Postage	375	369	(6)	(1.61%)
Printing	343	371	28	8.17%
Publications Libraries	166	172	6	3.89%
Supplies & Consumables	3,996	3,882	(114)	(2.85%)
Utilities	5,156	5,120	(37)	(0.71%)
<b>Total materials and services</b>	<b>60,163</b>	<b>59,646</b>	<b>(517)</b>	<b>(0.86%)</b>

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

#### 4.1.9 Depreciation

	Forecast Actual	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000		
Property	10,205	10,563	358	3.51%
Plant & equipment	4,208	3,624	(584)	(13.88%)
Infrastructure	12,300	13,525	1,225	9.96%
<b>Total depreciation</b>	<b>26,713</b>	<b>27,712</b>	<b>1,000</b>	<b>3.74%</b>

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$1 million for 2024-25 is largely due to the new Northcote Aquatic Centre capitalization.

#### 4.1.10 Amortisation - Intangible assets

	Forecast Actual	Budget	Change	
	2023/24	2024/25	\$'000	%
	\$'000	\$'000		
Intangible assets	514	532	18	3.50%
<b>Total amortisation - intangible assets</b>	<b>514</b>	<b>532</b>	<b>18</b>	<b>3.50%</b>

Amortisation of intangible assets is an accounting measure which attempts to allocate the value of software and water licenses over the useful life of those licenses.

#### 4.1.11 Amortisation - Right of use assets

	Forecast Actual		Budget	Change	
	2023/24		2024/25		
	\$'000		\$'000	\$'000	%
Right of use assets	30		3	(27)	(90.00%)
<b>Total depreciation - right of use assets</b>	<b>30</b>		<b>3</b>	<b>(27)</b>	<b>(90.00%)</b>

Amortisation of right of use assets is an accounting measure which attempts to allocate the value of leased assets over the useful life of those leases.

#### 4.1.12 Other expenses

	Forecast Actual		Budget	Change	
	2023/24		2024/25		
	\$'000		\$'000	\$'000	%
Auditors remuneration - VAGO	94		92	(2)	(2.44%)
Auditors remuneration - Internal	160		150	(10)	(6.28%)
Community grants and other contributions	3,722		2,924	(799)	(21.45%)
Councillors emoluments	459		459	0	-
Fines Victoria processing costs	170		180	10	5.88%
Fire services levy	158		156	(1)	(0.89%)
Lease payments	402		429	27	6.78%
Legal expenses	825		832	7	0.88%
Other minor expenses	40		25	(15)	(37.50%)
<b>Total other expenses</b>	<b>6,029</b>		<b>5,247</b>	<b>(783)</b>	<b>(12.98%)</b>

Other items of expense relate to a range of unclassified items including contributions to community groups, legal expenses, audit fees and other miscellaneous expenditure items.

Other expenses are forecast to decrease by 13% or \$783k compared to 2023-24 Forecast, mainly driven by a reduced community grants program.

## 4.2 Balance Sheet

### 4.2.1 Assets

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

Trade and other receivables are monies owed to Council by ratepayers and others. A portion of this relates to Council offering extended repayment terms for ratepayers who avail themselves of solar panels through Council's Solar Saver program.

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.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The \$4.1 million increase in this balance sheet item is mainly attributable to the net result of the capital works program (\$31.8 million) and depreciation of assets (\$27.7 million).

### 4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Collective Agreement outcomes.

### 4.2.3 Borrowings

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

	Forecast Actual	Budget	Projections		
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	47,557	43,477	39,243	34,845	30,277
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	(4,080)	(4,234)	(4,398)	(4,568)	(4,745)
<b>Amount of borrowings as at 30 June</b>	<b>43,477</b>	<b>39,243</b>	<b>34,845</b>	<b>30,277</b>	<b>25,532</b>

## 4.3 Statement of changes in Equity

### 1.3.1 Reserves

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Other 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 are as follows:

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Other reserves 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 are as follows:

#### **Drainage**

The drainage development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2024-25.

#### **Car park development**

The car park development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2024-25.

#### **Public open space and recreation**

The public open space and recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2024-25.

#### **Plant Replacement**

Purpose – This reserve is to set aside funds to replace Council's heavy plant and equipment at the end of the service life.

Movements – Inflows to the reserve are mainly sourced from budget savings in depot maintenance and operations. Transfers from the reserve are aligned to Council's replacement schedule to fund plant acquisitions on an annual basis. There is no budgeted movement in this reserve for 2024-25.

#### **Developer contribution scheme**

The developer contribution reserve is used to provide for the future funding of Council's asset base. These assets include community facilities, parkland, and the drainage and road networks. Funding is provided by way of a developer's contribution, whereby the developer funds only the renewal of assets from that location. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent.

### 1.3.2 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
- Other 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 which is the value of all net assets less Reserves that have accumulated over time.

## 4.4 Statement of Cash Flows

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

The movement in cash flows from operating activities reflects an overall increase of \$6.9 million. The main drivers are as follows:

- Increase cash inflows from rates & charges, statutory fees & fines, user fees and contributions, offset by increases in cash outflows from employee expenses.

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

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

The decrease in payments for investing activities is mainly driven by a decrease in cash being used to deliver the capital works program compared to 2023-24, as disclosed in section 4.5 of this budget report.

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

No new borrowings in the 2024-25 budget with subsequent repayments of the current loan liability used to fund construction of the Northcote Aquatic & Recreation Centre redevelopment.

## 4.5 Capital works program.

This section presents a listing of the capital works projects that will be undertaken for the 2024/25 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

### 4.5.1 Summary

	Forecast	Budget	Change	%
	Actual	2024/25		
	2023/24			
	\$'000	\$'000	\$'000	
Property	14,084	<b>10,522</b>	(3,562)	<b>(25.29%)</b>
Plant and equipment	6,085	<b>6,215</b>	130	<b>2.14%</b>
Infrastructure	12,846	<b>15,107</b>	2,261	<b>17.60%</b>
<b>Total</b>	<b>33,015</b>	<b>31,844</b>	<b>(1,171)</b>	<b>(3.55%)</b>

	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	10,522	3,315	5,870	883	453	-	-	10,522	-
Plant and equipment	6,215	40	5,185	810	180	-	-	6,215	-
Infrastructure	15,107	2,826	11,412	796	72	2,639	6,607	5,861	-
<b>Total</b>	<b>31,844</b>	<b>6,182</b>	<b>22,468</b>	<b>2,489</b>	<b>705</b>	<b>2,639</b>	<b>6,607</b>	<b>22,598</b>	<b>-</b>

4.5.2 Current Budget

Capital Works Area		New	Renewal	Upgrade	Expansion
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>					
<b>Land</b>					
Land Purchase	-	-	-	-	-
Land Improvements	1,320	-	1,320	-	-
<b>Buildings</b>					
Buildings	9,202	3,315	4,550	883	453
Heritage buildings	-	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
<b>TOTAL PROPERTY</b>	<b>10,522</b>	<b>3,315</b>	<b>5,870</b>	<b>883</b>	<b>453</b>
<b>PLANT AND EQUIPMENT</b>					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	2,255	40	2,196	19	-
Fixtures, fittings and furniture	-	-	-	-	-
Computers and telecommunications	3,160	-	2,189	791	180
Library books	800	-	800	-	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>6,215</b>	<b>40</b>	<b>5,185</b>	<b>810</b>	<b>180</b>
<b>INFRASTRUCTURE</b>					
Roads	6,043	1,820	4,223	-	-
Bridges	45	-	36	9	-
Footpaths and cycleways	3,016	-	3,016	-	-
Drainage	-	-	-	-	-
Recreational, leisure and community facilities	3,969	1,006	2,173	717	72
Waste management	630	-	630	-	-
Parks, open space and streetscapes	1,404	-	1,334	70	-
Aerodromes	-	-	-	-	-
Off street car parks	-	-	-	-	-
Other infrastructure	-	-	-	-	-
<b>TOTAL INFRASTRUCTURE</b>	<b>15,107</b>	<b>2,826</b>	<b>11,412</b>	<b>796</b>	<b>72</b>
<b>TOTAL NEW CAPITAL WORKS</b>	<b>31,844</b>	<b>6,182</b>	<b>22,468</b>	<b>2,489</b>	<b>705</b>

## 4.6 Summary of Planned Capital Works Expenditure

For the four years ended 30 June 2028

2025/26	Asset Expenditure Types				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000
<b>Property</b>					
Land	2,450	2,450	0	0	0
Land improvements	400	0	400	0	0
<b>Total Land</b>	<b>2,850</b>	<b>2,450</b>	<b>400</b>	<b>0</b>	<b>0</b>
Buildings	10,450	2,490	5,182	1,625	1,153
Heritage Buildings	0	0	0	0	0
Building improvements	0	0	0	0	0
Leasehold improvements	0	0	0	0	0
<b>Total Buildings</b>	<b>10,450</b>	<b>2,490</b>	<b>5,182</b>	<b>1,625</b>	<b>1,153</b>
<b>Total Property</b>	<b>13,300</b>	<b>4,940</b>	<b>5,582</b>	<b>1,625</b>	<b>1,153</b>
<b>Plant and Equipment</b>					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	2,105	40	2,046	19	0
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	2,700	0	1,869	681	150
Library books	800	0	800	0	0
<b>Total Plant and Equipment</b>	<b>5,605</b>	<b>40</b>	<b>4,715</b>	<b>700</b>	<b>150</b>
<b>Infrastructure</b>					
Roads	4,950	1,250	3,700	0	0
Bridges	555	0	444	111	0
Footpaths and cycleways	3,000	0	3,000	0	0
Drainage	0	0	0	0	0
Recreational, leisure and community facilities	4,161	1,089	2,282	712	79
Waste management	550	0	550	0	0
Parks, open space and streetscapes	1,800	0	1,710	90	0
Aerodromes	0	0	0	0	0
Off street car parks	0	0	0	0	0
Other infrastructure	0	0	0	0	0
<b>Total Infrastructure</b>	<b>15,016</b>	<b>2,339</b>	<b>11,686</b>	<b>913</b>	<b>79</b>
<b>Total Capital Works Expenditure</b>	<b>33,921</b>	<b>7,318</b>	<b>21,983</b>	<b>3,237</b>	<b>1,382</b>



2026/27	Asset Expenditure Types				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000
<b>Property</b>					
Land	0	0	0	0	0
Land improvements	400	0	400	0	0
<b>Total Land</b>	<b>400</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>
Buildings	10,590	2,080	5,739	1,652	1,119
Heritage Buildings	0	0	0	0	0
Building improvements	0	0	0	0	0
Leasehold improvements	0	0	0	0	0
<b>Total Buildings</b>	<b>10,590</b>	<b>2,080</b>	<b>5,739</b>	<b>1,652</b>	<b>1,119</b>
<b>Total Property</b>	<b>10,990</b>	<b>2,080</b>	<b>6,139</b>	<b>1,652</b>	<b>1,119</b>
<b>Plant and Equipment</b>					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	2,105	40	2,046	19	0
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	2,700	0	1,869	681	150
Library books	800	0	800	0	0
<b>Total Plant and Equipment</b>	<b>5,605</b>	<b>40</b>	<b>4,715</b>	<b>700</b>	<b>150</b>
<b>Infrastructure</b>					
Roads	6,150	1,250	4,900	0	0
Bridges	1,000	0	800	200	0
Footpaths and cycleways	3,000	0	3,000	0	0
Drainage	0	0	0	0	0
Recreational, leisure and community facilities	4,711	1,356	2,463	803	89
Waste management	400	0	400	0	0
Parks, open space and streetscapes	1,800	0	1,710	90	0
Aerodromes	0	0	0	0	0
Off street car parks	0	0	0	0	0
Other infrastructure	0	0	0	0	0
<b>Total Infrastructure</b>	<b>17,061</b>	<b>2,606</b>	<b>13,273</b>	<b>1,093</b>	<b>89</b>
<b>Total Capital Works Expenditure</b>	<b>33,656</b>	<b>4,726</b>	<b>24,127</b>	<b>3,445</b>	<b>1,358</b>

2027/28	Asset Expenditure Types				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000
<b>Property</b>					
Land	0	0	0	0	0
Land improvements	200	0	200	0	0
<b>Total Land</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>
Buildings	8,800	3,498	4,387	725	190
Heritage Buildings	0	0	0	0	0
Building improvements	0	0	0	0	0
Leasehold improvements	0	0	0	0	0
<b>Total Buildings</b>	<b>8,800</b>	<b>3,498</b>	<b>4,387</b>	<b>725</b>	<b>190</b>
<b>Total Property</b>	<b>9,000</b>	<b>3,498</b>	<b>4,587</b>	<b>725</b>	<b>190</b>
<b>Plant and Equipment</b>					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	2,030	40	1,990	0	0
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	3,500	0	2,435	840	225
Library books	800	0	800	0	0
<b>Total Plant and Equipment</b>	<b>6,330</b>	<b>40</b>	<b>5,225</b>	<b>840</b>	<b>225</b>
<b>Infrastructure</b>					
Roads	6,400	1,250	5,150	0	0
Bridges	0	0	0	0	0
Footpaths and cycleways	3,000	0	3,000	0	0
Drainage	0	0	0	0	0
Recreational, leisure and community facilities	6,253	1,479	3,763	913	98
Waste management	350	0	350	0	0
Parks, open space and streetscapes	1,820	0	1,729	91	0
Aerodromes	0	0	0	0	0
Off street car parks	0	0	0	0	0
Other infrastructure	0	0	0	0	0
<b>Total Infrastructure</b>	<b>17,823</b>	<b>2,729</b>	<b>13,992</b>	<b>1,004</b>	<b>98</b>
<b>Total Capital Works Expenditure</b>	<b>33,153</b>	<b>6,267</b>	<b>23,804</b>	<b>2,569</b>	<b>513</b>

## 5. Performance indicators

### 5.1 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	Forecast	Target	Target Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	+/-
<b>Governance</b>									
<b>Consultation and engagement</b> (Council decisions made and implemented with community input)	<b>Satisfaction with community consultation and engagement</b> Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	60.0	66.0	66.3	66.6	70.0	70.3	+
<b>Roads</b>									
<b>Condition</b> (sealed local roads are maintained at the adopted condition standard)	<b>Sealed local roads below the intervention level</b> Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	95.2%	95.0%	95.0%	95.0%	95.0%	95.0%	o
<b>Statutory planning</b>									
<b>Service standard</b> (planning application processing and decisions are in accordance with legislative requirements)	<b>Planning applications decided within the relevant required time</b> Number of planning application decisions made within the relevant required time / Number of planning application decisions made	3	37.0%	60.0%	60.0%	60.0%	60.0%	60.0%	+
<b>Waste management</b>									
<b>Waste diversion</b> (amount of waste diverted from landfill is maximised)	<b>Kerbside collection waste diverted from landfill</b> Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	54.1%	55.0%	56.0%	57.0%	58.0%	59.0%	+

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	+/-
<b>Liquidity</b>									
<b>Working Capital</b> (sufficient working capital is available to pay bills as and when they fall due)	<b>Current assets compared to current liabilities</b> Current assets / current liabilities	5	1.8	1.9	1.9	1.6	1.5	1.4	-
<b>Obligations</b>									
<b>Asset renewal</b> (assets are renewed as planned)	<b>Asset renewal compared to depreciation</b> Asset renewal and upgrade expense / Asset depreciation	6	1.3	1.0	0.9	0.9	1.0	0.9	o
<b>Stability</b>									
<b>Rates concentration</b> (revenue is generated from a range of sources)	<b>Rates compared to adjusted underlying revenue</b> Rate revenue / adjusted underlying revenue	7	71.0%	76.1%	75.7%	75.9%	76.1%	76.3%	o
<b>Efficiency</b>									
<b>Expenditure level</b> (resources are used efficiently in the delivery of services)	<b>Expenses per property assessment</b> Total expenses / no. of property assessments	8	\$2,623	\$2,694	\$2,727	\$2,799	\$2,861	\$2,913	+

### 5.2 Financial Performance Indicators

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

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	+/-
<b>Operating position</b>									
<b>Adjusted underlying result</b> (an adjusted underlying surplus is generated in the ordinary course of business)	<b>Adjusted underlying surplus (or deficit)</b> Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	4.0%	-0.7%	1.0%	-3.7%	-3.1%	-2.2%	-
<b>Liquidity</b>									
<b>Unrestricted cash</b> (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	<b>Unrestricted cash compared to current liabilities</b> Unrestricted cash / current liabilities	10	53.2%	82.6%	91.3%	67.4%	52.0%	39.1%	-
<b>Obligations</b>									
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings compared to rates</b> Interest bearing loans and borrowings / rate revenue	11	33.1%	28.8%	25.2%	21.7%	18.3%	15.0%	+
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings repayments compared to rates</b> Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.3%	3.9%	3.8%	3.6%	3.5%	3.4%	+
<b>Indebtedness</b> (level of long term liabilities is appropriate to the size and nature of a Council's activities)	<b>Non-current liabilities compared to own-source revenue</b> Non-current liabilities / own source revenue		26.2%	23.3%	20.0%	17.0%	14.1%	11.3%	+
<b>Stability</b>									
<b>Rates effort</b> (rating level is set based on the community's capacity to pay)	<b>Rates compared to property values</b> Rate revenue / CIV of rateable properties in the municipal district	12	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	o
<b>Efficiency</b>									
<b>Revenue level</b> (resources are used efficiently in the delivery of services)	<b>Average rate per property assessment</b> General rates and municipal charges / no. of property assessments	13	\$1,631	\$2,049	\$2,091	\$2,113	\$2,135	\$2,158	+

#### 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

##### [Targeted Performance Indicator](#)

1. Satisfaction with community consultation and engagement

Council adopted a Community Engagement Policy in February 2021 which aims to put the community at the heart of our decision-making. This policy has improved our community engagement approach, and this should translate into a gradual improvement in the result for this indicator.

2. Sealed local roads below the intervention level

Forecast is based on the planned renewal expenditure on road and our target to maintain the current service level for the next four years.

3. Planning applications decided within the relevant required time

Darebin has historically not performed well against this indicator; however Council expects this figure to continue to improve over time as the result of investments into systems upgrades and process improvements. A target of 60% has been set because this is the average achieved by comparable inner-metro councils.

4. Kerbside collection waste diverted from landfill

Forecast results in 2023-24 seems achievable given the implementation of a universal FOGO (Food and Green Organic Waste Program) and Darebin Resource Recovery Centre (due to more material filtering through a re-sale shop that would otherwise become landfill). A year-on-year improvement of 1pp each year thereafter would achieve a result of around 59% by 2027-28.

5. Working Capital

A general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due.

6. Asset renewal

This indicates the extent of Council's renewal and upgrade of assets 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.

7. Rates concentration

A general measure of the organisations dependency on rate revenue to generate a surplus operating performance year on year.

8. Expenditure level

A general measure of how much Council spends to deliver key services to each property and can be compared to the Revenue Level measure as stated below to measure costs versus income on a per property basis.

[Financial Performance Indicator](#)

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. Improvement in financial performance expected over the period, although continued losses mean reliance on Council's cash reserves or increased debt to maintain services.

10. Unrestricted Cash

A general measure of the organisation's liquidity and its ability to meet its commitments as and when they fall due with available cash, free from restrictions.

**Unrestricted Cash** means all cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, other than restricted cash.

**Restricted cash** means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year.

11. Debt compared to rates

One of two general measures used to ensure the level of interest-bearing loans and borrowings is appropriate to the size and nature of Council's activities.

12. Rates effort

This measure is intended to examine the community's capacity to pay its rates liabilities.

13. Revenue level

A general measure of how much Council spends to deliver key services to each property and can be compared to the Expenditure Level measure as stated above to measure costs versus income on a per property basis.

## **6. Schedule of Fees and Charges**

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2024/25.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or external legislation.

**Refer attachment 1 for full 2024/25 Fees & Charges price schedule.**



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