



Yarra Ranges Council

Budget

Year Ending 30 June 2024

and

4 Years Ending 30 June 2027

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Acknowledgement of Country

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

Mayor and CEO introduction

Welcome to the 2023-24 Council Budget.

Developing our annual budget is one of the most important things we do, for one simple reason – it outlines everything we do as Council and how we're going to manage our finances to get there.

Everything from our libraries to sporting grounds, immunisations to planning permits, health inspections to footpath works, needs to be accounted for in our Budget together with deliverables from our Council Plan such as our Liveable Climate Plan, Integrated Transport Strategy and Health & Wellbeing Plan. Importantly, we also incorporate feedback from our community into the budget development process.

This year, we started our Budget community engagement earlier, asking our community to share their thoughts on what is important to them and where they would like to see investment prioritised. We held pop-ups in towns around Yarra Ranges and ran online engagement, asking people what they would like to see us focus on.

The key themes we heard from community were:

- A greater focus on infrastructure to help you get around such as roads and footpaths
- Drainage improvements
- Looking after assets we already have.

In addressing this feedback, you will see that this Budget focuses on balancing the maintenance of our existing assets, like footpaths, roads and facilities, with important investment in upgrading assets that are in need of replacement. Our aim is to improve your day-to-day life, whether you're going to the shops, walking your dog, or meeting with your local club or community group.

We acknowledge the extreme cost of living pressures impacting Australians and note these have also flowed on to Council. High inflation means increases to our utility bills, material costs and staffing costs as we continue projects and service delivery.

We're working hard to ensure our work is done in the most efficient way possible, balancing cost savings with the need to continue delivering more than 100 services and programs to 55 towns.

The Essential Services Commission recommended to the State Government a rate cap (that is, the maximum annual increase allowable to Council rates revenue) for 2023-24 of 4.0 per cent (well below current inflation levels). In recognition of the impact of high inflation and cost pressures on households and businesses, the State Government set the final rate cap at 3.5 per cent for 2023-24. We have incorporated a 3.5 per cent rate increase into this year's Budget.

It is important to understand that the rate increase of 3.5 per cent applies to Council's total rates revenue and will not necessarily reflect the changes in rates charged to each individual property. The rate cap and the rates charged to each property are quite independent of each other. The rate increase is applied to the total annual rates revenue that Council charges across the whole municipality, whereas changes in individual rates will vary depending on the relative property valuation and the type of property. Individual rates notices also include the annual waste charge, which is in addition to general rates and is not subject to the rate cap. Further detail on this is outlined in section 4.1.1.

This increase will help us to continue supporting the community with grants, service and program delivery, while avoiding service cuts that would negatively impact community members.

Designing a budget that meets the diverse needs of 157,000 residents across 55 townships is never an easy task. However, following community feedback received, we have held and reduced investment in some areas to 2022-23 financial year levels, which means we can direct increased funding to specific areas you told us were important to you, such as:

- Infrastructure Maintenance, Strategy and Investment (with a focus on roads, drainage and footpaths) – total funding of \$23.4 million (increase of 33 per cent from last year's budget)

- Parks and Open Space – total funding of \$17.9 million (increase of 4 per cent from last year's budget)
- Recreation and Sport – total funding of \$5.4 million (increase of 10 per cent from last year's budget)
- Climate and Nature – total funding of \$2.6 million (increase of 32 per cent from last year's budget)
- \$4.1 million has also been allocated for Youth Development, Maternal and Child Health, Age Friendly Communities and Family and Community Support Services.

In June 2023, Council adopted its Waste and Resource Recovery Plan. The Plan outlines the future service direction and priorities for waste management for the municipality and is a key part to meeting the requirements of the State Government's Recycling Victoria Policy. The Plan also details the required changes to waste collection services to be implemented over the coming years.

As a result, some households will receive a green bin for the very first time later this year. Some households will notice an increase in their waste charge as a result, accompanying their rates charges. This change is one of the biggest changes to the bin system since recycling was introduced, and also includes an increase in the State Government's Landfill Levy.

The simple fact is, we all need to do a lot more when it comes to waste. The items we throw away all go somewhere – whether it be in the ground, or to be recycled into new resources. The cost of burying rubbish in landfill dramatically increases every year, and the rollout of the new waste streams will help us to leave a better earth for future generations.

We'll be sending plenty of information to our community about the bin changes and what it means – including how to get the most out of your collections – before and during this rollout, so stay tuned.

We've wound up our Recovery Directorate, now we're two years on from the devastating June 2021 storms. This work, and our ongoing pandemic recovery efforts, are being folded into our business-as-usual, and we'll always be working to assist our communities to build capacity and resilience so we can face whatever is next together.

The key message underpinning our Budget is this: as a level of Government, we must deliver services that benefit our community, while ensuring those services offer value for money and meet our community's needs now and into the future.

We believe this Budget strikes that balance. However, the challenge of meeting all needs is great and we remain vigilant in delivering wide ranging services and careful financial management every day.

Through the Budget, and documents like our Capital Expenditure Program, you'll see a focus on maintaining and improving what we have – in physical spaces, with the infrastructure you use every day, and in strengthening our community partnerships through programs like our Grants for Community.

Our goal is to make sure the Yarra Ranges is the best place in the world to live, work and visit – that our people, and our environment, flourish together.

This year we will continue to work hard towards this goal, keeping in step with our vibrant and diverse community.

Councillor Jim Child

Mayor

Tammi Rose

CEO

Executive summary

Yarra Ranges Council's 2023-24 Budget (and the following three years to 2026-27) seeks to provide a solid framework to enable the delivery of high quality services, projects and infrastructure that are valued by our community, while ensuring Council remains financially sustainable in the long-term to continue to invest in the future generations of our people and communities.

Key statistics of the 2023-24 budget

- a. **Total Revenue** – \$245.6 million (Forecast 2022-23 – \$246.3 million)
- b. **Total Expenditure** – \$225.5 million (Forecast 2022-23 – \$216.6 million)
- c. **Total Comprehensive Result** – \$20.1 million surplus (Forecast 2022-23 – \$29.7 million surplus)

This is calculated based on total income of \$245.6 million less total expenditure of \$225.6 million. This result includes funding related to Council's capital works program, but not the capital expenditure. This is a notional accounting measure but doesn't reflect actual cash performance of Council.

(Refer Comprehensive Income Statement in Section 3)

- d. **Adjusted underlying operating** result - \$1.5 million deficit (Forecast 2022-23 – \$3.0 million surplus).

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

Council acknowledges that the 2023-24 budget is allowing for a small operating deficit. However, future financial projections indicate that this will only apply to the short term, with Council's longer term financial sustainability remaining positive.

(Refer Comprehensive Income Statement in Section 3)

- e. **Cash balance** – \$24.3 million increase (Forecast 2022-23 – \$16.9 million decrease)

This is the net cash result after Council has met all its commitments from operations, capital expenditure and financing costs. This is a measure of liquidity and is not directly related to profitability.

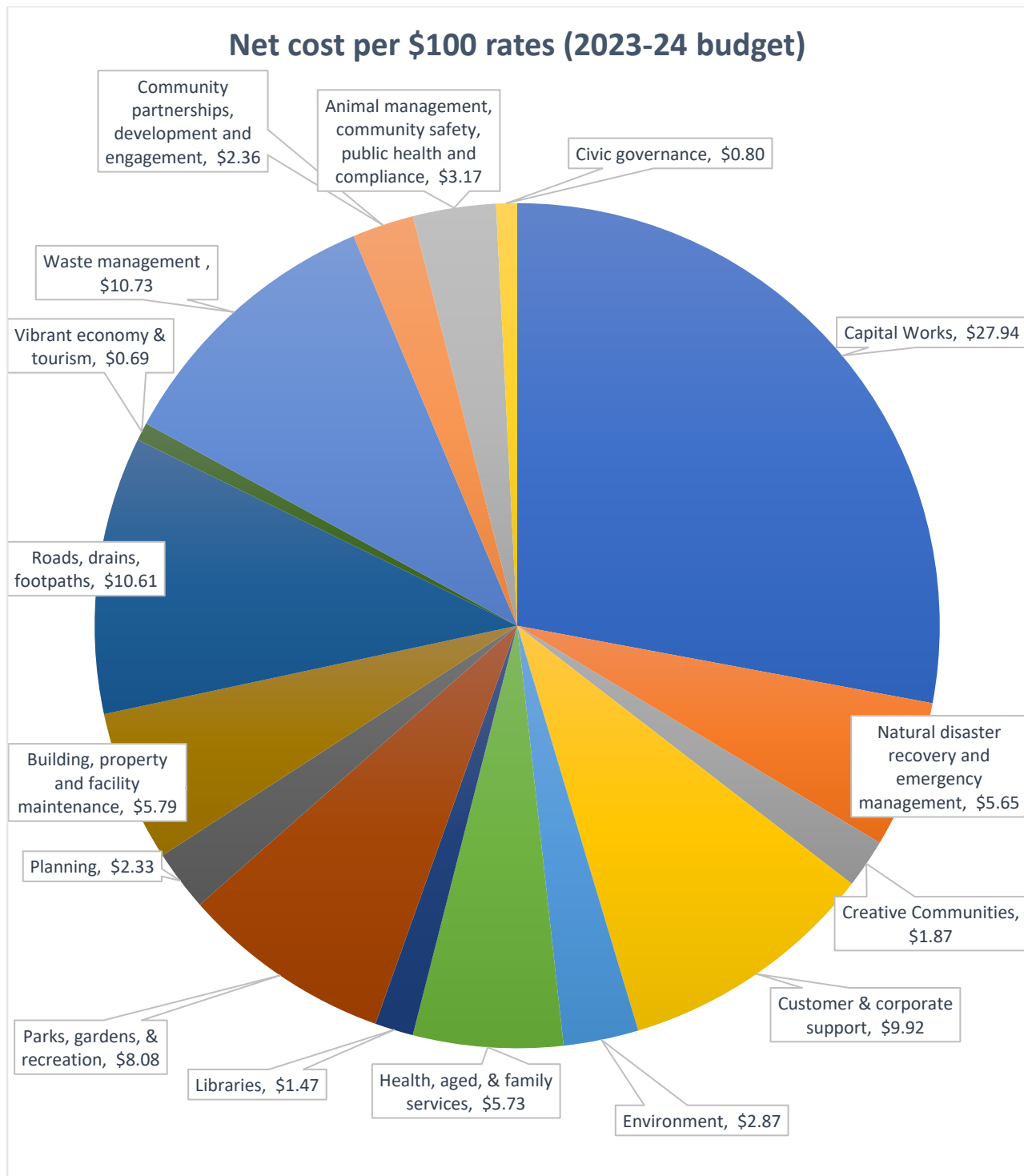
(Refer Statement of Cash Flows in Section 3.4)

- f. **Total Capital Works Program-** \$76.6 million which includes \$21.5 million carried forward projects from 2022-23, funded through:
 - i. \$21.1 million from Council operations (rates funded);
 - ii. \$18.9 million sourced from borrowings;
 - iii. \$0.4 million from contributions from various sporting clubs etc.; and
 - iv. \$36.2 million from external grants

(Refer Statement of Capital Works in Section 4.5)

Where Council spends your rates

The chart below provides an indication of how Council allocates its budgeted expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council receives in rates income in 2023-24.



Historical context

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

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

We are facing rising cost of living pressures which are also impacting the cost of doing the business of Council. Many of Council's assets are ageing and in need of repair and upgrade. And our state and federal governments are facing similar financial constraints, which is likely to see reduced funding available to local councils to maintain services and infrastructure. This puts increased pressure on Council's own internal sources of revenue.

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

In this context, Yarra Ranges Council's 2023-24 Budget has been developed to provide the resources for delivering the key support and services our community needs while ensuring the ongoing financial sustainability of Council into the future. Through careful financial management, we can maintain Council's stable financial position. We have worked hard to review all parts of our organisation to ensure services and infrastructure are delivered for maximum benefit whilst identifying service innovations and improvements, operational efficiencies, and savings across many areas.

In developing the 2023-24 to 2026-27 Budget, Council has determined that our community response must remain our highest priority, and as such a careful and strategic approach to budget management is required to produce a budget that is responsive and responsible. In the 2023-24 Budget (and future years), Council has made provisions for the continued recovery from the storm events of 2021 and 2022 and has also made provision for a range of cost control measures (operational savings, efficiency targets, and some service and capital program reductions) to ensure Council maintains a positive, stable and sustainable financial position. Some examples of this include:

- Reduced telecommunications costs through targeted negotiations
- Savings as a result of Council's street lighting upgrades, with remaining streetlights being upgraded during the 2023-24 financial year.
- Deferral of targeted growth strategies in some services.
- Reduced expenditure on external consultants, with upskilling internal resources.

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

Community engagement

This year we embarked on a revised community engagement process to help us better understand the views and priorities of our community before developing the 2023-24 draft budget.

Feedback from the budget engagement, as well other general forums and engagement activities throughout the year, such as the Asset Management Plan engagement, has provided valuable input to the 2023-24 budget development process, helping ensure resources are being allocated to priority areas identified by the community, while also ensuring Council can continue to meet its legislative obligations.

Community engagement activities were undertaken over a six-week period, from 30 January to 12 March 2023. This included:

- An online 'post-it note' activity where participants could share some quick thoughts – 289 comments were received from 257 participants.
- A 'Fund It' activity where participants were invited to allocate points towards priorities that were important to them – 207 contributions were received from 189 contributors.
- Community members also made submissions via mail or through an online form, to share their thoughts about priority areas for Council to invest – 48 submissions were received with 28 requesting a response.
- Six pop-up activities were held across the Yarra Ranges to give community members a chance to speak face to face with Council staff, touching base with 209 people, with 53 participating in a budget activity.
- An internal engagement activity for Council staff was also held, recognising that 70 per cent of Council staff live in the municipality, and 100 per cent work with and for the community. 42 staff participated in the activity.

The Budget has been developed in light of this feedback, noting the competing tensions for scarce resources and the diverse views and needs of approximately 157,000 residents across 55 townships.

With storm events significantly impacting the Yarra Ranges over the past few years, it's no surprise that improving and maintaining drains to reduce flooding was identified by the community as one of the top priorities.

Other high priority areas included:

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

What we are funding in 2023-24

Delivery of ongoing services

Council has allocated \$111.8 million in direct service delivery to the Yarra Ranges community. These services are summarised in Section 2 together with Council's major initiatives, actions, and measures of success.

Council's 2023-24 Budget will also support several exciting key projects. These are outlined as follows.

Capital works program

This Budget allocates \$76.6 million towards capital works projects (including \$21.5 million worth of projects carried forward from 2022-23). Of this, \$59.4 million is allocated for asset renewals, upgrades, and expansions, while \$17.1 million will help fund the construction of new assets. In response to advocacy from Council, the program is supported by \$36.2 million in external funding from the State and Federal Governments. Council has reviewed its future capital investment to ensure it meets realistic expectations regarding deliverability and financial sustainability.

Highlights of the capital works program include:

- Roads (\$26.5 million) – including resealing and resurfacing; upgrades and improvements; rehabilitation and renewals and special charge schemes. The decision by the Federal Government to cut funding from the Roads for the Community Initiative program from an overall \$150.0 million to \$47.7 million has severely impacted Council's ability to deliver the prioritised list of approximately 187kms of roads to be sealed.
- Drainage (\$2.3 million) – including drainage and rehabilitation works.
- Footpaths and cycleways (\$1.3 million) – footpath improvements and renewals including Maroondah Hwy Service Lane, Chirnside Park; Burwood Hwy, Tecoma; Levendale Avenue, Mooroolbark and Hawkins Road, Mt Evelyn.
- Recreational, leisure and community facilities (\$8.4 million) – including renewal of tennis facilities in Upwey, Belgrave Heights and Ferny Creek; Stormwater Harvesting System, Monbulk Reserve; Chirnside Urban Park and playspaces in Mt Evelyn, Lilydale, Upwey and Millgrove.
- Parks, open space, and streetscapes (\$9.5 million) – major trail projects including ngurrak barring / Ridge walk; Yarra Valley Trail (Yering to Yarra Glen); Warburton Mountain Bike Destination and various township improvements; Indigenous Heritage Visibility; Wesburn Pump Track; park furniture renewal and improvements; Brushy Creek Trail, Mooroolbark and trail rehabilitation projects.
- Buildings (\$15.8 million) – construction of Community Sports Pavilions in Powelltown and Pinks Reserve, Kilsyth; Climate Resilient Buildings for our Community; improvements to Pinks Reserve stadium improvements and Resilient Energy Precinct, Monbulk.

The Statement of Capital Works can be found in Section 3.5 and further details on the capital works program, including highlights for each ward, can be found in Section 4.5

Caring for the environment and responding to climate change

In 2023-24 Council will continue to support our community to prepare for climate change and care for our environment.

Key actions and programs that will be delivered include:

- Finalisation of the Nature Plan that will set the strategic direction on how we manage our beautiful environment.

- Review the Integrated Water Management Plan which will enable our waterways and catchments to be protected.
- Continue the Ribbons of Green program, planting native plants on larger properties and at local schools. The program supports local community nurseries, provides education programs and biodiversity extension advice.
- Weed management program on almost 460 sites is programmed for 2023-24, which includes treatment of noxious species such as ivy and blackberries. Also including woody weed removal to address weed infestation along approximately 10 kilometres of roadsides.
- Fire slashing program, which includes slashing and brush cutting along 830 roadsides and fire access tracks.
- Continue Council's streetlighting program, which will see the remaining street lights upgraded to energy efficient lighting.
- Deliver the grant funded program to protect the platypus in the Monbulk Creek catchment.
- Through the Climate Resilient Buildings Program, continue to upgrade community facilities to be climate ready and operate at a lower cost. Works include solar and battery systems and energy efficient lighting.
- Continue the transformation of Council's fleet, plant and equipment to zero emissions technology.
- Council's dedicated Climate Action Fund, which facilitates the ongoing upgrade of facilities and equipment to improve energy and water efficiency, builds climate resilience and continues the shift towards renewable resources.

Budget influences

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

Municipal data

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

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

External influences

In preparing the 2023-24 budget, the following external influences have been taken into consideration.

- a. The Victorian State Government introduced a cap on rate increases in 2016-17. The cap for 2023-24 has been set at 3.5% (2022-23: 1.75%).
- b. The continuing impact of the pandemic on Council and community services and facilities, as well as on the wider business community with programs and services to support the recovery effort.
- c. The impact of supporting the community as it recovers and rebuilds from the storm events of 2021 and 2022.
- d. Cost escalations and supply issues for both materials and services across both operational and capital programs.
- e. As a result of changes in the recycling industry there has been a rise in the cost of the processing of recyclable material.
- f. Increased Environmental Protection Authority (EPA) requirements for managing Council's landfill sites.
- g. Funds received through funding agreements from the State and Commonwealth Governments often do not increase over time in line with real cost increases, which adds pressure to meet service obligations within financial constraints. Council will continually review its service levels to ensure that we are meeting community needs within financially sustainable limits.
- h. The withdrawal of Commonwealth Funding in relation to the Roads for the Community Initiative.
- i. Council will continue to collect the Fire Services Property Levy through rates on behalf of the State Government.
- j. The current reform agenda of the State Government, and the flow on impacts onto the Local Government sector.
- k. Council has an ongoing obligation to fund any investment shortfalls in the Defined Benefits Superannuation Scheme. The last call on Local Government was in the 2012-13 financial year where Council was required to pay \$12.1 million to top up its share in the Defined Benefits Scheme. The amount and timing of any liability is dependent on the global investment market. At present the actuarial ratios are at a level that additional calls from the sector are not expected in the next 12 months.

Budget principles

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

Rates & charges

- Council will apply an annual rate increase in line with the estimated rate cap over the life of the long-term financial plan, with 3.5% being applied in years 1 and 2 and 2.5% for the remainder of the long-term financial plan.
- Waste management to be charged to ratepayers as a full cost recovery service.
- Differential rates to be applied to ensure appropriate allocation of rates (no change from 2022-23 – refer Section 4.1.1 (n) for further details):
 - Residential (100% of the rate in the dollar)

- Commercial (150%)
- Industrial (150%)
- Farming (70%)
- Recreational/Cultural (60%)
- Vacant land (100%)
- No municipal charge.

Government funding

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

Fees & charges

- Fees & charges are reviewed annually for appropriateness, fairness and equity. Council has increased some fees and charges by 3.5% (in line with the rate cap) while some fees for services have no increase to ease the burden on the community due to cost of living pressures.
- See attached Appendix A - Schedule of Fees & Charges from 1 July 2023.

Loan borrowings

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

Cash

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

Recurrent operating expenditure

- In some targeted areas, operational expenditure in 2023-24 will be held at the same or reduced levels, except for costs subject to existing contracts or where external market pressures apply.
- Salaries and wages have been calculated according to Council's full establishment staff roster which includes currently vacant positions and flexible working arrangements, and increases in line with Council's Enterprise Agreement 2021.
- Future years expenditure in the long-term financial plan to be increased in line with the Victorian Department of Treasury and Finance CPI projections.
- Areas of discretionary cost will be reviewed each year as part of setting the annual budget.
- Service levels will continue to be reviewed considering community expectations, shifting demand for services and legislative requirements. The aim is to continue to be efficient with

resources and an emphasis on innovation to achieve savings and efficiencies. Council further acknowledges that some services are likely to be impacted as additional operational savings are required to be identified in future years.

New initiatives & cost pressures

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

Capital works

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

Review of Council's Financial Plan

Following the preparation of the draft 2023-24 Budget, Council has reviewed the impact the budget has on the long term projections contained in its Financial Plan to ensure Council's financial sustainability is being maintained. The budget principles outlined above have not changed from the Financial Plan adopted by Council in October 2021, apart from the assumptions relating to the rate cap projections as outlined above.

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

Commonwealth and state government advocacy

Yarra Ranges Council refreshed its advocacy priorities in line with the 2021-2025 Council Plan and the guidelines of Council's Advocacy Framework. This ensures our priorities reflect the needs and aspirations of our community, respond to emerging trends and issues (including the pandemic and storm events), and are aligned to opportunities at the State and Commonwealth levels.

Council's advocacy agenda comprises a range of issues and initiatives that would deliver broad benefits to residents, businesses, and visitors, including funding for rural roads, emergency management and climate resilience, telecommunications, economic recovery, energy efficiency projects, recreation and cultural infrastructure and public transport. Both individually and through our advocacy networks, Council has advocated for funding and practical reforms to State Government policy on social and affordable housing, community health services, environmental and biosecurity issues, and mental health support.

Council has also undertaken concerted advocacy following the 2021 and 2022 storm events to secure State and Commonwealth funding for Council to support the community's long-term recovery.

Population growth

How are we travelling against population projections?

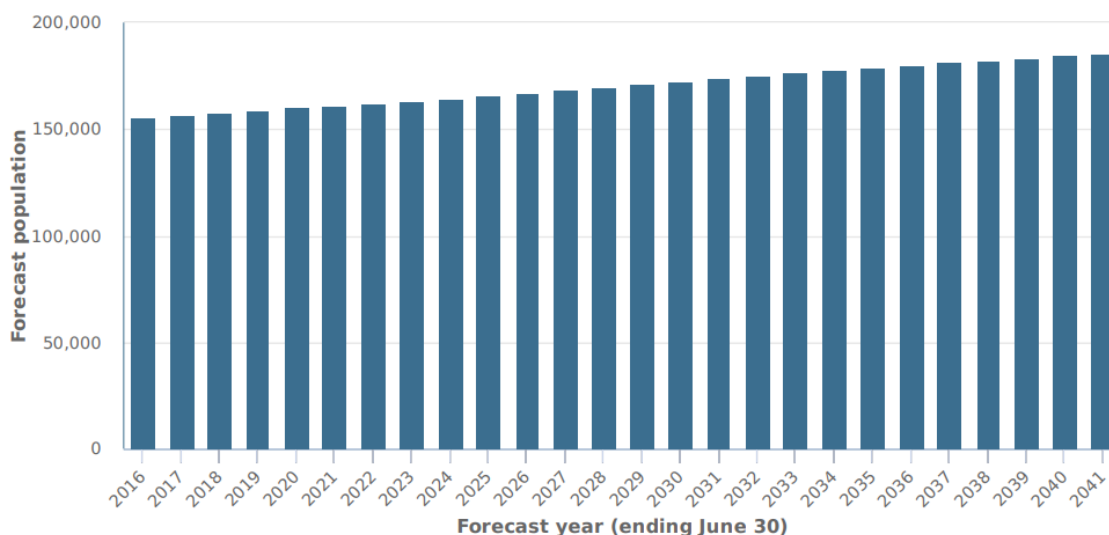
Population for Yarra Ranges was 156,068 at the 2021 Census.

The population forecasts predict that Yarra Ranges' population will grow to 185,902 by 2041. This translates to a net gain of 29,834 between 2021 and 2041, or 19.1% growth. Yarra Ranges' urban areas of Lilydale, Mooroolbark, Chirnside Park and Kilsyth are projected to have the highest population growth over the next twenty years, with local increases ranging from 15.6% in Kilsyth to a very high 68.7% in Lilydale (more than 12,000 new residents in Lilydale primarily due to the development of the Kinley Estate).

The full set of projections to 2041 can be accessed here: <http://forecast.id.com.au/yarra-ranges>

Forecast population

Yarra Ranges Council



Population and household forecasts, 2016 to 2041, prepared by .id, June 2018.

.id informed decisions

Budget reports

The following reports include all statutory disclosures of information and are supported by the analyses contained in Section 4 of this report.

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

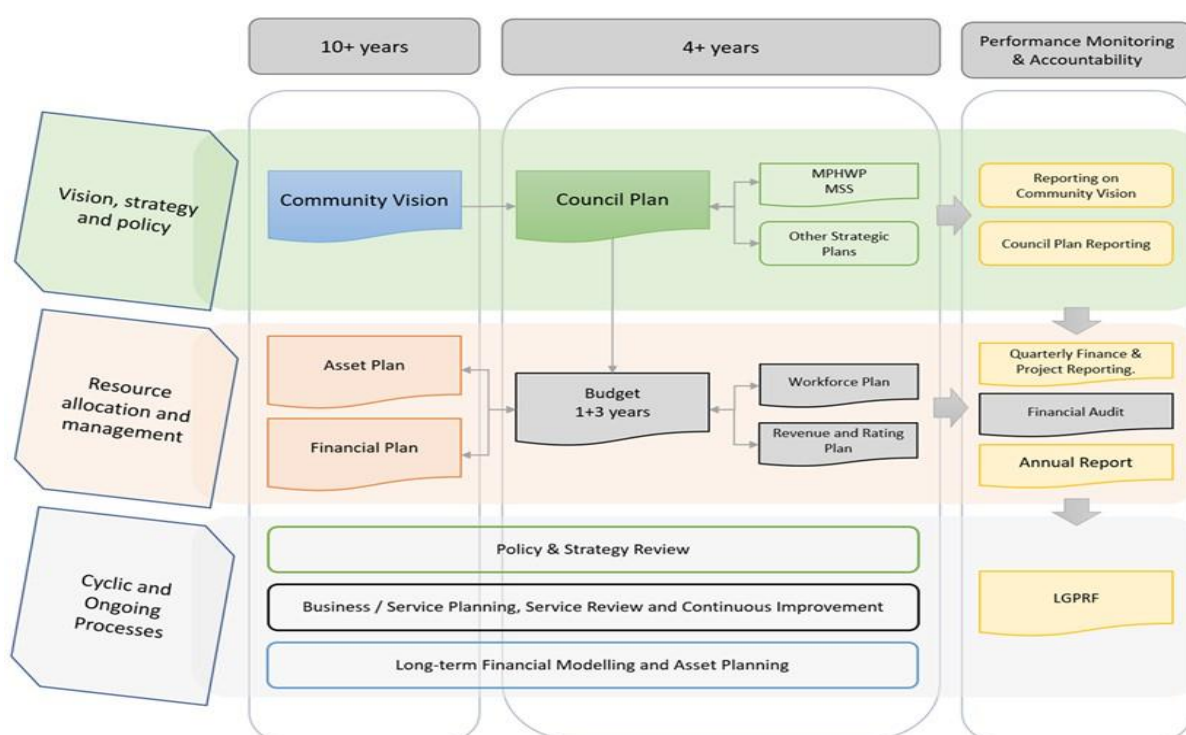
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1. Link to the Integrated Planning and Reporting Framework

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

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 applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

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

LGPRF – Local Government Planning Reporting Framework

MPHWP – Municipal Public Health and Wellbeing Plan

MSS – Municipal Strategic Statement

1.1.1 Key planning considerations

Service level planning

Although councils have a legal obligation to provide certain services - such as animal management, local roads, food safety and statutory planning - most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, we seek to engage with our community 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 Council's adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our vision

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

Our commitment

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

Our values

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



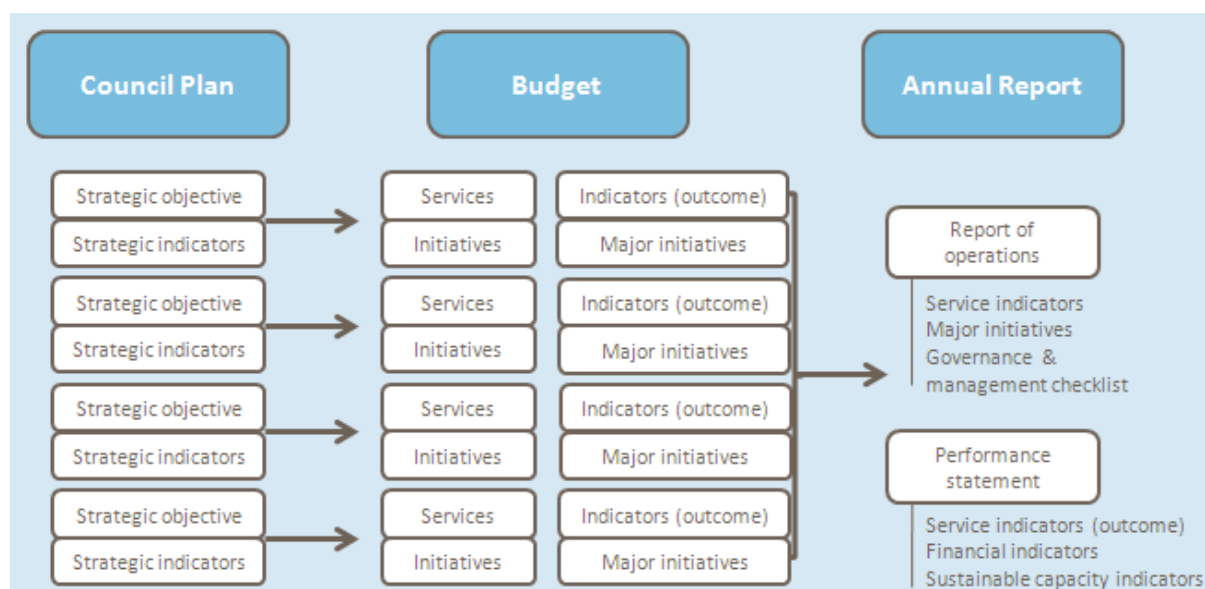
1.3 Strategic objectives

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

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

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2023-24 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 and other initiatives and service performance outcome indicators in the Budget and report against them in its Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

2.1 Strategic Objective 1: Connected and Healthy Communities

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

Services

Services	Description of services provided		2022/23 Budget \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
2.1 Strategic Objective 1: Connected and Healthy Communities					
1. Social planning and policy development	This service contributes to building strong and resilient communities by: -Planning, researching and developing relevant social policies and actions -Providing advice, referral and advocacy -Delivering selected community development projects.	Expenditure	862	891	1,772
		(Income)	(61)	(61)	-
		Net Cost	801	830	1,772
2. Primary health planning and coordination	Council's Health and Wellbeing Strategy guides this legislated requirement to promote good health and wellbeing. Using data about the health of our community, Council works with its partners and the community to improve health. An Advisory Group overseeing the work is resourced by this service. The service has a primary prevention approach – keeping people well through Council's many roles in creating healthy communities and environments.	Expenditure	96	94	110
		(Income)	(10)	(10)	(10)
		Net Cost	86	84	100

Services	Description of services provided		2022/23 Budget \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
3. Food, health, and environment inspections and protection	This service works with owners, operators and applicants to ensure that appropriate health standards are achieved for the health and wellbeing of all.	Expenditure (Income) Net Cost	984 (853) 131	3,463 (853) 2,610	1,227 (882) 345
4. Library services in partnership with Eastern Regional Library Corporation	Council works in partnership with Eastern Regional Libraries to enhance learning and cultural development in the municipality through the provision of library services.	Expenditure (Income) Net Cost	4,014 - 4,014	4,098 - 4,098	4,024 - 4,024
5. Maternal and child health and immunisation services	Council provides a universal and enhanced Maternal and Child Health Service to provide universal and targeted services for children and their families. Families can attend centres across the Yarra Ranges and receive services in their homes, or at other community locations.	Expenditure (Income) Net Cost	3,868 (2,223) 1,645	4,087 (3,100) 987	4,317 (2,309) 2,008
6. Youth mental health and counselling, participation and engagement	Council provides a range of universal and targeted services for young people and their families, enabling them to receive individual support and/or participate in a range of activities.	Expenditure (Income) Net Cost	1,715 (366) 1,349	1,371 (342) 1,029	1,173 (302) 871
7. Early years development and early childhood education and care	Council provides a range of services that enable children to develop and for those with additional needs to be included in a range of Early Childhood Education settings. Council also provides Child Care and Preschool Services.	Expenditure (Income) Net Cost	5,881 (4,229) 1,652	6,044 (4,240) 1,804	6,035 (4,496) 1,539
8. School crossing supervision	This service provides supervision for school crossings in both the morning and afternoon to improve community safety and encourage healthy habits of walking to school.	Expenditure (Income) Net Cost	1,944 (680) 1,264	3,374 (680) 2,694	1,795 (704) 1,091
9. Animal Management	This service seeks to manage animals, both domestic and farm, to improve community safety.	Expenditure (Income) Net Cost	1,989 (1,493) 496	676 (1,493) (817)	2,063 (1,545) 518
10. Fire prevention and emergency management	This service works to build an empowered resilient community that can mitigate, prepare, respond and recover from emergencies.	Expenditure (Income) Net Cost	14,085 (3,913) 10,172	19,690 (12,726) 6,964	15,481 (9,802) 5,679
11. Positive ageing services	This service provides a comprehensive range of services as part of the Home and Community Care (HACC) program. The HACC program provides a range of coordinated and integrated service approaches which assist HACC eligible people to maximise their independence to remain living at home, stay connected to their community and adapt to changing life circumstances. The majority of this program is externally funded by State Government.	Expenditure (Income) Net Cost	1,654 (1,238) 416	1,661 (1,050) 611	1,742 (1,262) 480
12. Supporting people with disabilities	This service works across the Council to improve access, equity and inclusion of people with a disability. Metro Access works to increase participation of people with a disability in the life of their community. The majority of this program is externally funded by State Government.	Expenditure (Income) Net Cost	2,350 (1,827) 523	2,144 (1,002) 1,142	2,337 (1,884) 453

Services	Description of services provided		2022/23 Budget \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
13. Community engagement and development programs	This service supports - Community engagement and place based Community Planning - Life long learning and building resilient organisations through the community grants program, community planning and community capacity building -Community skill development and working collaboratively with local community and local groups, networks, leaders and service organisations	Expenditure (Income) Net Cost	2,677 (24) 2,653	2,583 (67) 2,516	2,939 (25) 2,914
14. Services and programs to increase participation in arts, culture and heritage	Creative Communities provides a framework to use arts and heritage to engage our local communities. This is achieved through the provision and funding of: - high quality Cultural Facilities with paid staff and technical expertise - the management and delivery of arts and heritage programs in the community - partnerships with community through grants programs - facilitation of community festivals and events	Expenditure (Income) Net Cost	1,579 (263) 1,316	1,136 (327) 809	949 (214) 735
15. Development of cultural facilities	Creative Communities is responsible for the development of the Cultural Plan which includes planning for the development of cultural facilities across the municipality. This includes engagement and consultation with community and funding bodies, involvement in the project planning and involvement in delivery of the project working with the Capital Works and Planning area.	Expenditure (Income) Net Cost	2,999 (314) 2,685	3,364 (481) 2,883	4,165 (513) 3,652
16. General Local Laws Compliance	This service provides Local Laws compliance for the safety and wellbeing of our communities.	Expenditure (Income) Net Cost	317 (502) (185)	317 (502) (185)	440 (540) (100)
17. Public transport advocacy	Council's Health profile indicates the impact of poor public transport on health and wellbeing. Council's advocacy for improved access to public transport is a key advocacy area.	Expenditure (Income) Net Cost	420 - 420	420 - 420	447 - 447
18. Community support to reduce impact and prepare for climate change	This service provides support from Yarra Ranges Environment Stewardship team for residents to take steps towards sustainable living and preparing for climate change, including education in schools.	Expenditure (Income) Net Cost	47 - 47	386 (271) 115	572 (460) 112
19. Risk Management	This service provides risk management and insurance services to the organisation.	Expenditure (Income) Net Cost	675 - 675	23 - 23	590 - 590
Connected and Healthy Communities Total		Expenditure (Income) Net Cost	48,156 (17,996) 30,160	55,822 (27,205) 28,617	52,178 (24,948) 27,230

Major/other initiatives

Improve mental health outcomes for the community, strengthen social connections, and advocate for equitable and accessible mental health services across the municipality.

Build community resilience by working together to achieve greater emergency planning and preparedness with a focus on building community capacity as well as traditional cultural burning practices. This will include the development a firestick program across public, private land and local training hubs.

Implement priority actions arising from the Health and Wellbeing Plan including:

- Mental health
- Physical activity
- Social Recovery
- Climate change and impacts on health
- Reduce harm from alcohol
- Health impacts of emergencies
- Gender Equity

Implement Council's Healthy and Active Ageing Plan to increase the age and dementia friendliness of the municipality and improve social connection.

Implement the Pandemic Recovery and Resilience Framework and other key recovery actions to support the rebuilding of community resilience.

Update the Aquatics Strategy to strategically plan and provide aquatic facilities across the municipality that are inclusive, sustainable, well designed and positioned to improve community health and wellness.

Revise and implement key actions of the Recreation and Open Space Strategy to increase community access, support community connections and activate Council's community facilities and open space network.

Implement key actions in the Integrated Transport Strategy 2040 with a focus on people's movement in place and advocating for a cohesive public transport network that connects people with services, employment and to each other.

2.2 Strategic objective 2: quality infrastructure and liveable places

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

Services

Services	Description of services provided		2022/23 Budget \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
2.2 Strategic Objective 2: Quality Infrastructure and Liveable Places					
1. Maintenance and renewal of buildings	This service is responsible for maintenance of Council's buildings, facilities, public amenities and building security.	Expenditure	6,583	8,529	6,928
		(Income)	(8,000)	(5,618)	(5,984)
		Net Cost	(1,417)	2,911	944
2. Management of facilities	This service manages lease and licence arrangements with sporting clubs, user groups and individuals for a range of Council facilities and properties, ensuring that the needs of occupants are provided for in a viable and sustainable way.	Expenditure	5,042	4,306	4,817
		(Income)	(760)	(791)	(990)
		Net Cost	4,282	3,515	3,827
3. Road, footpath and bike path construction and maintenance	This service maintains and manages Council's civil infrastructure (roads, drainage, footpaths, etc.). The area also manages the implementation of the annual local road resurfacing program and provides after hours emergency response service.	Expenditure	23,680	23,019	23,559
		(Income)	(28,894)	(20,712)	(12,228)
		Net Cost	(5,214)	2,307	11,331
5. Major Council building projects	This service is responsible for coordinating the design and development of major building assets for the Council.	Expenditure	920	900	1,007
		(Income)	-	-	-
		Net Cost	920	900	1,007
6. Urban design including township and streetscape improvements	The service is responsible for developing and implementing proposals for township improvements across the municipality and supporting the development of high quality infrastructure in the private environment through strategic and statutory planning processes.	Expenditure	2,071	2,220	2,159
		(Income)	(73)	(392)	(76)
		Net Cost	1,998	1,828	2,083
7. Maintenance and redevelopment of sports fields, playspaces, parks and reserves	This service provides for the maintenance and redevelopment of Council's sports fields, playspaces, and parks and reserves.	Expenditure	11,986	11,501	14,352
		(Income)	(8,861)	(6,775)	(6,801)
		Net Cost	3,125	4,726	7,551
8. Aquatics facilities	This service provides for the maintenance of Council's aquatic facilities.	Expenditure	2,037	2,296	2,021
		(Income)	-	-	-
		Net Cost	2,037	2,296	2,021
9. Strategic land use policy development	This service continues to review and maintain Council's planning scheme and sets the direction for land use planning within Yarra Ranges.	Expenditure	740	592	801
		(Income)	-	-	(20)
		Net Cost	740	592	781
10. Statutory Building Services	Our building team ensures all buildings, both existing and proposed, comply with the Building Act and regulations. They can also assist with information about pool fencing, maintenance of fire safety equipment, general and technical advice, property information, copies of plans, land slip certificates, building complaints and Council Consent applications.	Expenditure	3,006	3,122	3,117
		(Income)	(746)	(746)	(772)
		Net Cost	2,260	2,376	2,345

Services	Description of services provided		2022/23	2022/23	2023/24
			Budget	Forecast	Budget
			\$'000	\$'000	\$'000
11. Capital works and strategic asset management	This service contributes to the management of Council's capital works program and management of Council's infrastructure assets across all infrastructure categories.	Expenditure	4,411	4,578	5,521
		(Income)	(877)	(1,012)	(573)
		Net Cost	3,534	3,566	4,948
12. Maintenance and renewal of plant and equipment to support services of the organisation	This service provides support to procuring, servicing and disposal of vehicles and both large and small plant that the organisation's services require to undertake their businesses effectively.	Expenditure	-	-	-
		(Income)	(300)	(341)	-
		Net Cost	(300)	(341)	-
14. Planning permits, approvals, and advice	Assesses and provides advice and enforcement in relation to planning application approvals under the Yarra Ranges Planning Scheme and the related legislation.	Expenditure	5,518	5,250	5,593
		(Income)	(1,959)	(1,959)	(2,027)
		Net Cost	3,559	3,291	3,566
Quality Infrastructure and Liveable Places Total		Expenditure	65,994	66,313	69,875
		(Income)	(50,470)	(38,346)	(29,471)
		Net Cost	15,524	27,967	40,404

Major/other initiatives

Become a world class trails and eco-tourism destination through project development, delivery, advocacy, and partnerships, including the delivery of the Ridges and Rivers projects.

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

Improve our social infrastructure planning by working across council to integrate place, service, and infrastructure planning to meet the needs of our diverse communities and improve the unique places they live.

Develop and implement a strategic approach for activating and providing functional and affordable community assets and spaces that are welcoming to all and support the wellbeing and connectedness of the community.

Continue to evolve the maturity and sophistication of Council's Asset Management planning to ensure existing community infrastructure is renewed and maintained for the benefit of future generations.

Activate, develop, and construct significant community facility projects across the municipality to respond to current and future community and social needs.

Seal gravel roads in townships across the municipality enabled through funding provided by the Federal Government combined with landowner contributions to improve local amenity and liveability for the community.

Complete the Lilydale Structure Plan and incorporate key actions into the Planning Scheme through an amendment to provide clear direction of the future land use, urban design, transport and access and landscaping forms for Lilydale.

Integrate and strengthen the planning, maintenance, and management of community assets to ensure the needs and priorities of current and future communities are balanced against investment requirements and Council's ability to pay for them.

Amend the planning scheme by using the outcomes of the reviewed Housing Strategy to ensure housing needs of the community are met, new housing is well designed, it provides for housing choice and improves neighbourhood character outcomes in residential areas

Plan, facilitate and develop urban renewal projects, including Lilydale Revitalisation project, Kinley re-development and Level Crossing Removal to facilitate the revitalisation of Lilydale. Ensuring alignment with Council's place making objectives of encouraging a vibrant, attractive, sustainable, healthy, and connected community.

Maximise the benefits of the level crossing removal projects in Mooroolbark and Lilydale through value adding projects including the repurposing of the Lilydale Heritage Station, provision of public art and new community spaces, and improving the shared path network.

Establish a municipal wide Development Contributions Plan to provide funds from new developments for new infrastructure to support future growth and development.

2.3 Strategic objective 3: protected and enhanced natural environment

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

Services

Services	Description of services provided		2022/23 Budget \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
2.3 Strategic Objective 3: Protected and Enhanced Natural Environment					
1. Environmental education programs including a focus on schools	This service provides environmental education programs to our community, as well the Council's extensive school network.	Expenditure	344	343	421
		(Income)	35	(378)	(247)
		Net Cost	379	(35)	174
2. Weed reduction and replanting programs	Council has an active weed reduction and replanting service, in addition to running an ongoing weed removal program called Weed Wipeout, to help residents remove and dispose of weeds on their property.	Expenditure	737	1,042	726
		(Income)	(350)	(416)	(387)
		Net Cost	387	626	339
3. Biodiversity conservation	The Biodiversity Conservation Unit has responsibility for the protection and enhancement of the region's biodiversity values in line with National, State and Regional requirements. Conducts environmental assessments for planning permit applications (Council and community). Manages a system for biodiversity offsets and provides advice to landholders to enhance biodiversity.	Expenditure	1,233	1,402	1,749
		(Income)	(47)	(184)	(100)
		Net Cost	1,186	1,218	1,649
4. Support for friends and land care groups	This service provides grants and support for 'Friends of' groups and 'Land Care' groups across Council's parks, reserves and natural habitats.	Expenditure	73	143	73
		(Income)	-	-	-
		Net Cost	73	143	73
5. Waste management services	This service provides waste services to 59,708 general properties consisting of a weekly garbage collection, fortnightly recycling and green and hard waste collections for general properties only. We also provide services to over 2,751 commercial properties across the municipality which consist of twice weekly garbage collection, and fortnightly recycling collections. A core priority includes minimising the volume of material going to landfills through the coordination of education and management programs.	Expenditure	24,401	24,410	29,405
		(Income)	(25,015)	(25,015)	(29,443)
		Net Cost	(614)	(605)	(38)

Services	Description of services provided		2022/23	2022/23	2023/24
			Budget	Forecast	Budget
			\$'000	\$'000	\$'000
6. Maintenance of bushland and natural open space	This service provides for the maintenance of Council's bushland and natural open spaces.	Expenditure	2,071	1,996	2,091
		(Income)	-	-	-
		Net Cost	2,071	1,996	2,091
7. Maintenance and redevelopment of sports fields, playspaces, parks and reserves	This service provides for the maintenance and redevelopment of Council's sports fields, playspaces, and parks and reserves.	Expenditure	1,570	1,602	1,533
		(Income)	-	-	-
		Net Cost	1,570	1,602	1,533
8. Environmental sustainability management	This service provides the management and administrative support for the environment and sustainability teams.	Expenditure	883	1,086	1,281
		(Income)	(59)	(68)	(61)
		Net Cost	824	1,018	1,220
9. Organisational and Environmental Sustainability Management	This service provides support to the organisation through management of its long term financial planning for assets and capital works, waste and fleet management, environmental sustainability and service innovation and efficiency for the Environment and Engineering directorate.	Expenditure	191	179	210
		(Income)	-	-	-
		Net Cost	191	179	210
10. Landfill Rehabilitation	This work typically involves reshaping, contouring and capping of the landfill, in association with ongoing management and regular monitoring of Leachate, Landfill Gas and Stormwater. This also includes the establishment of infrastructure to minimise and mitigate any potential onsite and offsite impacts to soil, ground and surface water and the atmosphere. The length of the process is indeterminable and may take many years, dependant on the nature of the site and material that was placed in the landfill and when the EPA determines no further rehabilitation is required.	Expenditure	2,421	1,721	2,623
		(Income)	-	-	-
		Net Cost	2,421	1,721	2,623
Protected and Enhanced Natural Environment Total		Expenditure	33,924	33,924	40,112
		(Income)	(25,436)	(26,061)	(30,238)
		Net Cost	8,488	7,863	9,874

Major/other initiatives

Ensure the plants, animals, and ecologies of Yarra Ranges that our community value so much, are supported and retained alongside us, in healthy landscapes by preparing and implementing a Biodiversity Plan that provides renewed focus for Council, the community, and partners.

Reduce our ecological footprint through our commitment to sourcing 100% renewable energy and help our communities to thrive in a changing climate through adaptive, resilient, and regenerative programs and projects.

Implement actions of the Liveable Climate Plan and shift to low carbon and renewable energy sources across all facilities, buildings, plant, and fleet to reduce Council's climate impact.

Deliver actions of the Urban Tree Canopy Strategy and deliver the parks and reserves improvement program to enhance amenity, access and participation in public spaces and places.

Develop a Municipal Waste Plan, education programs and pursue innovative waste processing technologies to maximise waste resource recovery for a more sustainable future.

Continue to develop and support the capability of Environmental Volunteer Groups including seeking funding support to invest in our shared environment.

2.4 Strategic objective 4: vibrant economy, agriculture, and tourism

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

Services

Services	Description of services provided		2022/23 Budget \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
2.4 Strategic Objective 4: Vibrant Economy, Agriculture, and Tourism					
1. Facilitate tourism development and regional marketing	This service offers work across the tourism sector – a key segment of the Yarra Ranges economy to promote and develop the benefits that flow from tourism. Advocacy on developing latent tourism potential through eco and heritage tourism seeks to develop our tourism offer and deliver benefits to local communities. Yarra Ranges Tourism is a major partner and the service manages Council's Partnership Agreement with the Board.	Expenditure	498	541	498
		(Income)	-	-	-
		Net Cost	498	541	498
2. Agribusiness support and development	This service offers advice on planning applications, networking opportunities for agribusinesses and works with industry to advocate, for example for a recycled water pipeline to support local food production.	Expenditure	-	136	220
		(Income)	(396)	(200)	(406)
		Net Cost	(396)	(64)	(186)
3. Business networks and sustainable business practices	Forums, industry networks, training programs and investment attraction are promoted by this service. Strong employment opportunities are vital to our communities and the service works to facilitate vibrant local economies through relationship brokerage and networking.	Expenditure	1,390	1,221	1,166
		(Income)	-	-	(3)
		Net Cost	1,390	1,221	1,163
Vibrant Economy, Agriculture & Tourism Total		Expenditure	1,888	1,898	1,884
		(Income)	(396)	(200)	(409)
		Net Cost	1,492	1,698	1,475

Major/other initiatives

Implement a “build back better” approach to economic recovery and adaptation activities that improves the well-being of the community and business.

Implement a plan that improves employment opportunities and mental health outcomes for everyone.

Develop and deliver of improvements to Council's network of recreational trails across the municipality to support improved recreational, health, social, and economic needs of the community and become a world class trails, agritourism and eco-tourism destination.

Finalise and implement a new Economic Development Strategy and Investment Attraction Plan, to create local jobs, business, and investment to deliver positive and sustainable economic community outcomes.

Deliver key initiatives outlined in the Bayswater Business Precinct Transformation Strategy that create jobs, attracts future investment, and progresses the revitalisation of the Precinct, in association with Knox and Maroondah Councils.

Raise the cultural profile of Yarra Ranges to drive creative industry development and cultural tourism spend via attracting and retaining new creative professionals and businesses and supporting existing creative professionals and businesses.

Develop a destination management Plan with Yarra Ranges Tourism Board to support the right eco-tourism, infrastructure growth that also protects our natural environment.

2.5 Strategic objective 5: high performing organisation

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

Services

Services	Description of services provided		2022/23 Budget \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
2.5 Strategic Objective 5: High Performing Organisation					
1. Community engagement and development programs	This service supports: - Community engagement and place based Community Planning - Life long learning and building resilient organisations through the community grants program, community planning and community capacity building -Community skill development and working collaboratively with local community and local groups, networks, leaders and service organisations	Expenditure	1,458	1,521	1,745
		(Income)	-	-	-
		Net Cost	1,458	1,521	1,745
2. Customer Experience	This service leads the provision of front line service delivery of five geographically dispersed sites across the municipality. Their focus is to lead and partner with the organisation by designing and delivering quality processes and services, enhancing all customer experiences through feedback, analysis and improvement measures to improve overall performance.	Expenditure	4,321	4,115	4,358
		(Income)	(62)	(66)	(64)
		Net Cost	4,259	4,049	4,294
3. Financial management and reporting	This service provides financial management and reporting functions for Council, including the preparation of the Budget and the Annual Financial Statements.	Expenditure	1,345	948	1,660
		(Income)	-	-	-
		Net Cost	1,345	948	1,660
4. Procurement, contracts and tendering	This service provides best practice procurement support to the organisation including tendering and collaborative procurement initiatives.	Expenditure	736	909	1,223
		(Income)	-	-	-
		Net Cost	736	909	1,223
5. Corporate planning and performance	This service provides business support to Councillors for the development and reporting of the Council Plan, in addition to business plans across the organisation. It also leads our Business Excellence Program, a program of coordinated process improvement and innovation aligned to the nationally recognised business excellence framework. Also includes Council's advocacy program.	Expenditure	2,555	2,569	2,923
		(Income)	-	-	-
		Net Cost	2,555	2,569	2,923
6. Information services	This service provides a range of different services and solutions related to the Information Management requirements of the Council including information technology, geographic information systems, records management, archives management, courier services, FOI, information privacy and an Electronic Document Management System (EDMS).	Expenditure	8,550	8,168	8,602
		(Income)	(38)	(38)	(39)
		Net Cost	8,512	8,130	8,563
7. Rating and valuation services	This service provides the generation of rate notices, management of the rates database, including the fire services levy, and liaison and support of Council's Valuers.	Expenditure	1,392	1,395	1,203
		(Income)	(703)	(703)	(387)
		Net Cost	689	692	816
8. Council governance &	This service provides leadership of Council's governance framework, including administration	Expenditure	2,082	1,964	2,182
		(Income)	(102)	(102)	(105)

Services	Description of services provided		2022/23 Budget \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
meeting procedures	and operational support for Council and executive meetings, advice and guidance on legislative changes and requirements focusing on good governance initiatives. It also provides executive support to the CEO and Councillors ensuring a seamless approach to interactions within the organisation and the community.	Net Cost	1,980	1,862	2,077
9. Occupational health and safety	This service provides support to the organisation in meeting requirements under the Occupational Health and Safety Act. Protecting the health and safety of employees, councillors, volunteers, contractors and visitors.	Expenditure	2,968	3,113	3,025
		(Income)	-	-	-
		Net Cost	2,968	3,113	3,025
10. Human resources, employee relations and organisational development	This service provides leadership and coordination of Council's human resources, workplace relations, payroll, and organisational development functions.	Expenditure	1,118	1,223	792
		(Income)	-	(24)	-
		Net Cost	1,118	1,199	792
11. Maintenance and renewal of plant and equipment to support services of the organisation	This service provides support to procuring, servicing and disposal of vehicles and both large and small plant that the organisation's services require to undertake their businesses effectively.	Expenditure	2,613	2,909	2,429
		(Income)	(39)	(20)	(40)
		Net Cost	2,574	2,889	2,389
12. Organisational and Environmental Sustainability Management	This service provides support to the organisation through management of its long term financial planning for assets and capital works, waste and fleet management, environmental sustainability and service innovation and efficiency for the Environment and Engineering directorate.	Expenditure	214	212	219
		(Income)	-	-	-
		Net Cost	214	212	219
15. Digital	This service supports Council to harness the opportunities that digital technology presents and to improve the way services are delivered to our community. This service also plays a vital role in improving and enhancing the way in which the organisation manages, shares and uses data to ensure Council's decisions are evidence-based.	Expenditure	489	503	516
		(Income)	-	-	-
		Net Cost	489	503	516
14. Risk management	This service provides risk management and insurance services to the organisation.	Expenditure	2,562	2,476	2,566
		(Income)	(15)	(15)	(16)
		Net Cost	2,547	2,461	2,550
High Performing Organisation Total		Expenditure	32,403	32,025	33,443
		(Income)	(959)	(968)	(651)
		Net Cost	31,444	31,057	32,792

Major/other initiatives

Ensure Council's workforce reflects the community it serves by embedding the principles of total diversity and inclusion in our day-to-day leadership and share our experience and knowledge with the community.

Improve trust and connection with Council through better community engagement and innovative approaches to communication.

Develop and grow an organisational culture committed to delivering exceptional customer experience.

Streamline internal Council processes and improve software systems to deliver more efficient services to our community.

Increase the community's visibility, understanding of and access to Council's information and performance to improve accountability to the community.

Provide additional digital platforms that the community can use to interact with increased accessibility and flexibility for our community.

Consolidate and strengthen advocacy through evidence and stronger relationships to ensure other levels of government are effectively and efficiently engaged to support local services and programs.

Adapt and improve our service delivery to ensure the measurable provision of both effective and efficient services that are supporting our municipality to rebuild resilience.

Strengthen relationships and networks to support local community groups and build their capacity to be active in achieving community outcomes.

2.5.1 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Connected and healthy communities	(27,230)	52,178	24,948
Quality infrastructure and liveable places	(40,404)	69,875	29,471
Protected and enhanced natural environment	(9,874)	40,112	30,238
Vibrant economy, agriculture and tourism	(1,475)	1,884	409
High performing organisation	(32,792)	33,443	651
Total	(111,775)	197,492	85,717
Expenses added in:			
Depreciation and amortisation	33,426		
Finance costs	1,457		
Other expenses/adjustments	(6,855)		
Surplus/(Deficit) before funding sources	(139,726)		
Funding sources added in:			
Rates and charges revenue	141,908		
Grants commission funding	8,320		
Interest revenue	1,339		
Other revenue	8,282		
Total funding sources	159,849		
Operating surplus/(deficit) for the year	20,123		

2.6 Service performance outcome indicators

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

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

3. Financial statements

This section presents information regarding the Financial Statements and Statement of Human Resources. The budget information for the financial year 2023-24 has been supplemented with projections to 2025-27.

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

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

Pending accounting standards

The 2023-24 budget has been prepared based on the accounting standards applicable at the date of preparation. Pending accounting standards that will be in effect from the 2023-24 financial year have not been considered in the development of the budget.

3.1 Comprehensive income statement

For the four years ending 30 June 2027

	Forecast	Budget	Projections		
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue					
Rates and charges	165,005	172,614	182,189	187,331	195,512
Statutory fees and fines	3,076	2,865	2,915	2,966	3,018
User fees	6,586	6,533	6,647	6,763	6,882
Grants – operating	35,563	32,805	33,379	33,963	34,558
Grants – capital	24,663	21,279	21,362	11,458	6,319
Contributions – monetary	5,188	3,245	3,065	3,169	3,082
Contributions - non-monetary	3,000	3,000	3,000	3,000	3,000
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	(650)	-	-	-	-
Fair value adjustments for investment property	-	-	-	-	-
Share of net profits (or loss) of associates and joint ventures	-	-	-	-	-
Other income	3,934	3,306	3,364	3,423	3,364
Total income / revenue	246,365	245,646	255,921	252,073	255,853
Expenses					
Employee costs	76,772	82,734	85,661	87,792	89,975
Materials and services	99,819	99,944	100,444	100,946	101,451
Depreciation	30,767	31,684	32,640	33,619	34,627
Amortisation - intangible assets	188	189	184	184	184
Amortisation - right of use assets	434	1,553	1,344	1,190	1,087
Bad and doubtful debts - allowance for impairment losses	53	65	60	62	61
Borrowing costs	213	1,010	1,839	2,606	3,367
Finance costs – leases	15	447	461	408	360
Other expenses	8,369	7,898	8,486	8,265	8,409
Total expenses	216,630	225,523	231,119	235,072	239,521
Surplus/(deficit) for the year	29,735	20,123	24,802	17,001	16,332
Other comprehensive income	-	-	-	-	-
Total comprehensive result	29,735	20,123	24,802	17,001	16,332
Adjusted underlying result	3,005	(1,475)	3,351	5,403	10,013

3.2 Balance sheet

For the four years ending 30 June 2027

	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
Assets					
Current assets					
Cash and cash equivalents	60,527	75,886	86,506	93,273	108,949
Trade and other receivables	21,560	21,070	22,066	21,684	21,919
Other financial assets	-	-	-	-	-
Inventories	-	-	-	-	-
Prepayments	-	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-	-
Other assets	10,000	10,000	10,000	10,000	10,000
Total current assets	92,087	106,956	118,572	124,957	140,868
Non-current assets					
Trade and other receivables	1,406	1,427	1,448	1,470	1,492
Other financial assets	-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries	5,400	3,561	3,561	3,561	3,561
Property, infrastructure, plant & equipment	1,258,445	1,284,842	1,317,962	1,345,100	1,361,613
Right-of-use assets	869	16,697	14,000	12,000	10,000
Investment property	-	-	-	-	-
Intangible assets	631	447	583	400	200
Landfill rehabilitation intangible asset	-	-	-	-	-
Total non-current assets	1,266,751	1,306,974	1,337,555	1,362,532	1,376,866
Total assets	1,358,838	1,413,930	1,456,127	1,487,489	1,517,734
Liabilities					
Current liabilities					
Trade and other payables	15,349	16,469	16,629	16,918	17,156
Trust funds and deposits	12,000	12,000	12,000	12,000	12,000
Unearned income/revenue	43,270	43,919	44,578	45,247	45,925
Provisions	19,252	19,457	19,662	19,867	20,072
Interest-bearing loans and borrowings	2,471	640	2,034	3,379	5,164
Lease liabilities	427	1,815	1,087	1,025	981
Total current liabilities	92,769	94,300	95,990	98,436	101,298
Non-current liabilities					
Provisions	5,843	5,843	5,843	5,931	6,020
Interest-bearing loans and borrowings	640	18,912	34,567	47,709	60,099
Lease liabilities	867	15,536	13,000	11,000	9,000
Total non-current liabilities	7,350	40,291	43,843	59,436	74,875
Total liabilities	100,119	134,591	139,833	157,871	176,173
Net assets	1,258,719	1,279,339	1,316,294	1,329,617	1,341,561
Equity					
Accumulated surplus	666,871	686,994	711,796	728,797	745,129
Reserves	591,848	592,345	604,498	600,820	596,432
Total equity	1,258,719	1,279,339	1,316,294	1,329,617	1,341,561

3.3 Statement of changes in equity

For the four years ending 30 June 2027

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023 Forecast					
Balance at beginning of the financial year		1,305,859	603,052	689,898	12,909
Surplus/(deficit) for the year		29,735	29,735	-	-
Net asset revaluation increment/(decrement)		(98,050)	-	(98,050)	-
Transfers to/from other reserves		21,175	34,084	-	(12,909)
Balance at end of the financial year		1,258,719	666,871	591,848	-
2024 Budget					
Balance at beginning of the financial year		1,258,719	666,871	591,848	-
Surplus/(deficit) for the year		20,123	20,123	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to/from other reserves	4.3.1	497		497	-
Balance at end of the financial year	4.3.2	1,279,339	686,994	592,345	-
2025					
Balance at beginning of the financial year		1,279,339	686,994	592,345	-
Surplus/(deficit) for the year		24,802	24,802	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to/from other reserves		12,153		12,153	-
Balance at end of the financial year		1,316,294	711,796	604,498	-
2026					
Balance at beginning of the financial year		1,316,294	711,796	604,498	-
Surplus/(deficit) for the year		17,001	17,001	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to/from other reserves		(3,678)		(3,678)	-
Balance at end of the financial year		1,329,617	728,797	600,820	-
2027					
Balance at beginning of the financial year		1,329,617	728,797	600,820	-
Surplus/(deficit) for the year		16,332	16,332	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to/from other reserves		(4,388)		(4,388)	-
Balance at end of the financial year		1,341,561	745,129	596,432	-

3.4 Statement of cash flows

For the four years ending 30 June 2027

	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	169,324	174,402	182,027	187,372	195,299
Statutory fees and fines	3,392	3,181	3,209	3,266	3,323
User fees	7,138	7,253	7,316	7,447	7,577
Grants – operating	21,879	33,112	33,400	33,995	34,590
Grants – capital	36,009	21,478	21,632	12,319	6,756
Contributions – monetary	5,188	3,245	3,065	3,169	3,082
Interest received	1,470	1,339	1,363	1,387	1,411
Trust funds and deposits taken	37	-	-	-	-
Other receipts	4,119	2,542	2,532	2,558	2,605
Net GST refund / payment	16,015	13,440	15,382	15,216	14,362
Employee costs	(76,772)	(82,772)	(85,661)	(87,792)	(89,975)
Materials and services	(93,820)	(109,314)	(110,418)	(110,995)	(111,550)
Short-term, low value and variable lease payments	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(17,362)	(8,639)	(6,826)	(7,426)	(7,639)
Net cash provided by/(used in) operating activities	76,617	59,267	67,021	60,514	59,840
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(97,553)	(60,595)	(69,036)	(63,533)	(52,954)
Proceeds from sale of property, infrastructure, plant and equipment	-	-	-	-	-
Proceeds from sale of property, infrastructure, plant and equipment	-	-	-	-	-
Payments for investment property	-	-	-	-	-
Proceeds from investment property	-	1,839	-	-	-
Payments for intangible assets	(202)	-	(300)	-	-
Proceeds from intangible assets	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(97,755)	(58,756)	(69,336)	(63,533)	(52,954)
Cash flows from financing activities					
Finance costs	(213)	(1,010)	(1,839)	(2,606)	(3,367)
Proceeds from borrowings	-	18,912	20,689	19,400	21,000
Repayment of borrowings	(2,359)	(640)	(3,640)	(4,913)	(6,825)
Interest paid - lease liability	(15)	(447)	(461)	(408)	(360)
Repayment of lease liabilities	(422)	(1,967)	(1,814)	(1,687)	(1,658)
Net cash provided by/(used in) financing activities	(3,009)	14,848	12,935	9,786	8,790
Net increase/(decrease) in cash & cash equivalents	(24,147)	15,359	10,620	6,767	15,676
Cash and cash equivalents at the beginning of the financial year	84,674	60,527	75,886	86,506	93,273
Cash and cash equivalents at the end of the financial year	60,527	75,886	86,506	93,273	108,949

3.5 Statement of capital works

For the four years ending 30 June 2027

		Forecast	Budget	Projections		
		2022/23	2023/24	2024/25	2025/26	2026/27
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		6,444	20	-	-	-
Land improvements		-	-	-	-	-
Total land		6,444	20	-	-	-
Buildings		12,765	12,541	8,053	3,113	2,224
Heritage buildings		-	-	-	-	-
Building improvements		2,464	3,238	3,113	-	3,221
Leasehold improvements		-	-	-	-	-
Total buildings		15,229	15,779	11,166	3,113	5,445
Total property		21,672	15,799	11,166	3,113	5,445
Plant and equipment						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		3,317	2,743	2,520	3,144	2,775
Fixtures, fittings and furniture		18	18	19	19	20
Computers and telecommunications		1,737	2,095	820	403	425
Library books		-	-	-	-	-
Total plant and equipment		5,072	4,856	3,359	3,566	3,220
Infrastructure						
Roads		22,201	26,490	16,243	12,992	9,518
Bridges		866	2,244	266	264	273
Footpaths and cycleways		2,285	1,312	1,838	3,876	3,277
Drainage		967	2,339	1,360	1,311	484
Recreational, leisure and community facilities		4,786	8,373	7,469	3,569	2,524
Waste management		-	-	-	-	-
Parks, open space and streetscapes		6,524	9,468	14,907	14,142	2,617
Aerodromes		-	-	-	-	-
Off street car parks		350	467	380	393	407
Other infrastructure		5,260	5,220	5,772	14,530	20,375
Total infrastructure		43,240	55,912	48,235	51,077	39,475
Total capital works expenditure	4.5.1	69,984	76,567	62,760	57,756	48,140
Represented by:						
New asset expenditure		20,101	17,131	20,345	15,728	3,889
Asset renewal expenditure		21,371	25,268	25,150	36,849	37,526
Asset expansion expenditure		4,369	4,211	1,686	1,151	1,307
Asset upgrade expenditure		24,143	29,957	15,579	4,028	5,418
Total capital works expenditure	4.5.1	69,984	76,567	62,760	57,756	48,140
Funding sources represented by:						
Grants		24,662	36,166	21,362	11,458	6,319
Contributions		6,463	357	89	140	-
Council cash		38,859	21,132	20,620	26,758	20,821
Borrowings		-	18,912	20,689	19,400	21,000
Total capital works expenditure	4.5.1	69,984	76,567	62,760	57,756	48,140

3.6 Statement of human resources

For the four years ending 30 June 2027

	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Projections 2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Staff expenditure					
Employee costs – operating	76,772	82,774	85,661	87,792	89,975
Employee costs – capital	-	5,042	5,218	5,401	5,590
Total staff expenditure	76,772	87,816	90,879	93,193	95,565
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	773	838	812	778	763
Total staff numbers	773	838	812	778	763

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

Department	Total \$'000	Full Time \$'000	Part time \$'000	Casual \$'000	Temporary \$'000
Communities	18,289	8,221	5,085	989	3,994
Corporate Services	30,291	23,363	2,784	213	3,931
Built Environment and Infrastructure	21,647	15,608	1,075	-	4,964
Office of the CEO	2,186	1,530	156	-	500
Planning and Sustainable Futures	8,696	7,636	428	-	632
Recovery & Response	1,625	698	-	-	927
Total permanent staff expenditure	82,734	57,056	9,528	1,202	14,948
Other employee related expenditure	-				
Capitalised labour costs	5,042				
Total expenditure	87,776				

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

Department	Total	Full Time	Part time	Casual	Temporary
Communities	179	74	54	10	41
Corporate Services	278	196	32	2	48
Built Environment and Infrastructure	257	201	7	-	49
Office of the CEO	17	10	2	-	5
Planning and Sustainable Futures	89	77	4	-	8
Recovery & Response	19	7	-	-	12
Total staff	838	564	98	12	163

Summary of planned human resources

The following tables include employee costs and FTE that are capital in nature, and therefore represents higher totals than that shown in the Comprehensive Income Statement.

Expenditure for the four years ending 30 June 2027

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Communities				
Permanent - Full time	8,221	8,509	8,722	8,689
Women	5,873	6,038	6,189	6,144
Men	1,303	1,349	1,383	1,367
New positions	163	169	173	177
Vacant positions	921	953	977	1,001
Persons of self-described gender	-	-	-	-
Permanent - Part time	5,085	5,263	5,321	5,330
Women	3,989	4,130	4,160	4,139
Men	624	645	661	678
New positions	227	235	241	247
Vacant positions	245	253	259	266
Persons of self-described gender	-	-	-	-
Total Communities	13,345	13,772	14,043	14,019
Corporate Services				
Permanent - Full time	23,363	24,064	24,116	24,682
Women	13,248	13,595	13,385	13,784
Men	7,644	7,912	8,110	8,212
New positions	1,032	1,068	1,095	1,122
Vacant positions	1,439	1,489	1,526	1,564
Persons of self-described gender	-	-	-	-
Permanent - Part time	2,784	2,882	2,954	2,977
Women	2,177	2,285	2,343	2,351
Men	85	56	57	58
New positions	-	-	-	-
Vacant positions	522	541	554	568
Persons of self-described gender	-	-	-	-
Total Corporate Services	26,146	26,946	27,070	27,659
Built Environment & Infrastructure				
Permanent - Full time	15,608	19,901	20,884	21,584
Women	3,661	4,429	5,077	5,529
Men	9,729	13,175	13,454	13,642
New positions	191	198	202	208
Vacant positions	2,028	2,099	2,151	2,205
Persons of self-described gender	-	-	-	-
Permanent - Part time	1,075	702	721	737
Women	494	304	312	319
Men	507	322	330	338
New positions	44	45	47	48
Vacant positions	30	31	32	32
Persons of self-described gender	-	-	-	-
Total Built Environment & Infrastructure	16,683	20,603	21,605	22,321
Office of the CEO				
Permanent - Full time	1,530	1,577	1,616	1,656
Women	1,153	1,193	1,223	1,253
Men	255	257	263	270
New positions	-	-	-	-
Vacant positions	122	127	130	133
Persons of self-described gender	-	-	-	-
Permanent - Part time	156	162	166	170
Women	156	162	166	170

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Men	-	-	-	-
New positions	-	-	-	-
Vacant positions	-	-	-	-
Persons of self-described gender	-	-	-	-
Total Office of the CEO	1,686	1,739	1,782	1,826
Planning & Sustainable Futures				
Permanent - Full time	7,636	7,658	7,962	8,438
Women	3,845	3,734	3,940	4,316
Men	3,150	3,260	3,342	3,425
New positions	183	190	194	199
Vacant positions	458	474	486	498
Persons of self-described gender	-	-	-	-
Permanent - Part time	428	443	454	465
Women	313	324	332	340
Men	115	119	122	125
New positions	-	-	-	-
Vacant positions	-	-	-	-
Persons of self-described gender	-	-	-	-
Total Planning & Sustainable Futures	8,064	8,101	8,416	8,903
Recovery & Response				
Permanent - Full time	698	-	-	-
Women	606	-	-	-
Men	92	-	-	-
New positions	-	-	-	-
Vacant positions	-	-	-	-
Persons of self-described gender	-	-	-	-
Permanent - Part time	-	-	-	-
Women	-	-	-	-
Men	-	-	-	-
New positions	-	-	-	-
Vacant positions	-	-	-	-
Persons of self-described gender	-	-	-	-
Total Recovery & Response	698	-	-	-
Casuals, temporary and other expenditure	16,150	14,500	14,876	15,247
Capitalised labour costs	5,042	5,218	5,401	5,590
Total staff expenditure	87,776	90,879	93,193	95,565

Staff numbers for the four years ending 30 June 2027

	2023/24 FTE	2024/25 FTE	2025/26 FTE	2025/27 FTE
Communities				
Permanent - Full time	74.2	74.2	74.2	74.2
Women	52.7	52.7	52.7	52.7
Men	11.5	11.5	11.5	11.5
New positions	2.0	2.0	2.0	2.0
Vacant positions	8.0	8.0	8.0	8.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	53.7	53.7	53.7	53.7
Women	41.0	41.0	41.0	41.0
Men	8.1	8.1	8.1	8.1
New positions	2.0	2.0	2.0	2.0
Vacant positions	2.6	2.6	2.6	2.6
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Communities	127.9	127.9	127.9	127.9
Corporate Services				
Permanent - Full time	196.0	196.0	196.0	196.0
Women	114.0	114.0	114.0	114.0
Men	60.0	60.0	60.0	60.0
New positions	9.0	9.0	9.0	9.0
Vacant positions	13.0	13.0	13.0	13.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	31.7	31.7	31.7	31.7
Women	25.1	25.1	25.1	25.1
Men	0.6	0.6	0.6	0.6
New positions	0.0	0.0	0.0	0.0
Vacant positions	6.0	6.0	6.0	6.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Corporate Services	227.7	227.7	227.7	227.7
Built Environment & Infrastructure				
Permanent - Full time	200.9	200.9	200.9	200.9
Women	54.0	54.0	54.0	54.0
Men	125.5	125.5	125.5	125.5
New positions	2.0	2.0	2.0	2.0
Vacant positions	19.4	19.4	19.4	19.4
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	7.6	7.6	7.6	7.6
Women	3.2	3.2	3.2	3.2
Men	3.0	3.0	3.0	3.0
New positions	1.0	1.0	1.0	1.0
Vacant positions	0.4	0.4	0.4	0.4
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Built Environment & Infrastructure	208.5	208.5	208.5	208.5
Office of the CEO				
Permanent - Full time	10.0	10.0	10.0	10.0
Women	7.0	7.0	7.0	7.0
Men	2.0	2.0	2.0	2.0
New positions	0.0	0.0	0.0	0.0
Vacant positions	1.0	1.0	1.0	1.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	1.6	1.6	1.6	1.6
Women	1.6	1.6	1.6	1.6
Men	0.0	0.0	0.0	0.0
New positions	0.0	0.0	0.0	0.0
Vacant positions	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Office of the CEO	11.6	11.6	11.6	11.6
Planning & Sustainable Futures				
Permanent - Full time	75.6	75.6	75.6	75.6
Women	42.2	42.2	42.2	42.2
Men	26.6	26.6	26.6	26.6
New positions	2.0	2.0	2.0	2.0

	2023/24 FTE	2024/25 FTE	2025/26 FTE	2025/27 FTE
Vacant positions	4.8	4.8	4.8	4.8
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	4.3	4.3	4.3	4.3
Women	3.3	3.3	3.3	3.3
Men	1.0	1.0	1.0	1.0
New positions	0.0	0.0	0.0	0.0
Vacant positions	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Planning & Sustainable Futures	79.9	79.9	79.9	79.9
Recovery				
Permanent - Full time	6.8	0.0	0.0	0.0
Women	5.8	0.0	0.0	0.0
Men	1.0	0.0	0.0	0.0
New positions	0.0	0.0	0.0	0.0
Vacant positions	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0
New positions	0.0	0.0	0.0	0.0
Vacant positions	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Recovery	6.8	0.0	0.0	0.0
Casuals and temporary staff	175.3	162.5	137.1	123.6
Capitalised labour	49.7	49.3	49.3	49.3
Total staff numbers	838	812	778	763

4. Notes to the financial statements

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

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

4.1 Comprehensive income statement

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. The Yarra Ranges 2021-25 Revenue and Rating Plan was adopted in June 2021.

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 their total rates revenue in a year.

For 2023-24 the FGRS cap has been set at 3.5%. The cap applies to both general rate revenue and municipal charges and is calculated based on Council's average rates and charges. Council has not applied to the Essential Services Commission for a variation to the rate cap for 2023-24.

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, Council's total rate revenue will increase by 3.5 per cent in-line with the rate cap set by the Victorian Government under the Fair Go Rates System.

It is important to understand that the rate increase of 3.5 per cent applies to Council's total rates revenue and will not necessarily reflect the changes in rates charged to each individual property. The rate increase cap and the rates charged to each property are quite independent of each other. The rate increase is applied to the total annual rates revenue that Council charges across the whole municipality, whereas changes in individual rates will vary depending on the relative property valuation and the type of property. Individual rates notices also include the annual waste charge, which is in addition to general rates and is not subject to the rate cap.

This will raise total rates and charges for 2023-24 to \$172.6 million.

Further information on how rates are calculated is available on both the [Local Government Victoria \(LGV\)](#) and [Municipal Association of Victoria \(MAV\)](#) websites.

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

	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000 %	
General Rates *	134,938	141,145	6,207	4.6%
Supplementary Rates	741	799	58	7.8%
Garbage and service charges	24,925	28,968	4,043	16.2%
Special Rates and charges	4,402	1,702	(2,700)	-61.3%
Sub total before interest on rates and charges	165,006	172,614	7,608	4.6%
Interest on rates and charges (other income)	1,433	1,156	(277)	-19.3%
Total rates and charges	166,439	173,770	7,331	4.4%

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

The general rates increase of 4.6% shown above, reflects the 3.5% rate increase applied to Council's total general rate revenue (\$134.9 million) plus supplementary rates charged during 2022-23 (\$741k) which have then been annualised and included in the 2023-24 budgeted general rate base.

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

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

Type or class of land	2022/23 \$'000	2023/24 \$'000	Change \$'000	%
Residential	118,494	122,803	4,309	3.6%
Commercial	7,548	8,446	898	11.9%
Industrial	3,809	4,341	532	14.0%
Farming	4,982	5,443	461	9.3%
Recreational / Cultural	73	78	5	6.8%
Vacant Land	32	34	2	6.3%
Total amount to be raised by general rates	134,938	141,145	6,207	4.6%

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	2022/23 Number	2023/24 Number	Change Number	%
Residential	61,713	62,020	307	0.5%
Commercial	2,309	2,332	23	1.0%
Industrial	1,038	1,075	37	3.6%
Farming	1,640	1,619	(21)	-1.3%
Recreational /Cultural	13	13	-	0.0%
Vacant Land	328	329	1	0.3%
Total number of assessments	67,041	67,388	347	0.5%

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	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Residential	49,858,477	48,985,830	(872,647)	-1.8%
Commercial	2,114,858	2,245,993	131,135	6.2%
Industrial	1,067,285	1,154,490	87,205	8.2%
Farming	2,992,163	3,101,623	109,460	3.7%
Recreational /Cultural	51,200	52,500	1,300	2.5%
Vacant Land	13,369	13,427	58	0.4%
Total value of land	56,097,352	55,553,863	(543,489)	-1.0%

Property valuations for rating purposes will be as per general valuations dated 1 January 2023.

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

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

Yarra Ranges Council does not apply a municipal charge.

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

Yarra Ranges Council does not apply a municipal charge.

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year.

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

The Victorian State Government has introduced new legislation that requires local councils to move to a circular economy plan by introducing FOGO bins (Food Organics, Garden Organics) from 1 July 2023. Yarra Ranges Shire Council's adoption of FOGO is part of our ongoing commitment to reducing waste and greenhouse gases. Reducing the amount sent to landfill will also help minimise future landfill charges for the disposal of organic waste, for a cleaner, greener Community.

To meet the State Government's targets, the following collection services will change:

- Change the optional fortnightly Garden Organic bin service to a Shire wide weekly Food Organics and Garden Organics Service (FOGO) – to commence 2 October 2023;
- Change the weekly waste bin lid to red and collect fortnightly – to commence 2 October 2023;
- Introduce a monthly Glass bin collection service – to commence in 2025/2026; and
- The fortnightly Recycling bin service will remain unchanged.

The FOGO transition has temporarily increased the number of waste services from 14 to 40 during the transition period 1 July 2023 and 1 October 2023, to ensure delivery to all residents.

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24	Change	
	\$	\$	\$	%
Additional FOGO 120l (Inc Full Year Organic)	93	125	32	34.4%
Additional FOGO 240l (Inc Full Year Organic)	99	140	41	41.4%
Additional Recycling 240l	72	79	7	9.7%
Additional Rubbish 120l	156	168	12	7.7%
Minimal Waste Charge	72	96	24	33.3%
NEW: Additional FOGO 120l (Inc 9 Month FOGO)	-	93	93	0.0%
NEW: Additional FOGO 240l (Inc 9 Month FOGO)	-	108	108	0.0%
NEW: Non-Residential Waste Service 1 (Inc 9 Month FOGO)-240L FOGO bin, 240L Recycling bin, 120L Rubbish bin	-	383	383	0.0%
NEW: Non-Residential Waste Service 2 (Inc 9 Month FOGO)-240L FOGO bin, 240L Recycling bin, 80L Rubbish bin	-	338	338	0.0%
NEW: Non-Residential Waste Service 2 (Inc Full Year Organic) 240L FOGO bin, 240L Recycling bin, 80L Rubbish bin	-	370	370	0.0%
NEW: Non-Residential Waste Service 3 (Inc 9 Month FOGO)- 120L FOGO bin, 240L Recycling bin, 120L Rubbish bin	-	338	338	0.0%
NEW: Non-Residential Waste Service 4 (Inc 9 Month FOGO)- 120L FOGO bin, 240L Recycling bin, 80L Rubbish bin	-	323	323	0.0%
NEW: Non-Residential Waste Service 4 (Inc Full Year Organic) 120L FOGO bin, 240L Recycling bin, 80L Rubbish bin	-	355	355	0.0%
NEW: Non-Residential Waste Service 5 (Inc 9 Month FOGO) -120L FOGO, 120L Recycling bin, 80L Rubbish bin	-	308	308	0.0%
NEW: Non-Residential Waste Service 5 (Inc Full Year Organic) -120L FOGO, 120L Recycling bin, 80L Rubbish bin	-	340	340	0.0%
NEW: Non-Residential Waste Service 6 (Inc 9 Month FOGO) -120L FOGO, 120L Recycling bin, 120L Rubbish bin	-	323	323	0.0%
NEW: Non-Residential Waste Service 6 (Inc Full Year Organic) -120L FOGO, 120L Recycling bin, 120L Rubbish bin	-	355	355	0.0%
NEW: Non-Residential Waste Service 7 (Inc 9 Month FOGO) -240L FOGO, 120L Recycling bin, 80L Rubbish bin	-	323	323	0.0%
NEW: Non-Residential Waste Service 7 (Inc Full Year Organic) -240L FOGO, 120L Recycling bin, 80L Rubbish bin	-	355	355	0.0%
NEW: Non-Residential Waste Service 8 (Inc 9 Month FOGO) -240L FOGO, 120L Recycling bin, 120L Rubbish bin	-	338	338	0.0%
NEW: Non-Residential Waste Service 8 (Inc Full Year Organic) -240L FOGO, 120L Recycling bin, 120L Rubbish bin	-	370	370	0.0%
NEW: Residential Waste Service 1 (Inc 9 Month FOGO)- 240L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection	-	427	427	0.0%
NEW: Residential Waste Service 2 (Inc 9 Month FOGO)- 240L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	-	412	412	0.0%
NEW: Residential Waste Service 3 (Inc 9 Month FOGO)-120L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection	-	412	412	0.0%
NEW: Residential Waste Service 4 (Inc 9 Month FOGO)-120L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	-	397	397	0.0%
NEW: Residential Waste Service 5 -(Retirement Village) (Inc 9 Month FOGO)-120L FOGO bin, 120L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	-	382	382	0.0%
NEW: Residential Waste Service 6 (Inc 9 Month FOGO) -120L FOGO, 120L Recycling bin, 120L Rubbish bin	-	397	397	0.0%

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24	Change	
	\$	\$	\$	%
NEW: Residential Waste Service 6 (Inc Full Year Organic) - 120L FOGO, 120L Recycling bin, 120L Rubbish bin	-	429	429	0.0%
NEW: Residential Waste Service 7 (Inc 9 Month FOGO) -240L FOGO, 120L Recycling bin, 80L Rubbish bin	-	397	397	0.0%
NEW: Residential Waste Service 7 (Inc Full Year Organic) -240L FOGO, 120L Recycling bin, 80L Rubbish bin	-	429	429	0.0%
NEW: Residential Waste Service 8 (Inc 9 Month FOGO) -240L FOGO, 120L Recycling bin, 120L Rubbish bin	-	412	412	0.0%
NEW: Residential Waste Service 8 (Inc Full Year Organic) -240L FOGO, 120L Recycling bin, 120L Rubbish bin	-	444	444	0.0%
Non-Residential Waste Service 1 (Inc Full Year Organic) 240L FOGO bin, 240L Recycling bin, 120L Rubbish bin	519	385	(134)	-25.8%
Non-Residential Waste Service 3 (Inc Full Year Organic) 120L FOGO bin, 240L Recycling bin, 120L Rubbish bin	513	370	(143)	-27.9%
Residential Waste 1 - (Incl Full Year Organic) - 240L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection,	411	459	48	11.7%
Residential Waste 2 -(Incl Full Year Organic) -240L FOGO, 240 Recycling, 80L Rubbish bin, Hard & Green Waste Collection	393	444	51	13.0%
Residential Waste Service 3 -(Incl Full Year Organic) -120L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection	405	444	39	9.6%
Residential Waste Service 4 -(Incl Full Year Organic)- 120L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	387	429	42	10.9%
Residential Waste Service 5 (Retirement Village) (Inc Full Year Organic) - 120L FOGO bin, 120L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	387	414	27	7.0%
The following Waste Management charges have no equivalent charge in the 2023/24 year and reflect Council's implementation of the FOGO bins. These charges are discontinued.				
DISCONTINUED: Additional Rubbish 80l	136	-	(136)	-100.0%
DISCONTINUED: Domestic Service (120 litre waste bin)	312	-	(312)	-100.0%
DISCONTINUED: Domestic Service (80 litre waste bin)	294	-	(294)	-100.0%
DISCONTINUED: Additional Domestic Service (Waste & Recycling)	240	-	(240)	-100.0%
DISCONTINUED: Additional Domestic Service (Medical Requirement)	168	-	(168)	-100.0%
DISCONTINUED: Additional Domestic Service (Recycling)	72	-	(72)	-100.0%
DISCONTINUED: Residential Minimal Waste Service	72	-	(72)	-100.0%
DISCONTINUED: Green Organics Bin Service (120 litre)	93	-	(93)	-100.0%
DISCONTINUED: Green Organics Bin Service (240 litre)	99	-	(99)	-100.0%
DISCONTINUED: Commercial Service	420	-	(420)	-100.0%
DISCONTINUED: Additional Commercial Service (Waste & Recycling)	420	-	(420)	-100.0%
DISCONTINUED: Additional Commercial Service (Recycling)	72	-	(72)	-100.0%

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

Type of Charge	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Residential Waste Alternate - 80L waste bin service (incl recycling)	2,809	-	(2,809)	-100.0%
Residential Waste Standard-120L waste bin service (incl recycling)	16,159	-	(16,159)	-100.0%
Additional FOGO 240l (Inc Full Year Organic)	-	446	446	0.0%
Additional Recycling 240l	-	508	508	0.0%
Additional Rubbish 120l	-	768	768	0.0%
Minimal Waste Charge	-	17	17	0.0%
NEW: Non-Residential Waste Service 1 (Inc 9 Month FOGO)-240L FOGO bin, 240L Recycling bin, 120L Rubbish bin	-	1,212	1,212	0.0%
NEW: Non-Residential Waste Service 2 (Inc 9 Month FOGO)-240L FOGO bin, 240L Recycling bin, 80L Rubbish bin	-	50	50	0.0%
NEW: Non-Residential Waste Service 2 (Inc Full Year Organic) 240L FOGO bin, 240L Recycling bin, 80L Rubbish bin	-	370	370	0.0%
NEW: Residential Waste Service 1 (Inc 9 Month FOGO)- 240L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection	-	6,090	6,090	0.0%
NEW: Residential Waste Service 2 (Inc 9 Month FOGO)- 240L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	-	1,064	1,064	0.0%
NEW: Residential Waste Service 3 (Inc 9 Month FOGO)-120L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection	-	1,305	1,305	0.0%
NEW: Residential Waste Service 4 (Inc 9 Month FOGO)-120L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	-	531	531	0.0%
NEW: Residential Waste Service 5 -(Retirement Village) (Inc 9 Month FOGO)-120L FOGO bin, 120L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	-	79	79	0.0%
NEW: Residential Waste Service 6 (Inc 9 Month FOGO) -120L FOGO, 120L Recycling bin, 120L Rubbish bin	-	17	17	0.0%
NEW: Residential Waste Service 6 (Inc Full Year Organic) - 120L FOGO, 120L Recycling bin, 120L Rubbish bin	-	0	0	0.0%
NEW: Residential Waste Service 7 (Inc 9 Month FOGO) -240L FOGO, 120L Recycling bin, 80L Rubbish bin	-	2	2	0.0%
NEW: Residential Waste Service 7 (Inc Full Year Organic) -240L FOGO, 120L Recycling bin, 80L Rubbish bin	-	1	1	0.0%
NEW: Residential Waste Service 8 (Inc Full Year Organic) -240L FOGO, 120L Recycling bin, 120L Rubbish bin	-	4	4	0.0%
Non-Residential Waste Service 1 (Inc Full Year Organic) 240L FOGO bin, 240L Recycling bin, 120L Rubbish bin	-	100	100	0.0%
Non-Residential Waste Service 3 (Inc Full Year Organic) 120L FOGO bin, 240L Recycling bin, 120L Rubbish bin	-	3	3	0.0%
Residential Waste 1 - (Incl Full Year Organic) - 240L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection,	-	13,255	13,255	0.0%
Residential Waste 2 -(Incl Full Year Organic) -240L FOGO, 240 Recycling, 80L Rubbish bin, Hard & Green Waste Collection	-	2,054	2,054	0.0%
Residential Waste Service 3 -(Incl Full Year Organic) -120L FOGO bin, 240L Recycling bin, 120L Rubbish bin, Hard & Green Waste Collection	-	853	853	0.0%
Residential Waste Service 4 -(Incl Full Year Organic)- 120L FOGO bin, 240L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	-	232	232	0.0%
Residential Waste Service 5 (Retirement Village) (Inc Full Year Organic) - 120L FOGO bin, 120L Recycling bin, 80L Rubbish bin, Hard & Green Waste Collection	-	4	4	0.0%
Residential Waste Additional-120l waste bin service	762	-	(762)	-100.0%
Residential Waste Additional Medical Requirement (only 120l waste bin)	7	-	(7)	-100.0%
Residential Additional Recycling Only Service	93	-	(93)	-100.0%
Residential Minimum Waste Service	9	-	(9)	-100.0%
Commercial Waste Service	1,184	-	(1,184)	-100.0%
Commercial Additional Recycling Only Service	52	-	(52)	-100.0%
Organic Waste Alternate-120l service	229	-	(229)	-100.0%
Organic Waste Standard-240l service	3,621	-	(3,621)	-100.0%
Total	24,925	28,968	4,043	16.2%

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

	2022/23 \$'000	2023/24 \$'000	Change	
			\$'000	%
General Rates	134,938	141,145	6,207	4.6%
Waste Service Charges	24,925	28,968	4,043	16.2%
Total Rates and charges	159,863	170,113	10,250	6.4%

4.1.1(l) Fair Go Rates System Compliance

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

	2022/23	2023/24
Total Rates	\$ 134,984,140	\$ 141,066,138
Number of rateable properties	67,041	67,408
Base Average Rate	1,979.56	2,022.51
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$ 2,013.85	\$ 2,093.12
Maximum General Rates and Municipal Charges Revenue	\$ 135,008,226	\$ 141,077,577
Budgeted General Rates and Municipal Charges Revenue	\$ 134,984,140	\$ 141,066,138
Budgeted Cultural and Recreational Rates	\$ 73,062	\$ 78,965
Budgeted Supplementary Rates	\$ 751,086	\$ 799,020
Budgeted Total Rates and Municipal Charges Revenue	\$ 135,808,288	\$ 141,944,123

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 (2022-23: estimated \$782,932 and 2021-22 \$738,168)
- the variation of returned levels of value (e.g. valuation appeals)
- changes of use of land such that rateable land becomes non-rateable land and vice versa.
- changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

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

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

The objective of the differential rates is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. Council has chosen to define the categories of land to which each differential rate applies by referencing the Australian Valuation Property Classification Code (AVPCC) that is allocated to it in accordance with the Valuation of Land Act 1960.

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

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

Residential land

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

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

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

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

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

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

Level of Rate: 100% of Residential Rate.

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

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

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

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

Vacant sub standard land

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

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

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

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

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

Level of Rate: 100% of the Residential Rate.

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

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

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

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

Commercial land

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

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

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

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

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

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

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

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

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

Level of Rate: 150% of the Residential Rate.

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

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

Industrial land

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

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

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

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

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

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

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

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

Level of Rate: 150% of the Residential Rate.

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

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

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

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

Farm land

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

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

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

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

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

- to encourage the continuation of farming pursuits on rural land in support of the strategic objective to support the economic development of the agricultural sector

- in recognition that the size of the landholding required to conduct a farm business is far greater than other non-farm businesses with similar turnover and (pre-tax) profitability. Therefore, farms in comparison have a higher valuation and would pay higher rates if a lower differential rate was not applied
- in recognition that farm businesses' profitability is affected by weather, which means that their income is more susceptible and fragile than many other businesses.

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

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

Level of Rate: 70% of the Residential Rate.

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

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

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

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

Cultural and recreational land

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

- 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
- used for out-door sporting recreational or cultural purposes or similar out-door activities or
- lands which are used primarily as agricultural showgrounds or
- lands (whether or not otherwise rateable) which are declared by Order of the Governor in Council under Section 2A to be recreational lands.

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

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

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

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

Level of Rate: 60% of the Residential Rate.

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

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

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

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

4.1.2 Statutory fees and fines

Statutory fees and fines	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Infringements and costs	643	668	25	3.9%
Court recoveries	639	340	(299)	-46.8%
Town planning fees	1,794	1,676	(118)	-6.6%
Other Recoveries	-	181	181	0.0%
Total statutory fees and fines	3,076	2,865	(211)	-6.9%

Income from statutory fees and fines are predicted to decrease compared to 2023-24. This is mainly being influenced by a decrease in court recovery fees due to the reduction in court costs due to legislative changes.

A detailed listing of fees and charges is included in Appendix A.

4.1.3 User fees

User fees and charges	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Aged and health services	696	629	(67)	-9.60%
Leisure centre and recreation	682	752	70	10.30%
Childcare/children's programs	1,202	1,077	(125)	-10.40%
Registration and other permits	1,848	1,934	86	4.7%
Animal control	1,300	1,346	46	3.5%
Building services	420	434	14	3.3%
Other fees and charges	437	361	(76)	-17.4%
Total fees and charges	6,585	6,533	(52)	-0.8%

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 childcare.

In setting the budget, the key principle for determining the level of user fees has been to keep fees at the current level or restrict the increase of fees for most services to 3.5% to reduce the burden of increased fees to the community.

This community-focused pricing model remains the main driver in setting fees, however in 2023-24 an additional commercial pricing model in Halls & Venue Hire is being introduced, which supports keeping costs lower for non-commercial community endeavours while recognising market rates for commercial use.

Aged Care fees continue to decline as Council exits the provision of direct care services, due to legislative changes making the service unviable. A decrease in Kindergarten funding is expected due to State legislative changes making Kindergarten a free service from 1 July 2023.

A detailed listing of fees and charges is included in Appendix A.

4.1.4 Grants

Summary of grants	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Commonwealth funded grants	30,549	29,106	(1,443)	-4.7%
State funded grants	29,678	24,979	(4,699)	-15.8%
Total grants received	60,227	54,084	(6,142)	-10.2%

Summary of grants	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Operating Grants				
Recurrent - Commonwealth Government				
Aged care	1,634	1,670	36	2.2%
Family and children	2,262	2,216	(46)	-2.0%
Financial assistance grants *	10,502	10,871	369	3.5%
Recurrent - State Government				
Aged care	908	872	(36)	-4.0%
Community health	25	26	1	4.0%
Community safety	294	302	8	2.7%
Environmental planning	614	387	(227)	-37.0%
Family and children	943	983	40	4.0%
Maternal and child health	2,948	2,232	(716)	-24.3%
School Crossing supervisors	680	704	24	3.5%
Recreation	120	120	0	0.0%
Total recurrent grants	20,930	20,383	(547)	-2.6%
Non-recurrent - Commonwealth Government				
Environmental planning	10	471	461	4610.0%
Non-recurrent - State Government				
Community health	148	487	339	229.1%
Environmental planning	1,708	1,615	(93)	-5.4%
Family and children	203	471	268	132.0%
Natural disaster events	12,336	9,378	(2,958)	-24.0%
Recreation	230	-	(230)	-100.0%
Total non-recurrent grants	14,635	12,422	(2,213)	-15.1%
Total operating grants	35,565	32,805	(2,761)	-7.8%

Summary of grants	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Capital Grants				
Recurrent - Commonwealth Government				
Roads	6,831	2,146	(4,685)	-68.6%
Total recurrent grants	6,831	2,146	(4,685)	-68.6%
Non-recurrent - Commonwealth Government				
Bridges	380	-	(380)	-100.0%
Buildings	3,915	1,663	(2,251)	-57.5%
Drainage	20	-	(20)	-100.0%
Off-street Car Parks	-	100	100	100.0%
Open Space	1,333	1,252	(81)	-6.1%
Community and Recreation	227	986	759	334.3%
Roads	3,434	7,729	4,295	125.1%
Non-recurrent - State Government				
Bridges	177	-	(177)	-100.0%
Buildings	4,589	4,114	(475)	-10.3%
Footpaths and Cycleways	-	60	60	100.0%
Open Space	2,521	836	(1,685)	-66.8%
Plant and Machinery	91	-	(91)	-100.0%
Community and Recreation	1,102	2,393	1,291	117.1%
Roads	41	-	(41)	-100.0%
Total non-recurrent grants	17,830	19,133	1,304	7.3%
Total capital grants	24,661	21,279	(3,381)	-13.7%
Total Grants	60,227	54,084	(6,142)	-10.2%

Grant income is required by the Act and the Regulations to be disclosed in Council's budget.

Income relating to Operating Grants income is anticipated to decrease by \$2.8 million (-7.8%) overall in the 2023-24 financial year. Drivers of this reduction include a decrease in income from Natural Disaster Funding under the Disaster Recovery Funding Arrangements (DRFA) as most of the works following the floods in October 2022 have been completed (down \$2.9 million), and a reduction in funding for Maternal & Child Health Enhanced Home Visiting (down \$0.7 million) due to changes in legislation.

Capital Grants income is anticipated to decrease \$3.3 million (-13.7%) due to a reduction in Open Space funding from the State government (down \$1.7 million) and a reduction in Buildings income from the Commonwealth government (down \$2.2 million)

4.1.5 Contributions

Contributions	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Contributions – Monetary	5,188	3,245	(1,943)	-37.5%
Contributions - Non-Monetary	3,000	3,000	-	0.0%
Total contributions	8,188	6,245	(1,943)	-23.7%

Monetary contributions relate mainly to monies paid by developers for public recreation, footpaths, drainage, and car parking in accordance with planning permits issued for property development with the increase relating to decrease in building development activity in 2023-24. Also included are monetary contributions towards capital projects and contributions from the State Revenue Office in relation to the administration of the Fire Services Levy.

Non-monetary contributions mainly relate to infrastructure assets donated by developers in lieu of cash and are in accordance with planning permits issued for property development.

4.1.6 Other income

Other Income	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Interest	2,127	1,339	(788)	-37.0%
Rent	1,008	1,154	146	14.5%
Cost recovery and reimbursements	800	813	13	1.8%
Total other income	3,935	3,306	(627)	-16.0%

Other income is forecast to decrease by 16% or \$0.6 million compared to 2022-23, mainly due to:

- Higher cost recovery and reimbursements mainly in building compliance and planning scheme amendments due to increase in property developments.
- Lower interest income due to decreased ability to charge interest on outstanding rates for properties that enter a payment plan.

4.1.7 Employee costs

Employee costs	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Wages and salaries	66,870	72,292	5,422	8.1%
WorkCover	406	703	297	73.2%
Superannuation	7,110	7,723	613	8.6%
Fringe Benefits Tax	339	351	12	3.5%
Other employee costs	2,046	1,665	(381)	-18.6%
Total employee costs	76,771	82,734	5,963	7.8%
FTE	773	838	65	8.4%

Employee costs include all labour related expenditure such as wages and salaries, and on-costs such as allowances, leave entitlements and employer superannuation. Employee costs are budgeted to increase by 7.8% or \$6.0 million in 2023-24 compared to the forecast in 2022-23. The increase is attributed to the following key factors:

- The salaries and wages budget for 2023-24 has been calculated based on Council's employee establishment register, which includes budgeted costs for all positions across Council (including vacant positions which are expected to be filled). The current year forecast reflects savings from unfilled positions during 2022-23.
- Salaries and wages for employees in 2023-24 are budgeted to increase by 3.5% in line with Council's negotiated Enterprise Agreement. This increase is inclusive of a 0.5% increase in statutory superannuation contributions as outlined below.
- Superannuation includes the Super Guarantee Levy increasing from 10.5% in 2022-23 to 11.0% in 2023-24.
- Council's forecast for 2022-23 includes salaries and wages for storms recovery programs, which are ending on 30 June 2023.
- WorkCover expenses are budgeted to increase by over 70% in line with changes to Victoria's WorkCover scheme (which includes an increase in the average industry rate for premiums from 1.2% to 1.8%).

Full-time equivalents (FTE) of 65 to 838 2022-23 to 2023-24 reflects vacant roles in the 2022-23 year which are expected to be filled. In addition, there are new temporary roles budgeted to support the implementation of the Food Organics Garden Organics (FOGO) program. Provision has been made for a reasonable level of vacant roles across Council as this is becoming the new normal. Council intends to keep its overall FTE stable and will continue to ensure service and program delivery do not result in any increases.

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

4.1.8 Materials and services

Materials and Services	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Contract Payments (see below for major contract payments)	37,847	42,564	4,717	12.5%
Building maintenance	5,804	5,894	90	1.6%
General Maintenance	1,816	1,936	120	6.6%
Utilities	2,513	2,312	(201)	-8.0%
Office Administration	6,195	5,202	(993)	-16.0%
Information technology	4,330	4,849	519	12.0%
Insurance	2,210	2,082	(128)	-5.8%
Consultants	5,884	4,499	(1,385)	-23.5%
Other Material and Services	1,846	376	(1,470)	-79.6%
Other Contract Payments	17,494	17,742	248	1.4%
Community Seminars and Programs	4,252	3,405	(847)	-19.9%
Storm recovery	9,628	9,084	(544)	-5.7%
Total materials and services	99,819	99,944	125	0.1%

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

Materials and services are budgeted to remain relatively steady overall with a small increase from \$99.81 to \$99.94 million. A significant increase in some of Council's major contracts of \$4.7 million are discussed below. These increased costs are offset by reductions in:

- Other Material and Services of \$1.4 million due to anticipated decrease in temporary staff

- Consultants decrease of \$1.4 million - 2022-23 expenditure includes temporary costs of key projects in Procurement and Corporate Finance

List of major contract payments

Major Contract Payments	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Garbage collection/disposal	11,275	9,778	(1,497)	-13.3%
Green and hard waste service	3,101	4,134	1,033	33.3%
Green waste collection/disposal	3,493	7,239	3,746	107.2%
Street Litter Bin Clearance/Disposal	575	1,150	575	100.0%
General recycling service	4,542	4,969	427	9.4%
Aquatic facility management	1,579	1,589	10	0.6%
Building Maintenance – Minor works	1,740	2,511	771	44.3%
Trees reactive maintenance	4,112	4,059	(53)	-1.3%
Unsealed Road Maintenance	7,430	7,135	(295)	-4.0%
Total major contract payments	37,847	42,564	4,717	12.5%

Major contract payments are expected to increase by 12.5% or \$4.7 million in 2023-24.

Garbage and green waste collection/disposal is the main driver for the increase (net \$3.3 million increase). This is driven by the State Government introduction of legislation for local councils to introduce 'FOGO' bins (Food Organics, Garden Organics) from 1 July 2023. Council's adoption of FOGO is part of our ongoing commitment to reducing waste and greenhouse gases. Reducing the amount of waste sent to landfill will also help minimise future landfill charges for the disposal of organic waste, for a cleaner, greener community.

4.1.9 Depreciation

Depreciation	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Property	9,007	9,322	315	3.5%
Plant and equipment	2,417	2,512	95	3.9%
Infrastructure	19,343	19,849	506	2.6%
Total depreciation	30,767	31,684	917	3.0%

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment and infrastructure assets, such as roads and drains. The increase of \$0.9 million for 2023-24 is mainly due to the completion of the Civic Centre in 2022-23 and the full year effect of depreciation.

Refer to the Statement of Capital Works for a more detailed analysis of Council's capital works program for the 2023-24 year.

4.1.10 Amortisation – intangible assets

Amortisation- Intangible Assets	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Intangible assets	188	189	1	0.5%
Total amortisation - intangible assets	188	189	1	0.5%

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

4.1.11 Amortisation – right of use assets

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

Amortisation - right of use assets	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Right of use assets	434	1,553	1,119	257.8%
Total amortisation - right of use assets	434	1,553	1,119	257.8%

4.1.12 Other expenses

Other Expenses	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Council contributions and grants	7,603	7,285	(318)	-4.2%
Operating lease rentals	153	-	(153)	-99.8%
Councillor allowances	392	391	(1)	-0.3%
Councillor other expenses and reimbursements	83	83	-	0.0%
Auditor remuneration – internal	78	78	-	0.0%
Auditor remuneration - VAGO - financial statements, performance statement, grant acquittals	60	60	-	0.7%
Total other expenses	8,369	7,898	(471)	-5.6%

4.2 Balance sheet

This section analyses the movements in assets, liabilities, and equity between 2022-23 and 2023-24.

Key assumptions

In preparing the budgeted Balance Sheet for the year ending 30 June 2024 it was necessary to make several assumptions about assets, liabilities, and equity balances. The key assumptions are as follows:

- A total of 88% of total rates and charges raised will be collected in the 2023-24 year (2022-23: 80% forecast actual). It has been assumed that a decline in the value of rates outstanding is being impacted by the number of rate payers on financial hardship.
- Trade creditors to be based on total capital and operating expenditure. Payment cycle is 30 days from date of invoice.
- Other debtors and creditors to remain consistent with 2022-23 levels.

4.2.1 Current assets and non-current assets

Assets	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
Current assets				
Cash and cash equivalents	60,527	75,886	15,359	25.4%
Trade and other receivables	21,560	21,070	(490)	-2.3%
Other current assets	10,000	10,000	0	0.0%
Total current assets	92,087	106,956	14,869	16.1%
Non-current assets				
Trade and other receivables	1,406	1,427	21	1.5%
Investments in associates, joint arrangement and subsidiaries	5,400	3,561	(1,839)	-34.1%
Property, infrastructure, plant & equipment	1,258,445	1,284,842	26,397	2.1%
Right-of-use assets	869	16,697	15,828	1821.4%
Intangible assets	631	447	(184)	-29.2%
Total non-current assets	1,266,751	1,306,974	40,223	3.2%
Total assets	1,358,838	1,413,930	55,092	4.1%

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

For a detailed analysis of cash flows, please see Section 4.4.1.

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

Intangible assets represent Council's software assets.

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

4.2.2 Current liabilities and non-current liabilities

	Forecast 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000 %	
Current liabilities				
Trade and other payables	15,349	16,469	1,120	7.3%
Trust funds and deposits	12,000	12,000	-	-
Unearned Income	43,270	43,919	649	1.5%
Provisions	19,252	19,457	205	1.1%
Interest-bearing liabilities	2,471	640	(1,831)	-74.1%
Lease liabilities	427	1,815	1,388	325.1%
Total current liabilities	92,769	94,300	(1,531)	-1.7%
Non-current liabilities				
Provisions	5,843	5,843	-	0.0%
Interest-bearing liabilities	640	18,912	18,272	2855.0%
Lease liabilities	867	15,536	14,669	1691.9%
Total non-current liabilities	7,350	40,291	32,941	448.2%
Total liabilities	100,119	134,591	31,410	31.4%

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

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

Interest-bearing loans and borrowings represent the principal amount of funds owed by Council.

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

4.2.3 Borrowings

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

	Forecast 2022/23 \$ '000	Budget 2023/24 \$ '000	Projections 2024/25 2025/26 2026/27 \$ '000 \$ '000 \$ '000		
Amount borrowed as at 30 June of the prior year	5,683	3,111	19,552	36,601	51,088
Amount proposed to be borrowed	-	18,912	20,689	19,400	21,000
Amount projected to be redeemed	(2,572)	(640)	(3,640)	(4,913)	(6,825)
Amount of borrowings as at 30 June	3,111	19,552	36,601	51,088	65,263

4.2.4 Leases by category

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

	Forecast 2022/23 \$ '000	Budget 2023/24 \$'000
Right-of-use assets		
Property	35	670
Vehicles	834	16,297
Other	-	-
Total right-of-use assets	869	16,697
Lease liabilities		
Current lease Liabilities		
Property	223	95
Vehicles	204	1,720
Other	-	-
Total current lease liabilities	427	1,815
Non-current lease liabilities		
Property	-	637
Vehicles	867	14,899
Other	-	-
Total non-current lease liabilities	867	15,536
Total lease liabilities	1,294	17,351

Right of use relate to Council's right to use an asset over the course of a lease. The asset does not belong to Council.

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 5%. Changes from forecast relates mainly to:

- New leases associated with waste services expected to be commenced in budget year. The number of waste vehicles associated to these right of use assets and lease liabilities more then doubled.
- Changes to Council motor vehicle fleet including a number of contracts expected to expire and not be renewed.

4.3 Statement of changes in equity

4.3.1 Reserves

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

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

4.3.2 Equity

Equity is accumulated surplus which is the value of all net assets less reserves that have accumulated over time. Increase in accumulated surplus results directly from the budgeted accounting result for the year (\$20.1 million).

4.4 Statement of cash flows

This section analyses the expected cash flows from the operating, investing, and financing activities of Council for the 2023-24 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

- **operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, and equipment.
- **financing activities** - Refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions. These activities also include repayment of the principal component of loan repayments for the year.

4.4.1 Net cash flows provided by/used in operating activities

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

Cash flows from operating activities	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
	Inflows/ (Outflows)	Inflows/ (Outflows)		
Rates and charges	169,324	174,402	5,078	3.0%
Statutory fees and fines	3,392	3,181	(211)	-6.2%
User fees	7,138	7,253	115	1.6%
Grants – operating	21,879	33,112	11,233	51.3%
Grants – capital	36,009	21,478	(14,531)	-40.4%
Contributions – monetary	5,188	3,245	(1,943)	-37.5%
Interest received	1,470	1,339	(131)	-8.9%
Trust funds and deposits taken	37	-	(37)	-100.0%
Other receipts	4,119	2,542	(1,577)	-38.3%
Net GST refund / payment	16,015	13,440	(2,575)	-16.1%
Employee costs	(76,772)	(82,772)	(6,000)	7.8%
Materials and services	(93,820)	(109,314)	(15,494)	16.5%
Short-term, low value and variable lease payments	-	-	-	-
Trust funds and deposits repaid	-	-	-	-
Other payments	(17,362)	(8,639)	8,723	-50.2%
Net cash provided by/(used in) operating activities	76,617	59,267	(17,350)	-22.6%

4.4.2 Net cash flows provided by/used investing activities

Cash flows from investing activities	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
	Inflows/ (Outflows)	Inflows/ (Outflows)		
Payments for property, infrastructure, plant and equipment	(97,553)	(60,595)	36,958	-37.9%
Proceeds from sale of property, infrastructure, plant and equipment	-	-	-	-
Payments for intangible assets	-	-	-	-
Proceeds from intangible assets	-	-	-	-
Payments for investments	-	1,839	1,839	100.0%
Proceeds from sale of investments	(202)	-	202	-100.0%
Loans and advances made	-	-	-	-
Payments of loans and advances	-	-	-	-
Net cash provided by/ (used in) investing activities	(97,755)	(58,756)	38,999	-39.9%

4.4.3 Net cash flows provided by/used in financing activities

Cash flows from financing activities	Forecast	Budget	Change	
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
	Inflows/ (Outflows)	Inflows/ (Outflows)		
Finance costs	(213)	(1,010)	797	-78.9%
Proceeds from borrowings	-	18,912	(18,912)	100.0%
Repayment of borrowings	(2,359)	(640)	(1,719)	268.6%
Interest paid - lease liability	(15)	(447)	432	-96.6%
Repayment of lease liabilities	(422)	(1,967)	1,545	-78.5%
Net cash provided by/(used in) financing activities	(3,009)	14,848	(17,857)	593.5%

4.5 Statement of capital works

This section presents a listing of the capital works projects that will be undertaken for the 2023-24 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast	Budget	Change	%
	2022/23	2023/24		
	\$'000	\$'000	\$'000	
Property	21,672	15,799	(5,873)	-27.10%
Plant and equipment	5,072	4,856	(215)	-4.25%
Infrastructure	43,240	55,912	12,672	29.31%
Total	69,984	76,567	6,584	9.41%

	Project Cost	Asset expenditure types				Summary of Funding Sources			
	\$'000	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	15,799	1,894	3,559	7,035	3,310	7,003	310	2,019	6,467
Plant and equipment	4,856	670	2,401	1,786	-	125	-	2,361	2,370
Infrastructure	55,912	14,566	19,309	21,136	901	29,039	46	16,752	10,075
Total	76,567	17,131	25,268	29,957	4,211	36,166	356	21,133	18,912

Property (\$15.8 million)

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

In the 2023-24 year, \$13.1 million will be expended on building and building improvement projects, including: Pinks Reserve Stadium Improvements, (\$3.8 million); Community Sports Pavilion, Powelltown (\$3.1 million); Community Sports Pavilion, Pinks Reserve (\$2.2 million); and Climate Resilient Buildings for our Community program (\$0.6 million).

In addition to the above, \$2.7 million of projects will be carried forward from 2022-23, to be completed in 2023-24. The carry forward is primarily associated with Climate Resilient Buildings for our Community (\$1.3 million); Community Sports Pavilion, Mount Evelyn (\$0.9 million) and Pinks Reserve Stadium Improvement (\$0.4 million).

Plant and equipment (\$4.9 million)

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

In the 2023-24 year, \$3.3 million will be expended on new plant, equipment, and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$2 million); upgrade and replacement of information technology (\$1.2 million) and fixtures, furniture, and fittings to Council facilities (\$0.02 million).

In addition to the above, \$1.6 million of projects will be carried forward from 2022-23, to be completed in 2023-24. The carry forward is primarily associated with outstanding Information Technology Software Upgrades (\$0.9 million) and Lysterfield Transfer Station Fire Service (\$0.4 million).

Infrastructure (\$55.9 million)

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

In the 2023-24 current budget allocation, \$19.2 million will be expended on road projects including \$7.9 million for Roads for the Community Initiative projects. Other significant projects include local road reseals and resurfacing (\$5 million); Victoria Road (The Gateway, Lilydale to Macintyre Lane, Yering) rehabilitation (\$1.9 million); Edward Road, Chirnside Park rehabilitation (\$1 million) and Gruyere Road, Gruyere (Harvey Close to Darling Road) rehabilitation (\$0.8 million).

\$1.7 million will be expended on drainage projects, of which \$0.3 million will go towards drainage rehabilitation projects.

The footpath and cycleways program expenditure will be \$1.2 million, of which \$0.6 million will go towards footpath rehabilitation works and \$0.5 million will go towards footpath new and improvement works.

\$4 million will be expended on parks, open space, and streetscapes, including \$0.6 million for open space projects, \$1 million for trail rehabilitation and improvements and \$0.8 million for various township improvements.

Other infrastructure expenditure includes \$6.6 million on recreational, leisure and community facilities, \$0.5 million on off-street car parks and \$0.3 million on bridges.

In addition to the above, \$17.2 million of infrastructure projects will be carried forward from 2022-23, to be completed in 2023-24. The carry forward is primarily associated with the Yarra Valley Trail (\$2.2 million); ngurrak barring / Ridgewalk (\$1.6 million); Cement Creek Road, East Warburton bridge renewal (\$1.3 million) and Wesburn Pump Track (\$0.8 million).

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

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

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

Highlights of projects by region and ward

Area/Ward	Details
Hills	
Chandler	Design of new drainage outfall pipe on Childs Road, Kalorama (\$15,000, multi-year project)
Chandler	Stormwater Harvesting System for Monbulk Reserve (\$0.2 million)
Chandler	Energy works as part of the Monbulk Resilient Energy Precinct Project (\$0.1 million, including \$50,000 Federal Government Funding)
Lyster	Streetscape improvements on Blacksmiths Way, Belgrave (\$0.2 million, multi-year project)
Lyster	Installation of new lighting and fencing at Belgrave Heights Tennis Club (\$0.3 million, including Federal Government funding)
Lyster	Infrastructure works at the Belgrave South Recreation Reserve, including lighting and a youth space (\$0.3 million, State Government funding)
Lyster	Footpath rehabilitation on Burwood Highway, Tecoma (\$0.2 million)
Lyster	Footpath rehabilitation on Kitchener Road, Tecoma (\$18,000)
Lyster	Playspace renewal works on Wright Avenue, Upwey (\$0.2 million, including \$0.1 million State Government funding)
Lyster	Footpath rehabilitation on Argyle Avenue, Upwey (\$19,000)
Streeton	Renewal of tennis courts, including surface, lighting, fencing, drainage and infrastructure for Upwey-Tecoma Tennis Club (\$0.5 million)
Streeton	New court surfaces, lighting, fencing and infrastructure at the Upwey South Community Space (\$0.3 million, Federal Government Funding)
Streeton	Installation of new lighting and fencing at Ferny Creek Tennis Club (\$0.3 million, including Federal Government funding)
Streeton	Construction of a path to connect existing path with One Tree Hill Car Park in Ferny Creek (\$30,000, multi-year project)

Area/Ward	Details
Valley	
Ryrie	Renewal works at Bluegum Reserve playspace, Badger Creek (\$0.2 million, multi-year project, including State Government funding)
Ryrie	Road pavement rehabilitation works on Gruyere Road, Gruyere (from Harvey Close to Darling Road) (\$0.8 million, multi-year project, Roads to Recovery Funding)
Ryrie	Road pavement rehabilitation on Maddens Lane, Gruyere (Maroondah Highway to Medhurst Road) (\$1 million, multi-year project)
Ryrie	Planning for the extension of existing footpath on Don Road, Healesville (\$30,000)
Ryrie	Drainage improvements to address flooding and erosion on George and Lalor Roads in Healesville (\$0.3 million, multi-year project)
Ryrie	Drainage improvements to address flooding and erosion on Maroondah Parade, Healesville (\$70,000, multi-year project)
Ryrie	Construction of a concrete path between Newgrove Road and Blannin Street on Stephens Road, Healesville (\$20,000, multi-year project)
Ryrie	Yarra Valley Trail Stage 2A works, to connect the trail at Yering to Yarra Glen (\$0.5 million, multi-year project. Federal Government funding)
Ryrie	Yarra Valley Trail carpark extension works on MacIntyre Lane, Yering (\$0.1 million)
O'Shannassy	Playspace renewal works at McKenzie King Drive Reserve, Millgrove (\$0.2 million, multi-year project, including State Government funding)
O'Shannassy	Construction of a new Community Sports Pavilion in Powelltown (\$3.1 million, multi-year project, includes State and Federal funding).
O'Shannassy	Urban Design Framework development for Warburton (\$85,000, multi-year project)
O'Shannassy	Warburton Mountain Bike Destination development (\$0.8 million, multi-year project, includes State, Federal and community funding)
O'Shannassy	Drainage improvements to address flooding and erosion on Schoolhouse Road, Yarra Junction (\$20,000, multi-year funding)
O'Shannassy	Adding bike storage near the Yarra Centre in Yarra Junction (\$15,000)

Area/Ward	Details
Urban	
Billanook	Construction of a concrete path between York Road and Harrison Road, on Hawkins Road, Mount Evelyn (\$70,000)
Billanook	Mount Evelyn Aqueduct trail renewal and minor works (\$0.1 million)
Billanook	Easement creation to improve drainage on Fernhill Road, Mount Evelyn (\$46,000, multi-year project)
Billanook	Stage 2 works to design a new drainage outfall pipe, kerb and channel for Commercial Road, Mount Evelyn (\$0.4 million)
Billanook	Upgrade of the Morrison Recreation Reserve playspace, Mount Evelyn (\$0.5 million, multi-year project, includes State Government funding)
Billanook	Playspace renewal works at Queen Road, Lilydale (\$0.2 million, including \$0.1 million in State Government funding)
Billanook	Lighting renewal at Lilydale BMX Track (\$0.2 million)
Billanook	Kerb and channel works to address local flooding on Cobden Crescent, Lilydale (\$31,000)
Billanook & Melba	Construction of a concrete path to connect footpaths to either side of the Olinda Creek Bridge on Maroondah Highway, Lilydale (\$75,000)
Billanook & Melba	Neighbourhood Activity Centre Renewal works at Lions Park, Lilydale (\$0.5 million, multi-year project State Government funding)
Billanook & Ryrie	Drainage improvement works on Victoria Road (from The Gateway in Lilydale to MacIntyre Lane, Yering) (\$1.9 million, including Federal Government and Roads to Recovery funding)
Chirnside	Works to construct footpaths on Maroondah Highway Service Lane. Includes works between Brambleberry Lane and Sheppards Lane (\$66,000), Sheppards Lane to Bridle Path (\$67,000), Edward Road to Brambleberry Lane (\$25,000), Bridle Path to Grandvalley Drive (\$89,000) and Grandvalley Drive to Crown Point Ridge (\$70,000)
Chirnside	Design and construction of the Chirnside Urban Park at Belsay Reserve (\$1.9 million, multi-year project, including State Government funding)
Chirnside	Road pavement rehabilitation on Edward Road, Chirnside Park (from Switchback Road to Coldstream West Road) (\$1 million, multi-year project. Roads to Recovery funding)
Chirnside	Footpath rehabilitation on Pampero Court, Mooroolbark (\$46,000)
Chirnside	Footpath rehabilitation on Caldera Court, Mooroolbark (\$53,000)
Melba	Footpath rehabilitation on Hutchinson Street, Lilydale (\$55,000)
Melba & Walling	Brushy Creek Trail works to connect Mooroolbark to Hyde Park Walk (\$0.2 million including \$0.1 million from the State Government)
Ryrie	Drainage improvements to address flooding and erosion issues on Station Street, Coldstream (\$0.4 million)
Walling	Footpath rehabilitation on Harley Crescent, Croydon (\$95,000)
Walling	Footpath rehabilitation on Hawthory Road, Kilsyth (\$55,000)
Walling	Development of an Urban Park at 150 Cambridge Road, Kilsyth (\$50,000)
Walling	Kilsyth Recreation Reserve works, Stage 1 to restore site before construction of facilities (\$0.2 million, Federal Government funding)
Walling	Construction of a new Community Sports Pavilion at Pinks Reserve, Kilsyth (\$2.2 million, multi-year project)
Walling	Stadium improvements at Pinks Reserve, Kilsyth, including new basketball court and improved amenities (\$3.8 million, multi-year project, including State, Federal and other funding)
Walling	Footpath rehabilitation works on Levensdale Avenue, Mooroolbark (\$0.1 million)
Various	Warburton Trail rehabilitation and minor works (\$45,000, multi-year project)

4.5.2 Current budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land									
Lilydale Operations Centre Waste Bin Storage Slab	20	20	-	-	-	-	-	20	-
Buildings									
Climate Resilient Buildings for our Community	553	-	-	553	-	500	-	53	-
Community Sports Pavilion, Pinks Reserve, Kilsyth	2,239	-	-	1,120	1,119	-	100	-	2,139
Community Sports Pavilion, Powelltown	3,144	-	-	1,573	1,571	2,738	-	-	406
Lilydale Operations Centre Storage Facilities Upgrade	40	40	-	-	-	-	-	40	-
Pinks Reserve Stadium Improvements	3,805	87	1,116	2,602	-	2,489	200	-	1,116
Resilient Energy Precinct, Monbulk	100	-	-	50	50	50	-	50	-
Building Improvements									
Aquatic Facilities Minor Works	160	-	80	80	-	-	-	160	-
Aquatic Facilities Renewal	509	-	509	-	-	-	-	-	509
Council Building Minor Works	1,947	-	1,393	554	-	-	-	-	1,947
Council Buildings Statutory Compliance	92	-	46	46	-	-	-	92	-
Public Toilet Demolition	150	-	150	-	-	-	-	150	-
Public Toilet Renewals	350	-	235	58	57	-	-	-	350
TOTAL PROPERTY	13,109	147	3,529	6,636	2,797	5,777	300	565	6,467
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant Replacement	2,048	-	2,048	-	-	-	-	-	2,048
Fixtures, Fittings and Furniture									
Hall Furniture and Equipment	18	-	18	-	-	-	-	18	-
Computers and Telecommunications									
Information technology upgrade – hardware	322	-	322	-	-	-	-	-	322
Information technology upgrade – software	914	-	-	914	-	-	-	914	-
TOTAL PLANT AND EQUIPMENT	3,302	-	2,388	914	-	-	-	932	2,370

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Arthurs Road, Chum Creek	332	-	-	332	-	-	-	74	258
Harberts Road, Don Valley	45	-	-	45	-	-	-	45	-
Kirkham Road, Belgrave South	31	-	-	31	-	-	-	31	-
Land Stabilisation Road Upgrades	200	-	-	200	-	200	-	-	-
Local Roads Design Costs	71	-	-	36	35	-	-	71	-
Local Roads Upgrades	211	-	-	211	-	-	-	-	211
McNamaras Road, Millgrove	29	-	-	29	-	-	-	29	-
Old Coach Road, Montrose	181	-	-	181	-	-	-	84	97
Sylvia Road, Hoddles Creek	28	-	-	28	-	-	-	28	-
Alfred Street and John Street, Wandin North	1,050	-	-	1,050	-	1,050	-	-	-
Alpine Street Group, Warburton	115	-	-	115	-	-	-	-	115
Bell Street Group, Seville	900	-	-	900	-	611	-	-	289
Bretby Way, Montrose	400	-	-	400	-	304	-	-	96
Cedar Court, Burns Way (includes Harvest Close), Loch Avenue, Mayview Drive, Monbulk	680	-	-	680	-	680	-	-	-
Emery Lane, Montrose	300	-	-	300	-	258	-	-	42
Heath Road Group, Belgrave Heights	84	-	-	84	-	84	-	-	-
Mont Vue, Lilydale	30	-	-	30	-	30	-	-	-
Morna Street and Oak Street, Lilydale	30	-	-	30	-	30	-	-	-
Mt Morton Road, Hood Street, Belgrave Heights	1,000	-	-	1,000	-	1,000	-	-	-
Nation Road, Selby	457	-	-	457	-	457	-	-	-
Station Road Group, Seville	900	-	-	900	-	900	-	-	-
Tainton Street and Railway Parade, Wandin North	800	-	-	800	-	800	-	-	-
Victoria Road Group, Seville	900	-	-	900	-	172	-	-	728
Welham Road, Mooroolbark	250	-	-	250	-	173	-	-	77
Edward Road, Chirnside Park (Switchback Road to Coldstream West)	970	-	970	-	-	970	-	-	-
Gruyere Road, Gruyere (Harvey Close to Darling Road)	796	-	796	-	-	796	-	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Kerb and Channel Rehabilitation	132	-	132	-	-	-	-	132	-
Maddens Lane, Gruyere (Maroondah Highway to Medhurst Road)	972	-	972	-	-	-	-	-	972
Reseal & Resurfacing Local Roads	5,014	-	5,014	-	-	-	-	-	5,014
Road Pavement Rehabilitation	102	-	102	-	-	-	-	102	-
Victoria Road (The Gateway, Lilydale to MacIntyre Lane, Yering)	1,962	-	1,962	-	-	1,360	-	-	602
Traffic Works & Improvements	215	-	-	108	107	-	-	215	-
Bridges									
Bridge Rehabilitation Works	257	38	129	64	26	-	-	257	-
Footpaths and Cycleways									
Don Rd, Healesville	30	30	-	-	-	-	-	30	-
Footpath Minor Improvements	18	-	-	4	14	-	-	18	-
Hawkins Road, Mount Evelyn	70	70	-	-	-	-	-	70	-
Maroondah Hwy Service Lane, Chirnside - Brambleberry Lane to Sheppards Lane	66	66	-	-	-	-	-	66	-
Maroondah Hwy Service Lane, Chirnside - Sheppards Lane to Bridle Path	67	67	-	-	-	-	-	67	-
Maroondah Hwy Service Lane, Chirnside - Grand Valley Drive to Crown Point	70	70	-	-	-	-	-	70	-
Maroondah Hwy Service Lane, Chirnside - Edward Road to Brambleberry Lane	25	25	-	-	-	-	-	25	-
Maroondah Hwy Service Lane, Chirnside - Bridle Path to Grandvalley Drive	89	89	-	-	-	-	-	89	-
Maroondah Hwy (Main Street), Lilydale - Olinda Creek Bridge Path	75	75	-	-	-	60	-	15	-
One Tree Hill Road, Ferny Creek	30	30	-	-	-	-	-	30	-
Stephens Road New Footpath, Healesville	20	20	-	-	-	-	-	20	-
York Road, Mount Evelyn	51	51	-	-	-	-	-	51	-
Argyle Avenue, Upwey	19	-	19	-	-	-	-	19	-
Burwood Highway, Tecoma	154	-	154	-	-	-	-	154	-
Caldera Court, Mooroolbark	53	-	53	-	-	-	-	53	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Harley Crescent, Croydon	95	-	95	-	-	-	-	95	-
Hawthory Road, Kilsyth	55	-	55	-	-	-	-	55	-
Hutchinson Street, Lilydale	55	-	55	-	-	-	-	55	-
Kitchener Road, Tecoma	18	-	18	-	-	-	-	18	-
Levendale Avenue, Mooroolbark	106	-	106	-	-	-	-	106	-
Pampero Court, Mooroolbark	46	-	46	-	-	-	-	46	-
Drainage									
Childs Road, Kalorama	15	15	-	-	-	-	-	15	-
Cobden Crescent, Lilydale	31	31	-	-	-	-	-	31	-
Commercial Road, Mount Evelyn, Stage 2	427	427	-	-	-	-	-	427	-
Fernhill Road, Mount Evelyn	46	46	-	-	-	-	-	46	-
George Road and Lalor Road, Healesville	275	275	-	-	-	-	-	275	-
Maroondah Parade, Healesville	70	-	-	-	70	-	-	70	-
Schoolhouse Road, Yarra Junction	20	20	-	-	-	-	-	20	-
Station Street, Coldstream	400	400	-	-	-	-	-	400	-
Water Sensitive Urban Design Catchment Solutions Program	150	150	-	-	-	-	-	150	-
Drainage Rehabilitation	255	-	255	-	-	-	-	255	-
Recreational, Leisure & Community Facilities									
Chirnside Urban Park Playspace	1,953	1,953	-	-	-	1,023	-	-	930
Morrison Recreation Reserve, Mount Evelyn Playspace	500	500	-	-	-	380	-	120	-
Bluegum Reserve, Badger Creek Playspace	200	-	200	-	-	100	-	100	-
McKenzie King Drive Reserve, Millgrove Playspace	200	-	200	-	-	100	-	100	-
Queen Road, Lilydale Playspace	200	-	200	-	-	100	-	100	-
Wright Avenue, Upwey Playspace	200	-	200	-	-	100	-	100	-
Belgrave South Recreation Reserve Upgrade	290	-	-	290	-	290	-	-	-
Capital Development Grants Program	174	-	-	174	-	-	-	174	-
Kilsyth Recreation Reserve Stage 1	230	230	-	-	-	230	-	-	-
Pinks Reserve Park Improvements	300	-	-	300	-	300	-	-	-
Stormwater Harvesting System Monbulk Reserve	168	168	-	-	-	-	-	168	-
Belgrave Heights Tennis Facility	250	-	250	-	-	213	-	37	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Ferny Creek Tennis Facility	250	-	250	-	-	213	-	37	-
Lilydale BMX Track Lighting Renewal	200	-	200	-	-	-	-	200	-
Sports Courts Rehabilitation Program	266	-	214	52	-	-	-	266	-
Sportsfield Rehabilitation Program	364	-	73	291	-	-	-	364	-
Sportsfield Synthetic surface renewal	77	-	54	23	-	-	-	77	-
Upwey Tennis Court Renewal	465	-	465	-	-	-	-	-	465
Upwey South Community Space Redevelopment	330	-	330	-	-	330	-	-	-
Parks, Open Space and Streetscapes									
Indigenous Heritage Visibility	50	50	-	-	-	-	-	50	-
Urban Park Plan, Kilsyth	50	50	-	-	-	-	-	50	-
Barriers/Fencing/Gate Renewal	187	-	187	-	-	-	-	187	-
Council Properties Fencing	130	-	130	-	-	-	-	130	-
Culvert Renewal	23	-	23	-	-	-	-	23	-
Doongalla Reserve	25	-	25	-	-	-	-	25	-
Park Corporate Signage Renewal	41	-	41	-	-	-	-	41	-
Park Furniture Renewal	116	-	116	-	-	-	-	116	-
Retaining Walls and Steps Renewal	54	-	54	-	-	-	-	54	-
Blacksmiths Way, Belgrave	200	200	-	-	-	-	-	200	-
Bike Storage, Yarra Junction	15	15	-	-	-	-	-	15	-
Lilydale Revitalisation: Lions Park	537	-	269	268	-	537	-	-	-
Warburton Urban Design Framework	85	26	41	9	9	-	-	85	-
Brushy Creek Trail, Mooroolbark	200	200	-	-	-	100	-	100	-
Park Trails Improvements/Connectivity	72	72	-	-	-	-	-	72	-
Warburton Mountain Bike Destination	750	750	-	-	-	551	20	-	179
Yarra Valley Trail, Stage 2A	500	500	-	-	-	500	-	-	-
Lilydale - Warburton Trail Rehabilitation Projects	45	-	36	9	-	-	-	45	-
Mt Evelyn Aqueduct Trail	100	-	100	-	-	-	-	100	-
Shared Use Path Rehabilitation	400	-	200	200	-	400	-	-	-
Trail Rehabilitation Projects	471	-	471	-	-	-	-	471	-
Off Street Car Parks									
Car Park Extension, Yering	100	-	-	-	100	100	-	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Car Park Rehabilitation	367	-	367	-	-	-	-	367	-
Other Infrastructure									
Advanced Design Program	153	153	-	-	-	-	-	153	-
Project Management	5,042	504	3,277	757	504	-	-	5,042	-
TOTAL INFRASTRUCTURE	38,675	7,366	18,906	11,538	865	15,502	20	13,078	10,075
TOTAL NEW CAPITAL WORKS	55,086	7,513	24,823	19,088	3,662	21,279	320	14,575	18,912

4.5.3 Works carried forward from the 2022-23 year

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

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Buildings									
Carbon Management Improvement Upgrades	48	-	-	48	-	-	-	48	-
Community Sports Pavilion, Mount Evelyn	867	-	-	434	434	36	-	831	-
Community Sports Pavilion, Pinks Reserve, Kilsyth	(610)	-	-	(305)	(305)	(347)	-	(264)	-
GSF Climate Resilient Buildings for our Community	1,288	1,288	-	-	-	1,288	-	-	-
Kimberley Reserve Community Sporting Pavilion	300	300	-	-	-	50	-	250	-
Monbulk Living and Learning Centre Modifications	203	-	-	102	102	-	-	203	-
Oonah Belonging Place, Healesville	99	99	-	-	-	-	-	99	-
Pinks Reserve Netball Court Covers	10	10	-	-	-	-	10	0	-
Pinks Reserve Stadium Improvements	404	-	-	121	283	199	-	205	-
Solar Landfill Feasibility Study	50	50	-	-	-	-	-	50	-
Building Improvements									
Yarra Ranges Regional Museum Foyer Redevelopment	30	-	30	-	-	-	-	30	-
TOTAL PROPERTY	2,690	1,747	30	399	513	1,226	10	1,454	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Biochar Facility - Stage 1	100	100	-	-	-	-	-	100	-
Biochar Facility - Stage 2	25	-	13	13	-	-	-	25	-
Charging Towards a Net Zero Fleet	210	210	-	-	-	125	-	85	-
Lysterfield Transfer Station Fire Service	360	360	-	-	-	-	-	360	-
Fixtures, Fittings and Furniture	-	-	-	-	-	-	-	-	-
Computers and Telecommunications									
Information technology upgrade - software	859	-	-	859	-	-	-	859	-
TOTAL PLANT AND EQUIPMENT	1,554	670	13	872	-	125	-	1,429	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Roads									
Alfred Street and John Street, Wandin North -	34	-	-	34	-	34	-	-	-
Alpine Street Group, Warburton -	784	-	-	784	-	483	301	-	-
Bailey Grove Road Group, Wandin North - (Design Only)	38	-	-	38	-	38	-	-	-
Barrowby Avenue Road Group, Woori Yallock - (Design Only)	28	-	-	28	-	28	-	-	-
Belbrook Road Group, Upwey - (Design Only)	1	-	-	1	-	1	-	-	-
Bell Street Group, Seville -	479	-	-	479	-	90	389	-	-
Belmont Avenue Road Group, Upwey - (Design Only)	28	-	-	28	-	28	-	-	-
Benton Road Group, Healesville -	522	-	-	522	-	522	-	-	-
Birmingham Svc Rd & Wedderburn Cres, Mt Evelyn - (Design Only)	18	-	-	18	-	18	-	-	-
Boronia Rd Group, Warburton -	87	-	-	87	-	87	-	-	-
Burchett Street Road Group, Monbulk - (Design Only)	3	-	-	3	-	3	-	-	-
Cairncroft Ave Road Group, Launching Place - (Design Only)	1	-	-	1	-	1	-	-	-
Campbell Road Group, Healesville -	516	-	-	516	-	516	-	-	-
Carroll Street Road Group, Launching Place - (Design Only)	27	-	-	27	-	27	-	-	-
Cavanagh Road and Moore Crescent, Millgrove - (Design Only)	80	-	-	80	-	80	-	-	-
Cedar Court, Burns Way (includes Harvest Close), Loch Avenue, Mayview Drive, Monbulk -	26	-	-	26	-	26	-	-	-
Darley Street Road Group, Upper Ferntree Gully - (Design Only)	16	-	-	16	-	16	-	-	-
Deans Road Group, Upwey - (Design Only)	32	-	-	32	-	32	-	-	-
Dorothy Road Group, Mount Evelyn - (Design Only)	75	-	-	75	-	75	-	-	-
Falls Road Group, Mount Evelyn - (Design Only)	52	-	-	52	-	52	-	-	-
Georges Road Group, The Patch - (Design Only)	40	-	-	40	-	40	-	-	-
Gleghorn Road, Kallista - (Design Only)	72	-	-	72	-	72	-	-	-
Glenfern Close Road and Warra Road, Upwey - (Design Only)	19	-	-	19	-	19	-	-	-
Haag Road Group, Seville -	100	-	-	100	-	100	-	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Halcyon Avenue Road Group, The Patch - (Design Only)	27	-	-	27	-	27	-	-	-
Hearse Road, Millgrove -	212	-	-	212	-	212	-	-	-
Henry Street and Lester Street, Woori Yallock - (Design Only)	15	-	-	15	-	15	-	-	-
High Street Road Group, Seville East - (Design Only)	31	-	-	31	-	31	-	-	-
Mace Court Road Group, Mount Evelyn - (Design Only)	47	-	-	47	-	47	-	-	-
McOwan Crescent Road Group, Yarra Junction - (Design Only)	23	-	-	23	-	23	-	0	-
Menzies Road, Menzies Creek -	92	-	-	92	-	92	-	-	-
Miller Street and Montpellier Street, Healesville -	30	-	-	30	-	30	-	-	-
Mt Morton Road, Hood Street, Belgrave Heights -	550	-	-	550	-	471	79	-	-
Nation Road, Selby -	743	-	-	743	-	743	-	-	-
Oak Grove and Wilkilla Road, Mount Evelyn - (Design Only)	30	-	-	30	-	30	-	-	-
Roma Avenue Group, Badger Creek -	127	-	-	127	-	127	-	-	-
School Road and Valley Road, Seville -	610	-	-	610	-	610	-	-	-
Shevlins Lane, Woori Yallock -	187	187	-	-	-	187	-	-	-
Station Road Group, Seville -	197	-	-	197	-	-	197	-	-
Tainton Street and Railway Parade, Wandin North -	31	-	-	31	-	31	-	-	-
Victoria Road Group, Seville -	690	-	-	690	-	-	690	-	-
Walker Road, Seville -	24	5	-	19	-	24	-	-	-
Welham Road, Mooroolbark -	(12)	-	-	(12)	-	(12)	-	-	-
Kallista-Emerald Road, Kallista	673	-	673	-	-	673	-	-	-
Kirkham Road, Belgrave South	24	-	-	24	-	-	4	20	-
Macclesfield Road, Yellingbo	300	-	-	300	-	300	-	-	-
Old Coach Road, Montrose	10	-	-	10	-	-	-	10	-
Spring Lane, Gruyere	(8)	-	-	(7)	(2)	-	-	(8)	-
Thomas Avenue, Warburton - turning area	100	-	-	100	-	-	-	100	-
Victoria Road (The Gateway, Lilydale to MacIntyre Lane, Yering)	(1,062)	-	(1,062)	-	-	-	-	(1,062)	-
Switchback Road, Chirnside Park (Edward Road to Meadow Fair Way)	533	-	533	-	-	482	-	51	-
Bridges									

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
McMahons Creek Pedestrian Bridge	700	700	-	-	-	700	-	-	-
Cement Creek Road, East Warburton Bridge	1,287	-	-	1,287	-	1,227	-	60	-
Footpaths and Cycleways									
Olinda Creek Shared Trail, Montrose & Lilydale	100	100	-	-	-	-	-	100	-
Drainage									
Britton Road, Seville	41	41	-	-	-	-	-	41	-
Cambridge Street, Belgrave South	139	139	-	-	-	-	-	139	-
Childs Road, Kalorama	30	30	-	-	-	-	-	30	-
Cobden Crescent, Lilydale	30	30	-	-	-	-	-	30	-
Commercial Road, Mount Evelyn, Lower, Stage 2	(13)	-	-	-	(13)	-	-	(13)	-
Commercial Road, Mount Evelyn, Upper, Stage 1	219	219	-	-	-	-	-	219	-
Fernhill Road, Mount Evelyn	13	13	-	-	-	-	-	13	-
George Road and Laylor Road, Healesville	30	30	-	-	-	-	-	30	-
Maroondah Parade, Healesville	(37)	-	-	-	(37)	-	-	(37)	-
Schoolhouse Road, Yarra Junction	33	33	-	-	-	-	-	33	-
Waratah Avenue, Belgrave	225	225	-	-	-	225	-	-	-
Recreational, Leisure & Community Facilities									
Chirnside Urban Park Playspace	193	193	-	-	-	97	-	97	-
Morrison Recreation Reserve District Playspace, Mt Evelyn	(30)	(30)	-	-	-	(14)	-	(16)	-
Bluegum Reserve, Badger Creek Playspace	(15)	-	(15)	-	-	(2)	-	(12)	-
Carmen Reserve, Lilydale Playspace	74	-	74	-	-	37	-	37	-
Glenvalley Reserve, Seville East Playspace	61	-	61	-	-	40	-	21	-
Luke Polkinghorne Reserve, Mooroolbark Playspace	10	-	10	-	-	-	-	10	-
McKenzie King Drive Reserve, Millgrove Playspace	(15)	-	(15)	-	-	(2)	-	(13)	-
Queen Road, Lilydale Playspace	(4)	-	(4)	-	-	(2)	-	(2)	-
Seville Recreation Reserve Oval 1 Ground Reconstruction	300	-	-	300	-	-	-	300	-
Yarra Glen Netball Court Upgrade	20	19	1	-	-	-	-	20	-
Lilydale Tennis Facility	170	-	170	-	-	-	-	170	-
Upwey Tennis Court Renewal	(250)	-	(250)	-	-	-	-	(250)	-
Bike Storage, Yarra Junction	(15)	(15)	-	-	-	-	-	(15)	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Lilydale Artwork	47	47	-	-	-	-	-	47	-
Lilydale Cycle Centre Nodes	400	400	-	-	-	383	-	17	-
Lilydale Heritage Station Building Works	149	-	-	149	-	-	-	149	-
Lilydale Wayfinding	125	6	50	-	69	115	-	10	-
Lions Park Rejuvenation	153	-	153	-	-	108	-	44	-
Mooroolbark Artwork LXP	43	43	-	-	-	-	-	43	-
Olinda Creek Bridge Path - Maroondah Hwy (Main St), Lilydale	(4)	(2)	-	(2)	-	-	-	(4)	-
Station Street, Mooroolbark Carpark Activation	45	14	-	23	9	-	-	45	-
Township Improvements Healesville & Yarra Glen	50	-	-	50	-	-	-	50	-
Township Improvements, Belgrave	50	18	23	-	10	-	-	50	-
Township Master Plan Develop, Upwey	17	17	-	-	-	-	-	17	-
Wandin North Township Improvements	179	179	-	-	-	-	-	179	-
Parks, Open Space and Streetscapes									
Active Recreation for People Plan	17	17	-	-	-	-	-	17	-
Indigenous Heritage Visibility	19	19	-	-	-	-	-	19	-
Wesburn Pump Track	813	813	-	-	-	813	-	-	-
Warburton Community Recreation Precinct	26	26	-	-	-	-	26	-	-
Brushy Creek Trail, Mooroolbark	50	50	-	-	-	-	-	50	-
Mountain Bike Destination, Warburton	15	15	-	-	-	15	-	-	-
ngurrak barring / RidgeWalk	1,645	823	-	823	-	1,172	-	473	-
River Circuit Trail, Yarra Glen	99	99	-	-	-	-	-	99	-
Station St, Coldstream	4	4	-	-	-	-	-	4	-
Yarra Valley Trail	2,249	2,249	-	-	-	1,594	-	655	-
Yarra Valley Trail - Stage 2A	(20)	(20)	-	-	-	-	-	(20)	-
Yarra Valley Trail Northern Loop	500	500	-	-	-	500	-	-	-
Other Infrastructure									
Advanced Design Program	25	25	-	-	-	-	-	25	-
TOTAL INFRASTRUCTURE	17,237	7,200	403	9,598	36	13,537	1,687	2,014	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2022/23	21,481	9,618	445	10,869	549	14,887	1,697	4,897	-

4.5.4 Summary of planned capital works for the years ending 30 June 2025, 2026 & 2027

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-	-
Buildings	8,053	-	2,190	544	5,319	-	4,500	-	-	3,553
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	3,113	-	2,316	-	797	-	-	-	588	2,525
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total Buildings	11,166	-	4,506	544	6,116	-	4,500	-	588	6,078
Total Property	11,166	-	4,506	544	6,116	-	4,500	-	588	6,078
Plant and Equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,520	-	2,520	-	-	-	-	-	-	2,520
Fixtures, fittings and furniture	19	-	19	-	-	-	-	-	19	-
Computers and telecommunications	820	-	449	-	371	-	-	-	371	449
Library books	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	3,359	-	2,988	-	371	-	-	-	390	2,969
Infrastructure										
Roads	16,243	-	10,019	148	6,076	16,243	4,762	-	4,205	7,276
Bridges	266	39	133	27	67	266	-	-	266	-
Footpaths and cycleways	1,838	988	831	15	4	1,838	-	-	1,838	-
Drainage	1,360	872	263	225	-	1,360	-	-	1,360	-
Recreational, leisure and community facilities	7,469	5,040	1,230	-	1,199	7,469	3,293	-	2,873	1,303
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	14,907	12,424	1,547	154	782	14,907	8,807	89	2,948	3,063
Off streetcar parks	380	-	380	-	-	380	-	-	380	-
Other infrastructure	5,772	982	3,253	573	964	5,772	-	-	5,772	-
Total Infrastructure	48,235	20,345	17,656	1,142	9,092	48,235	16,862	89	19,642	11,642
Total Capital Works Expenditure	62,760	20,345	25,150	1,686	15,579	62,760	21,362	89	20,620	20,689

2025/26	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-	-
Buildings	3,113	-	2,289	-	824	-	-	-	3,113	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total Buildings	3,113	-	2,289	-	824	-	-	-	3,113	-
Total Property	3,113	-	2,289	-	824	-	-	-	3,113	-
Plant and Equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	3,144	-	3,144	-	-	-	-	-	-	3,144
Fixtures, fittings and furniture	19	-	19	-	-	-	-	-	19	-
Computers and telecommunications	403	-	358	-	45	-	-	-	45	358
Library books	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	3,566	-	3,521	-	45	-	-	-	64	3,502
Infrastructure										
Roads	12,992	-	12,460	153	379	12,992	1,700	-	7,375	3,917
Bridges	264	40	132	26	66	264	-	-	264	-
Footpaths and cycleways	3,876	1,801	2,055	16	4	3,876	-	-	2,075	1,801
Drainage	1,311	1,038	273	-	-	1,311	-	-	273	1,038
Recreational, leisure and community facilities	3,569	-	3,046	-	523	3,569	-	-	2,166	1,403
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	14,142	11,761	1,121	290	970	14,142	9,758	140	-	4,244
Off streetcar parks	393	-	393	-	-	393	-	-	393	-
Other infrastructure	14,530	1,088	11,559	666	1,217	14,530	-	-	11,035	3,495
Total Infrastructure	51,077	15,728	31,039	1,151	3,159	51,077	11,458	140	23,581	15,898
Total Capital Works Expenditure	57,756	15,728	36,849	1,151	4,028	57,756	11,458	140	26,758	19,400

2026/27	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-	-
Buildings	2,224	-	1,112	-	1,112	-	-	-	-	2,224
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	3,221	-	2,368	-	853	-	-	-	279	2,942
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total Buildings	5,445	-	3,480	-	1,965	-	-	-	279	5,166
Total Property	5,445	-	3,480	-	1,965	-	-	-	279	5,166
Plant and Equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,775	-	2,775	-	-	-	-	-	-	2,775
Fixtures, fittings and furniture	20	-	20	-	-	-	-	-	20	-
Computers and telecommunications	425	-	378	-	47	-	-	-	47	378
Library books	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	3,220	-	3,173	-	47	-	-	-	67	3,153
Infrastructure										
Roads	9,518	-	8,967	158	393	9,518	1,700	-	1,733	6,085
Bridges	273	41	137	27	68	273	-	-	273	-
Footpaths and cycleways	3,277	1,771	1,486	16	4	3,277	-	-	1,506	1,771
Drainage	484	202	282	-	-	484	-	-	484	-
Recreational, leisure and community facilities	2,524	-	1,983	-	541	2,524	-	-	2,524	-
Waste management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	2,617	624	930	294	769	2,617	-	-	2,031	586
Off streetcar parks	407	-	407	-	-	407	-	-	407	-
Other infrastructure	20,375	1,251	16,681	812	1,631	20,375	4,619	-	11,517	4,239
Total Infrastructure	39,475	3,889	30,873	1,307	3,406	39,475	6,319	-	20,475	12,681
Total Capital Works Expenditure	48,140	3,889	37,526	1,307	5,418	48,140	6,319	-	20,821	21,000

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
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	51	51	54	51	51	51	0
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	97.61%	99.00%	98.50%	98.49%	98.49%	98.49%	+
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	53.25%	54.35%	58.00%	60%	62.78%	70.31%	+
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	50.15%	52.00%	56.00%	61%	62%	63%	+

Targeted performance indicators – Financial

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections			Trend
						2024/25	2025/26	2026/27	+/-
Liquidity									
Working Capital	Current assets / current liabilities	5	122.4%	111.0%	113.0%	114.0%	109.0%	113.0%	-
Obligations									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	155.1%	125.0%	138.0%	123.0%	130.0%	125.0%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	7	69.0%	72.0%	75.7%	76.5%	77.8%	78.3%	+
Efficiency									
Expenditure level	Total expenses / no. of property assessments	8	\$3,220.16	\$3,116.20	\$3,371.80	\$3,143.43	\$3,485.79	\$3,549.24	+

5.2 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
			2021/22	2023/24	2023/24	2024/25	2025/26	2026/27	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	2.8%	-2.0%	1.2%	1.6%	3.4%	4.2%	+
Liquidity									
Unrestricted cash	Unrestricted cash / current liabilities	10	78.8%	82.7%	84.2%	80.7%	86.1%	94.2%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	23.2%	28.1%	32.6%	35.1%	37.0%	36.6%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.3%	6.1%	7.3%	8.3%	9.4%	10.2%	+
Indebtedness	Non-current liabilities / own source revenue		20.6%	28.9%	31.1%	32.4%	32.8%	34.8%	+
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	o
Efficiency									
Revenue level	General rates and municipal charges / no. of property assessments	13	\$2,370	\$2,461	\$2,575	\$2,718	\$2,794	\$2,916	+

Notes to indicators

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

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

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

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

Appendix A

Fees and charges schedule

This attached schedule presents the fees and charges which will be charged in respect to various goods and services during the financial year 2023/24.

Note that this schedule only includes fees set by Council. There are other fees in addition to this listing that are set in accordance with legislative requirements and charged by Council. These fees are updated as of 1 July 2023 and will be reflected on Council's website.

End of Yarra Ranges Council Budget Report