



# OUR ANNUAL BUDGET AND FINANCIAL OUTLOOK

**FY 2026-27 to 2029-30**

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## **Separate Attachments**

*(Appendix A. 2026-27 Budget (Including the 4 year financial outlook) - This document)*

Appendix B. 2026-27 Fees & Charges Schedule

Appendix C. 2026-27 to 2029-30 Capital Works Program

Appendix D. 2026-27 Operating Project List

## **Disclaimer**

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

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

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

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

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

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

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

## Introduction

This Budget represents the second year of delivering on the four-year Council Plan, Our Darebin Plan 2025–2029, and focuses on maintaining service continuity and the upkeep of essential assets and infrastructure for the many members of our community who rely on Council services every day.

Council will increase its total budgeted rate revenue in line with the Fair Go Rates System which is limited by a cap of 2.75% for 2026-27. This rate cap, set by the Victorian Government, continues to be lower than recent and projected inflation rates in recognition of the financial challenges faced by the community.

Like many households and businesses across Darebin, Council is facing significant financial challenges. Costs have grown at a greater rate than our revenue, and Council's budgets do not go as far as they once did. In response to this, Council has needed to reduce our overall allocations to both the Capital Works Program and our Operating Projects, and as a result Councillors have made the difficult decision to defer some projects. These decisions reflect a clear prioritisation of immediate community needs, alongside a commitment to review what is most important for the years ahead.

The budget also includes ambitious financial adjustment targets in future years that will require Council to work with the community, exploring how its highest priority services and assets can be sustained for Darebin communities of today and tomorrow. Council will explore different ways to fund community services and infrastructure into the future, ensuring Council is financially responsible while continuing to deliver for the community.

## Executive Summary

Council has prepared a Budget for 2026-27 financial year which seeks to meet the important needs of services and infrastructure yet remain fiscally responsible for the community. Key budget information is provided below:

### Alignment to the Council Plan

Councillors' decision-making has been guided by the six strategic directions in Our Darebin Plan 2025–2029 and this budget specifies initiatives and projects that span all six directions. Council continues to celebrate Aboriginal Culture and Knowledge and the completion of Balit marra (Strong mob), its Aboriginal Action Plan, will guide Council's deliberate action in coming years.

The budget continues Council's work to support health and wellbeing, underpinned by providing places where a variety of social connection takes place, combatting loneliness and isolation. The budget also maintains Council's commitment to work with others to care for the most vulnerable members in the community.

Council's health and wellbeing work goes hand-in-hand with its strong commitment to mitigating and adapting to climate-change impacts. This includes ongoing implementation of our Climate Emergency Plan and upgrading Council's facilities so that they are fit for the future.

### Rates and Charges

The 2026–27 Budget proposes increasing rate revenue in line with the **Fair Go Rates System** cap of **2.75%**, set annually by the Victorian Government. This cap applies to the total general rate revenue collected by Council. Additional rate revenue will also be generated from **supplementary rates**, which come from new properties, subdivisions and developments that occur during the year. These funds are important for supporting services and infrastructure needed for a growing population.

As required by legislation, all properties are independently revalued by the State Government each year, and these valuations determine how rates are distributed in accordance with Council's adopted Rating Strategy. While the overall rate revenue is capped, individual properties may experience increases above or below the 2.75% average depending on how their property value has changed relative to others in Darebin.

Waste services continue to evolve as Council responds to the directions of the Victorian Government, and community expectations. The budget supports Council's introduction of glass separation in 2027-28 as well as the critical education and support for the community to make this change successfully.

In this budget waste charges will increase by approximately 11.4%, less than \$1 per week, for the majority of residents receiving a kerbside collection service, and less than 50 cents per week on average for properties receiving the public waste charge. Non-pensioner residents with properties with a Capital Improved Value (CIV) less than \$500,000, the increase will also be less than 50 cents per week.

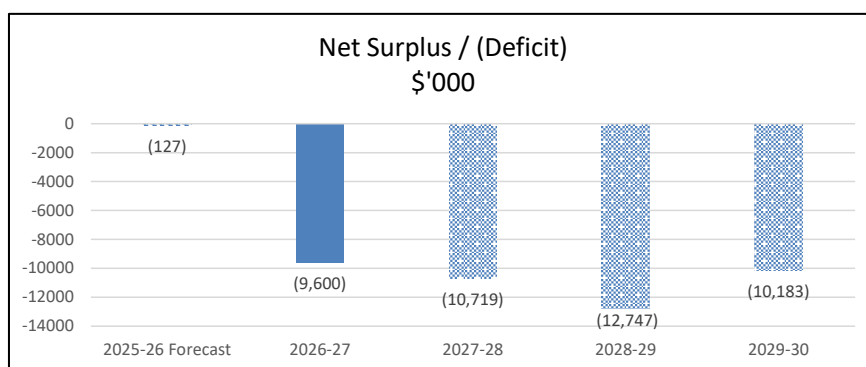
Waste charges are not subject to the rate cap and adjustment ensures that they fund the relevant waste services without impact on general rate revenue or other non-waste services.

### Operating Surplus / (Deficit)

The budgeted operating surplus (deficit) represents all operating revenues, less operating expenses and is further detailed in Section 3 of the Council's formal financial statements. For 2026-27 the operating deficit is \$9.6 million, with similar deficits projected over the following 3 years. This is largely influenced by Council's planned investment in business transformation largely through technology. This investment is able to be achieved by drawing on Council's cash accumulated in previous years. Because the cash has been earned and accumulated in previous years, whereas the expenditure is in 2026-27 and the following years, this distorts the operating results in 2026-27 and subsequent years.

The movement compared to the current forecast 2025-26 result, an operating deficit of \$127 thousand, is primarily due to the following:

- The revised investment profile and updated implementation schedule for Digital Darebin which will underpin Council's future service delivery and business transformation.
- An allowance for the potential influence of the multi-employer bargaining for a new enterprise agreement, which will result in higher employee costs than assumed in Council's previous financial plans and budgets.
- Higher Workcover premiums in 2026-27 compared to previous years, reflecting Workcover data and trends from the historic period of 2022-23 to 2024-25.

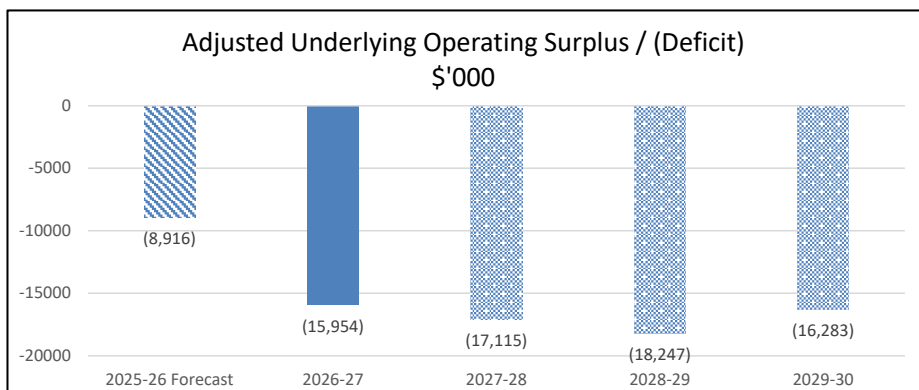


#### Annual Result

Local Government financial reporting often includes a number of pre-allocated items that can make it difficult for readers to understand underlying performance. Contributions, grants and one-off project funding further continue to this difficulty. Accordingly, it is useful to consider the annual results in the form of:

- a) **Underlying Operating Surplus or Deficit**, reflecting the financial performance of Council's day-to-day business.
- b) **Unallocated Cash Surplus or Deficit**, reflecting Council's financial capacity to meet the funding allocations it is committing to various projects and programs.

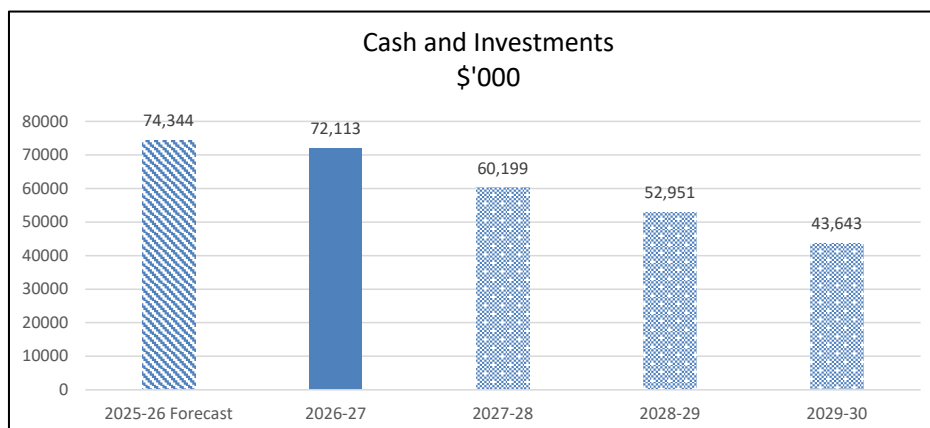
The underlying operating deficit for 2026-27 is \$15.95 million which excludes \$6.4 million of non-recurrent capital grants, non-monetary & capital contributions from the operating deficit.



#### Cash and Cash Equivalents

The **total cash and cash equivalents** balance is projected to reduce from \$72.1 million in 2026-27 to \$43.6 million in 2029-30.

Council has not budgeted for any additional debt with the current debt forecast to be fully paid out in 2032-2033. As stated above the reduction is attributable in part to the business transformation. Investment is drawn down from cash accumulated in prior years.



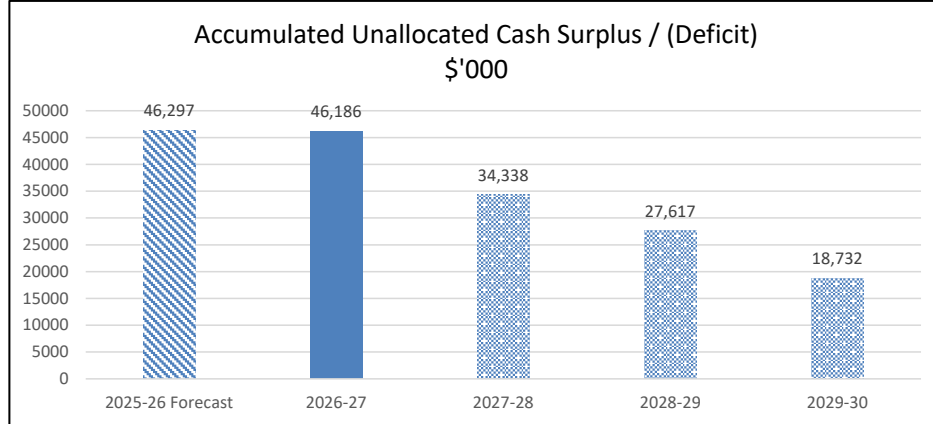
Council's cash balances (refer to above graph) appear to be quite healthy, however much of the cash Council holds at any point in time is already tied to specific obligations or committed to specific projects or initiatives. For example, the projected closing balance in 2025-26 includes \$11.9 million in project carry forwards, to be spent in 2026-27.

It is important that Council doesn't over-allocate its own cash and make commitments beyond its financial capacity to meet these commitments. This is particularly important in light of Council's legislated obligations to consider future generations of the municipality. To bring clarity to this issue, this budget introduces **unallocated cash** as an important budget and financial planning measure.

### Unallocated Cash

Achieving an **unallocated cash surplus** is becoming increasingly challenging under the State Government's Fair Go Rates System, which limits the growth of Council's rate revenue. Over the period 2026–27 to 2029–30, revenue is projected to grow more slowly than the rising cost of delivering services. This places pressure on Council's ability to fund new infrastructure and maintain the wide range of services our community expects.

Over the next four years, Council's accumulated unallocated cash is expected to reduce from \$46.2 million to \$18.7 million. The ongoing cost of delivering existing services is increasing faster than Council's revenue. This can be clearly seen in forecasts which show a reduction in Recurrent Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA). ~~Excluding waste charges the ongoing cost of delivering existing services is increasing faster than Council's revenue.~~



### Financial Sustainability Challenge

To build and maintain financial capacity over the next few years, Council has incorporated a series of financial sustainability targets to be achieved over the next four years. These are necessary to achieve the levels of unallocated cash described earlier, which help Council continue delivering essential services, respond to emerging priorities and remain financially sustainable.

From 2026–27, Council has built in **ongoing financial sustainability targets of \$4 million each year**, to be achieved through implementation of measures that improve revenue or reduce expense each year so that the total change in the annual operating result is **\$16 million by 2029–30**. These savings are not one-off's but need to be recurrent to reform Council's underlying financial performance and capacity.

These broader financial sustainability targets work in addition to the efficiency gains expected from the **Digital Darebin program** which aims to modernize systems, improve customer experience and streamline operations. The program is expected to generate \$557K in savings each year from 2027-28, building up to a total of \$2.78 million in annual efficiencies by 2031-32.

### Financial Sustainability Indicators

Financial sustainability indicators for 2026-27 reflect the Council's financial strengths and weaknesses in the short, medium and longer term.

Liquidity and Unrestricted Cash ratios are "low risk" in the short term but financial sustainability measures for Council's Adjusted Underlying Result and Capital Replacement ratios are considered to be high risk in the current and future years, reflecting that Council's current business model does not generate sufficient net earnings to maintain current service levels and the resultant reduction in funding of asset renewal projects.

The below table provides a high-level summary of the results

**Key Financial Sustainability Indicators**

| Key Financial Sustainability Indicators | Target         | 2024/25<br>(Audited) | 2025/26<br>(Forecast) | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|-----------------------------------------|----------------|----------------------|-----------------------|---------|---------|---------|---------|
| Net result                              | More than 0%   | 12.8%                | (0.1%)                | (4.1%)  | (4.4%)  | (5.2%)  | (4.0%)  |
| Adjusted underlying result              | More than 5%   | 2.9%                 | (4.1%)                | (6.9%)  | (7.3%)  | (7.6%)  | (6.6%)  |
| Liquidity                               | More than 1.0  | 1.88                 | 2.15                  | 2.00    | 1.77    | 1.64    | 1.47    |
| Unrestricted Cash*                      | More than 80%  | 103.2%               | 113.2%                | 103.0%  | 79.1%   | 64.5%   | 46.3%   |
| Internal financing                      | More than 100% | 174.2%               | 100.8%                | 113.8%  | 81.9%   | 94.8%   | 89.6%   |
| Indebtedness                            | 40% or less    | 19.9%                | 16.5%                 | 13.7%   | 11.0%   | 8.4%    | 5.8%    |
| Capital replacement ratio               | More than 1.5  | 0.83                 | 0.79                  | 0.76    | 0.90    | 0.72    | 0.84    |
| Renewal gap ratio                       | More than 1.0  | 0.72                 | 0.64                  | 0.65    | 0.67    | 0.66    | 0.79    |
| Loans & Borrowings payments             | Less than 5%   | 3.1%                 | 3.1%                  | 2.8%    | 2.7%    | 2.6%    | 2.6%    |

\*includes investment balances

|             |
|-------------|
| Low Risk    |
| Medium Risk |
| High Risk   |

### Capital Works

Council plans to deliver \$27.6 million of capital works program in 2026-27. The expenditure for the four years is projected to be \$124.9 million and has three main components:

- i. Asset renewal program
- ii. Infrastructure improvements
- iii. Waste-funded projects and initiatives, including up-front investment required to introduce glass recycling reforms.

### Asset Renewal Program

Council maintaining existing assets in a safe and fit-for-purpose condition is an important commitment to its community.

This program is developed based on strategic, data driven principles which centre on asset renewal by using condition, risk, utilization, and lifecycle data to highlight which assets are reaching the end of their life. This helps focus investment where it's needed most, keeping things safe, functional, and better aligned with how people use the facilities.

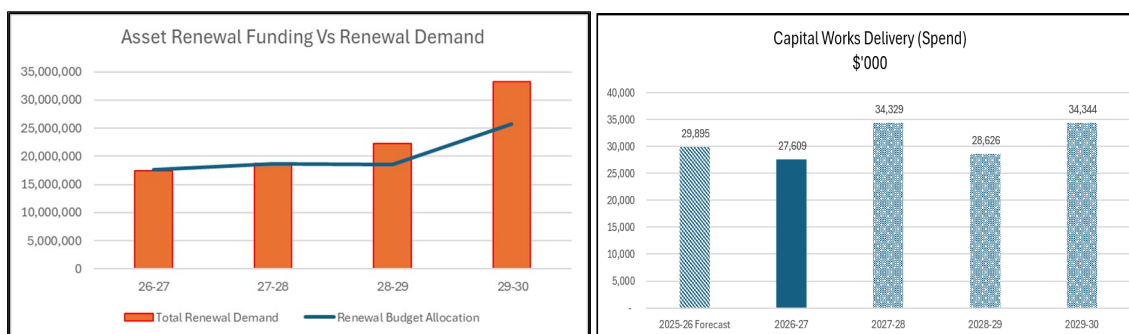
A strategic approach to asset management is important to all local government councils and needs to be integrated into the Long Term Financial Plan (LTFP).

Robust data about the condition of assets is critical data because it underpins Council's predictive modelling of the remaining life of an asset before it needs 'intervention' through renewal or reconstruction.

This budget includes an allocation to undertake a comprehensive condition assessment for the key asset class of 'Buildings' which will refine Council's asset renewal model and planning.

The total value of renewal projects reaching intervention represents the total renewal demand in a year. Based on current asset condition data Council's financial capacity should enable it to fund the renewal demand for 2026-27 and 2027-28, but the demand will exceed current financial capacity in 2028-29 and 2029-30.

Unfunded renewal projects are referred to as an 'asset renewal backlog' and this is projected to grow significantly from 2028-29.



### Financial Summary

The 2026-27 budget has been carefully developed to balance the financial pressures facing Council with responsibility to deliver essential services and invest for the future. While rising costs, constrained rate growth and significant asset renewal needs present ongoing challenges, the budget is underpinned by a long-term financial plan with no new debt forecast. Through disciplined budgeting, staged financial sustainability measures and investment in digital modernisation – Council is managing these pressures in a considered and transparent manner.

This approach supports continued service delivery, protects critical infrastructure and ensures Darebin remains financially sustainable while adapting to a changing environment.

## Key Budget Influences and Risks on the 2026-27 Budget

### Victorian Rate Cap

The Victorian Government has set the 2026–27 rate cap at 2.75%, limiting Council's capacity to increase general rates revenue.

### Inflationary Pressures

CPI for 2026–27 has been forecast at an average of 3% for budgeting purposes (following an average of 6.7% across 2023–24 and 2024–25). Ongoing global geopolitical instability may place further upward pressure on domestic inflation, driving increased operating costs across multiple service areas.

### Waste Levy

The State Government waste disposal levy for 2026-27 will increase by \$7.4 per tonne or 4.4% compared to the current year (following a 30% increase on the prior year), reflecting the increased cost to deliver waste management services.

### Cost Shifting and Grant Dependency

Council continues to experience adverse financial impacts from cost shifting by State and Federal Governments, alongside ongoing dependence on Commonwealth and State grants to deliver essential services.

### Workers Compensation Premiums

Workers compensation premiums are forecast to increase by \$2 million in 2026–27, continuing a trend of significant rises in recent years and placing additional pressure on Council's operating budget.

### Employee Expenses

Employee-related expenses represent approximately 63% of Council's total expenses in 2026-27. This makes it the single greatest influence over Council's budget in relation to expenses.

MEA (Multi Employer Enterprise Agreement) negotiations are ongoing during development of the 2026–27 budget, creating financial uncertainty. Council expects that being joined in bargaining with seven other Councils will result in employee expenses increasing above the Long-Term Financial Plan assumptions. In addition, there are other influences on employee costs beyond the MEA, such as progression of employees through various stages within their salary banding.

### Financial Sustainability

The current economic environment will continue to place significant cost pressures on Council's budget over the short, medium, and long term. In response, Council is maintaining a strong and deliberate focus on financial sustainability, both in meeting its fiscal responsibilities and in making informed decisions about the scale, timing, and type of infrastructure we deliver.

To ensure the continued delivery of core services and the ability to respond to evolving community needs, Council must be realistic about what can be responsibly funded and sustained over time. This approach is consistent with the Darebin 2041 Community Vision, which aspires for Darebin to be "renowned for its collaborative engagement, integrity, transparency and commitment to financial sustainability."

Like households across Darebin, Council is operating in a more constrained financial environment. Rising costs mean our budget no longer stretches as far as it once did. In this context, Council has prioritised the maintenance of essential services that many residents rely on, alongside the ongoing care and renewal of the assets and infrastructure that support daily life—such as parks, trees, drainage, roads, and community facilities.

Council has carefully considered current priorities while remaining mindful of future challenges. We will continue to review service levels, capital programs, and investment decisions to ensure resources are directed where they achieve the greatest community benefit and support long term financial resilience.

### Asset Management

Council remains committed to renewing and enhancing its key assets, with a planned \$124.9 million investment over the next four years. This program is guided by a combination of asset condition and intervention levels across all asset classes. Further detail is provided in Section 3 and attachment 2.

Council is projecting a tight asset renewal ratio over the coming four years, with the potential for a growing renewal gap beyond this period. Ongoing monitoring will be essential, alongside the success of strategies to address this risk — including initiatives to strengthen revenue streams that support the capital works program.

## Key Financial Measures

The below table provides a high level summary of Council's key financial performance metrics over the next four years

| Key Financial performance metrics                | 2025/26 Forecast<br>\$'000 | 2026/27<br>\$'000 | 2027/28<br>\$'000 | 2028/29<br>\$'000 | 2029/30<br>\$'000 |
|--------------------------------------------------|----------------------------|-------------------|-------------------|-------------------|-------------------|
| Operating Surplus (Deficit)                      | (-127)                     | (-9,600)          | (-10,719)         | (-12,747)         | (-10,183)         |
| Recurrent Operating EBITDA                       | 29,325                     | 27,656            | 24,826            | 25,979            | 26,218            |
| Accumulated Unallocated Cash Surplus / (Deficit) | 46,297                     | 46,186            | 34,338            | 27,617            | 18,732            |
| Cash & Investment balances                       | 74,344                     | 72,113            | 60,199            | 52,951            | 43,643            |

### Definitions

**Operating Surplus (Deficit):** The difference between Council's operating revenue and operating expenses over a period. A surplus if revenue exceeds expenses, or a deficit if expenses exceed revenue.

**Recurrent Operating EBITDA:** Measure of Council's ongoing operating profitability, calculated as earnings before interest, tax, depreciation and amortisation, excluding non recurring, exceptional, or one off items to reflect sustainable, core operations. Cash generated through core operations are to be used to fund commitments including loan repayments, Capital investment and operating projects.

**Accumulated Unallocated Cash Surplus (Deficit):** The cumulative net cash balance generated over time that is not restricted or allocated to specific purposes, representing available cash to spend on commitments such as loan repayments, Capital investment and operating projects.

**Cash & Investment balances:** the total value of cash on hand and highly liquid financial investments held at a point in time, available to meet operational needs & fund commitments.

### Notes

Post adoption of the current Long Term Financial Plan (LTFP), significant cost pressures have emerged, particularly relating to employee expenses. While the outcome of the ongoing Multi Employer Agreement remains uncertain, current indications suggest increases significantly above the assumptions in the adopted LTFP. Council has therefore adjusted its short, medium and long term financial projections to ensure continued delivery of the Our Darebin Plan 2025-29 and to maintain funding for essential community services, infrastructure maintenance, renewal and improvements.

To achieve the above financial performance results & metrics and to enable ongoing delivery of key services and infrastructure management to the community, the below key assumptions have been incorporated into the budget:

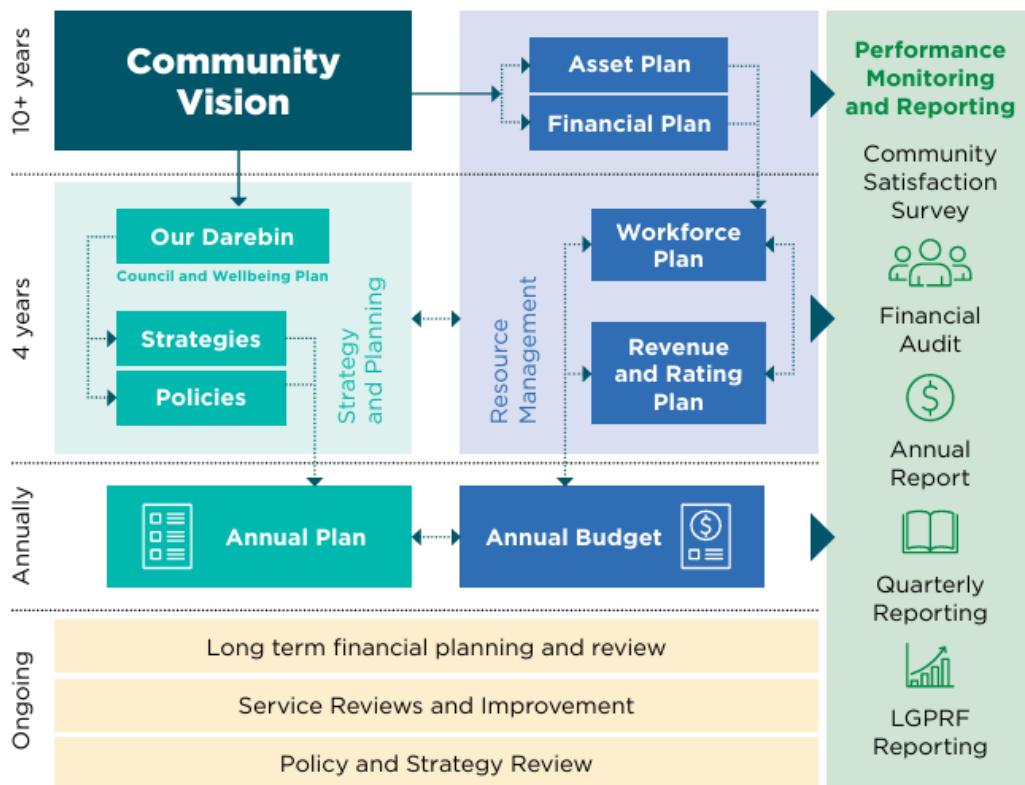
- Recommended capital envelope of \$124.9M over 4 years and operating project envelopes of \$8.7M over 4 years.
- A minimum cash balance of \$42M considering the level of risk as endorsed by Council.
- Digital transformation implementation over 6 years commencing 2025-26 for \$43M plus contingency, incorporating \$10.5M in 2026-27. Financial benefits commence post implementation.
- Commencing 2026-27, include \$16M per annum of inbuilt permanent financial sustainability measures to be operationalised progressively by 2029-30.

## 1. Link to the Integrated Strategic Planning and Reporting Framework

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

### 1.1 Legislative planning and accountability framework

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



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

#### 1.1.2 Key planning considerations

##### Service level planning

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

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

## 1.2 Our purpose

### Our Darebin Plan 2025-29

The Our Darebin Plan 2025-29 has been developed using the context of strategic planning principles, financial management principles, engagement principles, service performance principles and asset plan integration. It integrates the Community Vision, Council Plan and Municipal Public Health and Wellbeing Plan.

Its development has been informed by Darebin 2041 Community Vision, revised by the Our Darebin community panel in December 2025 and adopted by Council on 24 February 2025. It addresses the Vision through six Strategic Directions that are aligned with the Vision Pillars. The priorities for this four-year plan provide a view of how Council will work towards achieving the Community Vision aspirations.

Council has prepared a Budget for 2026-27 to resource the Our Darebin Plan 2025-29 to work towards the aspirations of the Darebin 2041 Community Vision. The Budget 2026-27 outlines the resources required to deliver services, infrastructure and projects that are relevant and valued by our community and delivered within the rate increase mandated by the State Government.

### Darebin 2041 Community Vision

Darebin 2041 Community Vision comprises four statements underpinned by four Pillars that provide context and describe the community's aspirations as follows:

- 1: Darebin is an equitable, vibrant, healthy and connected community where all residents and businesses experience safety, fulfilment and prosperity.
- 2: Darebin respects and celebrates Aboriginal and Torres Strait Islander people, and our diverse communities.
- 3: Darebin has responded effectively to the climate emergency by implementing a circular economy and creating a sustainable green and liveable environment.
- 4: Darebin is renowned for its collaborative engagement, integrity, transparency and commitment to financial sustainability.

The Vision is built on four key pillars:

Pillar 1: Vibrant, Healthy and Connected

Pillar 2: Respectful and inclusive

Pillar 3: Sustainable, Green & Liveable

Pillar 4: Collaborative, Transparent and Responsible

## 1.3 Strategic objectives

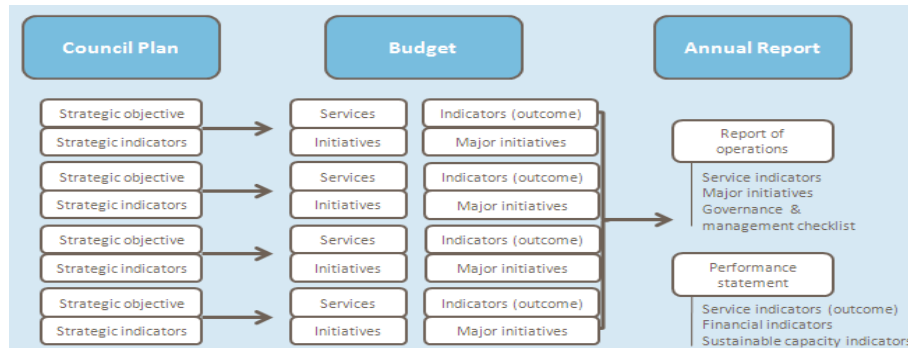
Our Darebin Plan 2025-29 includes six Strategic Directions aligned to the Community Vision Pillars.

Each Strategic Direction has a Strategic Objective that articulates the outcomes Council is seeking – what the future looks like. The following table lists the six Strategic Directions as described in the Our Darebin Plan 2025 – 29.

| Strategic Direction                                      | Strategic Objective                                                                                                                                                                                                           |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Aboriginal Culture and Knowledge                       | A City that celebrates Aboriginal and Torres Strait Islander culture, values, knowledge and traditions, respects the right for self-determination and takes deliberate action toward Truth-telling.                           |
| 2 Equity, Diversity and Inclusion                        | A City where our rich diversity is celebrated, everyone can thrive and belong, and our services, programs, places and spaces are equitable, responsive, inclusive and accessible to all.                                      |
| 3 Health & Wellbeing                                     | A City where everyone in the community can access the opportunities, infrastructure and services they need to be physically and mentally safe and healthy.                                                                    |
| 4 Climate Leadership and Response                        | A City that is a climate leader, drives opportunities for achieving zero emissions, adapts by transforming how we provide services, open spaces and infrastructure, and works with our community to build ongoing resilience. |
| 5 Vibrant Places and Economy                             | A City that is liveable with vibrant places and spaces, safe streets and a thriving local economy.                                                                                                                            |
| 6 Decision making, community engagement and transparency | A City that is well-managed, transparent and trusted by its community and partners, with clear and respectful communication that builds confidence in Council's decisions.                                                    |

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2026/27 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Government Services

### 2.1 Strategic Direction 1: Aboriginal Culture & Knowledge

To achieve the Objective of this Strategic Direction Council will:

- Commit to a journey of Self-Determination with Wurundjeri Woi-wurrung People and Aboriginal and Torres Strait Islander communities.
- Preserve, celebrate and educate the Darebin community about Aboriginal heritage and living culture.
- Build a culturally safe Council and organisation to deliver inclusive and culturally safe spaces and services.

#### Key Initiatives

- 1) Wurundjeri Partnership and Treaty - Support commitments under the partnership with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation
- 2) Finalise Balit marra (Strong mob), the Aboriginal Action Plan, and commence implementation.
- 3) Deliver the Aboriginal grants program.
- 4) Implement the recommendations from the Aboriginal Cultural Safety Assessment.

#### Service performance outcome indicators

Nil

### 2.2 Strategic Direction 2: Equity, Diversity & Inclusion

To achieve the Objective of this Strategic Direction Council will:

- Plan and establish Council's strategic response to build equity, inclusion and human rights for our community.
- Develop and deliver equitable services, programs and places.
- Create an approach to supporting the community that recognises life stages, life changes and events that shape people and their needs.

#### Key Initiatives

- 1) Develop a refreshed Disability Action Plan in order to deliver the legislative requirements of the Disability Act 2006.
- 2) Commence implementation of the Cultural Diversity and Inclusion Plan
- 3) Commence implementation of the LGBTQIA+ Action Plan
- 4) Deliver Darebin Zero, embedding learnings from the establishment year, to further support people sleeping rough in the Darebin community.
- 5) Deliver the Darebin Assertive Community Outreach (DACO) program as a core component of Darebin Zero.

#### Service performance outcome indicators

Nil

## 2.3 Strategic Direction 3: Health & Wellbeing

To achieve the Objective of this Strategic Direction Council will:

- Collaborate and partner with health organisations to deliver positive health and wellbeing opportunities.
- Create an enabling environment for positive mental health.
- Foster a safe and respectful community environment.
- Maintain and improve community facilities, parks and open spaces to support people to stay healthy and active.

### Key Initiatives

- 1) Deliver the Darebin Health and Wellbeing roundtable with key service providers.
- 2) Deliver the Free From Violence project.
- 3) Implement Extra Access at Fairfield Library.
- 4) Develop an Advocacy and Funding Plan for Reservoir Leisure Centre.
- 5) Upgrade sports field lighting at Preston City Oval.
- 6) Renew synthetic cricket wicket at CT Barling Reserve and JE Moore Park.
- 7) Complete Pitcher Park Sports field renovation
- 8) Construct John Cain Memorial Park Pitch 1 LED upgrades.

### Service Performance Outcome Indicators

| Domain          | Indicator                                              | 2024/25<br>Actual | 2025/26<br>Forecast | 2026/27<br>Budget |
|-----------------|--------------------------------------------------------|-------------------|---------------------|-------------------|
| Community*      | Participation in Library services                      | 38.41%            | 34.00%              | 36.00%            |
|                 | Participation in Maternal & Child Health (MCH) Service | 73.81%            | 74.00%              | 74.00%            |
|                 | Participation in MCH Service by Aboriginal children    | 81.07%            | 75.00%              | 75.00%            |
|                 | Utilisation of Aquatic Facilities                      | 10.85             | 12.62               | 12.5              |
| Responsiveness* | Food Safety                                            | 100.00%           | 90.00%              | 100.00%           |

\* refer to table at end of section 2 for information on the calculation of Service performance outcome indicators

## 2.4 Strategic Direction 4: Climate Leadership and Response

To achieve the Objective of this Strategic Direction Council will:

- Work alongside Wurundjeri Woi-wurrung and all Aboriginal and Torres Strait Islander people to maintain and share their culture and knowledge to protect, preserve, revitalise, and heal Country to support self-determination and maintain a thriving, resilient natural environment.
- Work towards achieving zero emissions by pursuing ambitious energy efficiency and renewable energy opportunities for Council operations and buildings, and for Darebin homes, businesses, organisations and transport.
- Adapt Council services, assets and infrastructure to respond to climate change projections.
- Support the community and business to successfully adapt to and cope with the impacts of climate change.

### Key Initiatives

- 1) Deliver actions from the Climate Emergency Plan and develop the new 3-year climate action plan.
- 2) Prepare options for glass recycling as part of a review of Darebin's suite of waste and resource recovery services.
- 3) Develop an education and outreach campaign to increase diversion rates and reduce contamination rates of recycling.
- 4) Transition to 100% electric power at Merri Childcare Centre.
- 5) Install electric heat pumps at Darebin International Sports centre.
- 6) Install solar at Bundoora Park Public Toilets.
- 7) Continue the Energy Support program.
- 8) Deliver heat health and climate resilience and adaptation programs.

### Service Performance Outcome Indicators

| Domain          | Indicator                                                        | 2024/25<br>Actual | 2025/26<br>Forecast | 2026/27<br>Budget |
|-----------------|------------------------------------------------------------------|-------------------|---------------------|-------------------|
| Environment*    | Waste Management waste diversion (new indicator in 2026-27)      | N/A               | N/A                 | 0.39 tonnes       |
| Responsiveness* | Waste Management missed bins (new for target setting in 2026-27) | 23.10             | N/A                 | 27.48             |

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

Councils are required to set targets for 8 mandatory and 8 Council nominated Service Performance Outcome Indicators. Indicators that have targets set for the first time in 2026-27 are noted. There is no forecast information for these measures.

## 2.5 Strategic Direction 5: Vibrant Places and Economy

To achieve the objective of this Strategic Direction Council will:

- Plan for housing growth and development that meets the needs of our diverse community.
- Manage Darebin's transport network to increase safety, accessibility and sustainability.
- Support social and economic revitalisation and help Darebin become a great place to visit and do business.
- Enrich, diversify, and grow Darebin's creative economy and cultural ecology by delivering events, festivals, arts centres, arts programming and curation that reflect and connect with local communities.
- Enhance and maintain public spaces and infrastructure to improve amenity (Basic Services).

### Key Initiatives

- 1) Undertake a Cultural Heritage Study to inform the development of the updated Open Space Strategy.
- 2) Partner to complete construction of Kendall-Harding Bridge.
- 3) Continue to review and implement parking modernisation to improve access and safety.
- 4) Finalise the functional design for High Street Preston streetscape upgrades.
- 5) Deliver the Place Vision and Action Plans for Fairfield and Northcote to guide social and economic revitalisation and activation of activity centres.
- 6) Commence research, benchmarking and engagement to review and refresh the Arts Collections and Arts Precincts Curatorial Frameworks.
- 7) Review, update and expand the Darebin Public Art Framework and Guerrilla Art Framework to reflect contemporary evolutions in public art and ensure public space amenity and vibrancy is enhanced and retained.
- 8) Finalise and embed new events framework.

### Service Performance Outcome Indicators

| Domain          | Indicator          | 2024/25<br>Actual | 2025/26<br>Forecast | 2026/27<br>Budget |
|-----------------|--------------------|-------------------|---------------------|-------------------|
| Environment*    | Roads Condition    | 94.13%            | 95.00%              | 93.50%            |
| Responsiveness* | Statutory Planning | 55.77%            | 60.00%              | 60.00%            |

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

## 2.6 Strategic Direction 6: Decision making, community engagement and transparency

To achieve the Objective of this Strategic Direction Council will:

- Listen and engage with our community, advocate and work in partnerships to respond to current and future needs, and build confidence in Council.
- Enable community members to access our services in a way that suits them and improves their experience.
- Make informed decisions, be transparent, accountable and a trusted custodian of community aspirations and data.
- Deliver responsible and transparent stewardship by managing our community assets, resources and finances well.
- Maximise the benefits the community gain from Council properties and facilities through strategic and improved use.

### Key Initiatives

- 1) Progress the 2026-27 Strategic Advocacy Priorities.
- 2) Deliver actions from the community engagement continuous improvement program.
- 3) Procure a technology partner and commence implementation of Digital Darebin to enable business transformation.
- 4) Commence implementation of the Customer Experience Strategy, with targeted interventions to address key drivers of dissatisfaction.
- 5) Implement the governance action plan, which responds to the Municipal Monitors' Report.
- 6) Complete review of the Workforce Plan.
- 7) Finalise any leases and licenses offered to successful applicants in the 2025-26 property expression of interest process.
- 8) Identify key sites for divestment consideration.

### Service Performance Outcome Indicators

| Domain                 | Indicator                                            | 2024/25<br>Actual | 2025/26<br>Forecast | 2026/27<br>Budget |
|------------------------|------------------------------------------------------|-------------------|---------------------|-------------------|
| Governance*            | Community engagement                                 | 68.00             | 70.00               | 68.00             |
|                        | Transparency (new for target setting in 2026-27)     | 4.05%             | N/A                 | 5.00%             |
|                        | Service Planning (new for target setting in 2026-27) | 70.00             | N/A                 | 70.00             |
| Financial forecasting* | Asset renewal and upgrade (new in 2026-27)           | 72.23%            | 64.36%              | 65.13%            |
| Financial management*  | Expenditure and revenue level                        | \$2,813           | \$3,025             | \$3,229           |
|                        | Liquidity                                            | 187.86%           | 215.12%             | 200.24%           |
|                        | Rates concentration                                  | 71.62%            | 73.95%              | 74.79%            |

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

Councils are required to set targets for 8 mandatory and 8 Council nominated Service Performance Outcome Indicators. Indicators that have targets set for the first time in 2026-27 are noted. There is no forecast information for these measures.

## Service performance outcome indicators

| Domain                | Indicator                          | Performance Measure                                                                                                                                                                                                                                       | Computation                                                                                                                                                                                                                                                                                       |
|-----------------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Governance            | Community engagement               | Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions (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                                                                                                                                                                                  |
|                       | Transparency                       | Council resolutions made at meetings closed to the public (Percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of Councillors, closed to the public under section 66(1) of the Act.) | [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100 |
|                       | Service Planning                   | Satisfaction with Council decisions (Community satisfaction rating out of 100 with how council has performed in making decisions in the best interests of the community)                                                                                  | Community satisfaction rating out of 100 with the performance of council in making decisions in the best interests of the community                                                                                                                                                               |
| Community             | Library services                   | Library membership (Percentage of the population that are registered library members)                                                                                                                                                                     | [Number of registered library members / Population] x100                                                                                                                                                                                                                                          |
|                       | Maternal and child health services | 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                                                                                                                                                       |
|                       | Maternal and child health services | Participation in the MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)                                                                                                                   | [Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100                                                                                                                                 |
|                       | Aquatic Facilities                 | Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of population)                                                                                                                                                         | Number of visits to aquatic facilities / Population                                                                                                                                                                                                                                               |
| Environment           | Roads                              | 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                                                                                                                                                           |
|                       | Waste management                   | Kerbside collection waste to landfill per serviced property (amount of waste collected from kerbside waste collection services that is sent to landfill per serviced property)                                                                            | Amount of waste in tonnes (t) collected from kerbside waste collection services that is sent to landfill / Number of serviced properties                                                                                                                                                          |
| Responsiveness        | Food 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                      |
|                       | Statutory planning                 | Planning applications decided within the relevant required time (percentage of regular and VicSmart planning application decisions made within the relevant required time)                                                                                | [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                                                                                                                          |
|                       | Waste management                   | Kerbside collection bins missed (number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)                                                                                                                            | [Number of kerbside collection bins Missed / Number of scheduled kerbside collection bin lifts] x 10,000                                                                                                                                                                                          |
| Financial forecasting | Asset renewal and upgrade          | Asset renewal and upgrade compared to depreciation (Asset renewal and upgrade expenses as a percentage of depreciation)                                                                                                                                   | [Asset renewal and upgrade expenses / Asset Depreciation] x 100                                                                                                                                                                                                                                   |
| Financial management  | Expenditure and revenue level      | Expenses per property assessment (total expenses per property assessment)                                                                                                                                                                                 | Total expenses / Number of property assessments                                                                                                                                                                                                                                                   |
|                       | Liquidity                          | Current assets compared to current liabilities (current assets as a percentage of current liabilities)                                                                                                                                                    | [Current assets / Current liabilities] x 100                                                                                                                                                                                                                                                      |
|                       | Rates concentration                | Rates compared to adjusted underlying revenue (rate revenue as a percentage of adjusted underlying revenue)                                                                                                                                               | Rate revenue / Adjusted underlying revenue] x 100                                                                                                                                                                                                                                                 |

## Cost of Services

| Service area                            | Description of services provided                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2024/25<br>Actual<br>\$'000                                                 | 2025/26<br>Forecast<br>\$'000 | 2026/27<br>Budget<br>\$'000 |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------|-----------------------------|
| Civic Compliance Services               | Responsible for Council's animal management, Local Laws, Planning Enforcement, Traffic Enforcement and School Crossings Supervision Service.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <i>Inc</i> 6,782<br><i>Exp</i> 7,609<br><i>Surplus/ (deficit)</i> (827)     | 7,229<br>8,016<br>(787)       | 7,692<br>8,914<br>(1,222)   |
| Open spaces and Parks Services          | Develops and implements policies and programs that contribute to the sustainable management of the Municipality's natural resources and environment. Includes development, oversight and implementation of strategies including Open Space Strategy, Urban Forest Strategy, Parks Asset Management Strategy. Responsible for the management and maintenance of approximately 600ha of open space including 130 playgrounds, several wetlands, pathways, seating, garden beds, waterways, catchments, dams and street trees and more than 100,000 trees in parks and reserves.                                                           | <i>Inc</i> 276<br><i>Exp</i> 15,469<br><i>Surplus/ (deficit)</i> (15,193)   | 61<br>18,849<br>(18,788)      | 48<br>19,043<br>(18,995)    |
| Recreation and leisure Services         | Supporting the Darebin community to get active through formal and informal opportunities including sports clubs, programs, and facilities. Delivering recreation and leisure policy and planning – in particular infrastructure planning, delivery and activation. Responsible for Council's major recreation facilities at the Darebin Community Sports Stadium, Darebin International Sports Centre, Northcote Aquatic and Recreation Centre, the Reservoir Leisure Centre and the public golf courses at Bundoora and Northcote                                                                                                      | <i>Inc</i> 10,107<br><i>Exp</i> 16,142<br><i>Surplus/ (deficit)</i> (6,036) | 11,070<br>15,902<br>(4,832)   | 10,367<br>17,028<br>(6,662) |
| City Health Protection Services         | Responsible for Council's environmental health service (enforcement of the Food Act, Health Act, Tobacco Act and Environment Protection Act and associated regulations).                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <i>Inc</i> 1,138<br><i>Exp</i> 1,122<br><i>Surplus/ (deficit)</i> 17        | 1,169<br>1,281<br>(112)       | 1,230<br>1,339<br>(109)     |
| Aboriginal Culture & Knowledge Services | Recognising the Wurundjeri Woi-wurrung people, as the Traditional Owners of the land who have cared for Country for many thousands of years. Celebrating Aboriginal and Torres Strait Islander culture, values, knowledge and traditions. Centring self-determination across Council's work and with a focus on initiatives such as developing a partnership agreement with the Wurundjeri Woi-wurrung Aboriginal Cultural Heritage Aboriginal Corporation and establishing the Aboriginal Action Plan. Internally working on building a culturally competent organisation to deliver Aboriginal culturally safe services and programs. | <i>Inc</i> -<br><i>Exp</i> 433<br><i>Surplus/ (deficit)</i> (433)           | -<br>339<br>(339)             | -<br>441<br>(441)           |
| Aged and disability Services            | Supports, informs and advocates for the needs of Darebin's diverse older residents, people living with disability and those who care for them, to live independently and well. Programs and services include social connection, clubs, groups and venues, access to community, and Home Support services such as domestic assistance and assisted shopping.                                                                                                                                                                                                                                                                             | <i>Inc</i> 8,255<br><i>Exp</i> 14,924<br><i>Surplus/ (deficit)</i> (6,669)  | 10,053<br>14,937<br>(4,884)   | 9,641<br>16,068<br>(6,427)  |
| Community Equity & Inclusion Services   | This service area develops policy and implements projects which address disadvantage and make Darebin a healthier, safer and more inclusive place for all residents including Emergency Management, Community Development and Wellbeing, Access and Inclusion and Equity and Diversity                                                                                                                                                                                                                                                                                                                                                  | <i>Inc</i> 41<br><i>Exp</i> 4,033<br><i>Surplus/ (deficit)</i> (3,992)      | 125<br>4,396<br>(4,271)       | 11<br>4,159<br>(4,148)      |

| Service area                                        | Description of services provided                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2024/25          | 2025/26            | 2026/27          |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|------------------|
|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Actual<br>\$'000 | Forecast<br>\$'000 | Budget<br>\$'000 |
| Creative culture and community facilities           | This service area provides a program of arts and cultural events and activities and develops policies and strategies to facilitate arts practice in the municipality and management and operation of the Bundoora Homestead Art Centre and the Darebin Art and History Collection, and coordination of Darebin Arts Centre and Northcote Town Hall and community venues. Services include Cultural Infrastructure, Collections, Festivals and Events and Community Hubs                                             | 1,524            | 1,752              | 1,555            |
|                                                     | <i>Inc</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 7,960            | 8,928              | 9,606            |
|                                                     | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (6,436)          | (7,175)            | (8,051)          |
| Families, youth and children Services               | Responsible for a diverse range of services that includes immunisation, maternal and child health services, family and early parenting programs, supported playgroups, toy library, support and resourcing to early childhood education and care services, Best Start, pre-school field officer program, childcare and kindergarten registration system, and a range of services and supports to young people from the Hub at Northland, Decibels Youth Music Centre and through outreach and Youth Voice projects. | 3,896            | 4,088              | 3,997            |
|                                                     | <i>Inc</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 10,091           | 10,609             | 11,504           |
|                                                     | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (6,195)          | (6,521)            | (7,506)          |
| Climate & Natural Environmental Services            | Leads reform and improvement projects, and management of risk relating to climate, energy, waste, biodiversity, contaminated land and water. Delivers climate, energy, recycling, waste minimisation, litter and water education programs, support community led programs, runs recycling trials, work with other Councils and State Government on regional/state programs, develops / delivers circular economy proposals.                                                                                         | 349              | 1,603              | -                |
|                                                     | <i>Inc</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1,917            | 3,271              | 1,503            |
|                                                     | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (1,568)          | (1,669)            | (1,503)          |
| Waste Management Services                           | Collection of general waste, recyclables, FOGO and dumped rubbish, street and right of way cleansing, the hard waste collection service, and in-house management of the operations of the Darebin Resource and Recovery Centre                                                                                                                                                                                                                                                                                      | 5,181            | 5,642              | 5,807            |
|                                                     | <i>Inc</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 22,180           | 25,438             | 29,049           |
|                                                     | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (16,999)         | (19,797)           | (23,243)         |
| City Development Services                           | Administers the Darebin Planning Scheme through determination of planning applications in line with Council's governance practices (Statutory Planning) as well as delivering services to ensure compliance with building legislation and industry standards.                                                                                                                                                                                                                                                       | 7,952            | 8,440              | 4,949            |
|                                                     | <i>Inc</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 9,935            | 11,003             | 11,895           |
|                                                     | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (1,983)          | (2,564)            | (6,946)          |
| Economic Development Services                       | Economic Development develops and implements strategies and activities which aim to foster a resilient economy. Our services include providing local employment opportunities; attracting a range of new industries; supporting and working with local businesses, and associations to help them improve business performance and enhance promotions; and working with neighbouring municipalities and our partners to increase economic growth                                                                     | 4                | -                  | -                |
|                                                     | <i>Inc</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1,581            | 1,646              | 1,777            |
|                                                     | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (1,578)          | (1,646)            | (1,777)          |
| Facilities, infrastructure and maintenance Services | Responsible for planning, management and maintenance of roads, footpaths, drains, bridges, facilities, properties as well as network of street, directional, parking, regulatory and advisory signs. Oversees and coordinates the delivery of the capital works program including the delivery of major infrastructure projects.                                                                                                                                                                                    | 1,070            | 1,267              | 1,054            |
|                                                     | <i>Inc</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 16,488           | 17,831             | 19,413           |
|                                                     | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (15,418)         | (16,564)           | (18,359)         |
| Safe & Sustainable Transportation Services          | Delivers a wide range of statutory and non statutory road management functions including: Local Area Placemaking transport investigation and improvement programs, parking change management requests, construction permits, cross-over (new driveway) applications. The service also provides transport engineering advice for capital projects, transport policies, referrals for statutory planning applications, speed limit reductions, and transport permits to use road space.                               | 217              | 275                | 309              |
|                                                     | <i>Inc</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 3,657            | 3,998              | 4,125            |
|                                                     | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | (3,440)          | (3,723)            | (3,815)          |

| Service area                                    | Description of services provided                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 2024/25<br>Actual<br>\$'000 | 2025/26<br>Forecast<br>\$'000 | 2026/27<br>Budget<br>\$'000 |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------------------------|-----------------------------|
| Communication, advocacy and Engagement Services | Using demographic data to undertake consultation, <i>Inc</i> facilitation, engagement and evaluation to inform the promotion and advocacy of social justice, community inclusion, infrastructure and equity. Work with other levels of government, partners, stakeholders and media on issues that are important to the Darebin community.<br>Additionally, this service provides the customer interface for most services and a wide range of transactions. Service is delivered via customer service centres, a telephone call centre, our website and an after-hours emergency service. | -                           | -                             | -                           |
|                                                 | <i>Exp</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 4,921                       | 5,373                         | 5,825                       |
|                                                 | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (4,921)                     | (5,373)                       | (5,825)                     |
| Corporate governance Services                   | This service includes direct administrative support to <i>Inc</i> the Mayor and Councillors, coordination of Council and Committee meetings, and includes the Chief Executive Officer, Executive Management Team, as well as the administration of Council business, policy support, corporate strategy and corporate risk.<br>Additionally, the Mayor and Councillors are responsible for the governance and leadership of the community, and for providing strategic direction to the organisation                                                                                       | 288                         | 358                           | 10                          |
|                                                 | <i>Exp</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 11,357                      | 10,248                        | 11,036                      |
|                                                 | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (11,070)                    | (9,889)                       | (11,026)                    |
| Customer Experience & Transformation Services   | This service focuses on improving customer <i>Inc</i> experience across the organisation through continuous improvement activities such as service reviews, process improvement, system optimisation and customer experience practices.                                                                                                                                                                                                                                                                                                                                                    | -                           | -                             | -                           |
|                                                 | <i>Exp</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 725                         | 3,164                         | 10,700                      |
|                                                 | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (725)                       | (3,164)                       | (10,700)                    |
| Financial Management Services                   | Provides financial services and support to internal <i>Inc</i> and external customers and includes management of Council's finances, raising and collection of rates and charges, and valuation of properties                                                                                                                                                                                                                                                                                                                                                                              | 403                         | 190                           | 214                         |
|                                                 | <i>Exp</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3,698                       | 3,814                         | 4,060                       |
|                                                 | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (3,295)                     | (3,624)                       | (3,847)                     |
| Information technology services                 | This service provides Council with digital platforms to <i>Inc</i> improve business performance by allowing timely and informed decision making that enhances improved service provision to Council and the community. The services also include cybersecurity, governance of technological systems, the maintenance of the infrastructure, and functionality of the systems overall.                                                                                                                                                                                                      | 0                           | -                             | 0                           |
|                                                 | <i>Exp</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 8,812                       | 11,127                        | 12,776                      |
|                                                 | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (8,812)                     | (11,127)                      | (12,776)                    |
| Partnership Services                            | Delivering value-driven partnerships with our diverse <i>Inc</i> community. Increasing engagement to ensure that there are opportunities for the community to help shape Council policy, services, programs and decisions. Developing and delivering strategic advocacy to help influence public policy change.                                                                                                                                                                                                                                                                            | -                           | -                             | -                           |
|                                                 | <i>Exp</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1,525                       | 1,590                         | 1,447                       |
|                                                 | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (1,525)                     | (1,590)                       | (1,447)                     |
| People and culture Services                     | Provides support to the organisation on strategic <i>Inc</i> issues such as change management, workforce planning, leadership development and organisation development.                                                                                                                                                                                                                                                                                                                                                                                                                    | 10                          | -                             | -                           |
|                                                 | <i>Exp</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 4,445                       | 5,039                         | 6,445                       |
|                                                 | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (4,435)                     | (5,039)                       | (6,445)                     |
| Fleet Services                                  | Responsible for the fleet required to support all <i>Inc</i> Council's in-house service delivery.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 112                         | 73                            | 73                          |
|                                                 | <i>Exp</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3,790                       | 3,750                         | 4,121                       |
|                                                 | <i>Surplus/ (deficit)</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (3,678)                     | (3,677)                       | (4,048)                     |

## 2.3 Reconciliation with budgeted operating result

|                                                                               | Surplus/ (Deficit) | Expenditure    | Income / Revenue |
|-------------------------------------------------------------------------------|--------------------|----------------|------------------|
|                                                                               | \$'000             | \$'000         | \$'000           |
| Strategic Direction 1: Aboriginal Culture and Knowledge                       | (2,883)            | 3,272          | 389              |
| Strategic Direction 2: Equity, Diversity and Inclusion                        | (11,777)           | 18,990         | 7,213            |
| Strategic Direction 3: Health & Wellbeing                                     | (44,038)           | 62,949         | 18,911           |
| Strategic Direction 4: Climate Leadership and Response                        | (13,953)           | 14,320         | 367              |
| Strategic Direction 5: Vibrant Places and Economy                             | (40,828)           | 56,606         | 15,778           |
| Strategic Direction 6: Decision making, community engagement and transparency | (51,839)           | 56,137         | 4,297            |
| <b>Total</b>                                                                  | <b>(165,318)</b>   | <b>212,274</b> | <b>46,956</b>    |
| <b>Expenses added in:</b>                                                     |                    |                |                  |
| Depreciation                                                                  | (37,302)           |                |                  |
| Finance costs                                                                 | (1,292)            |                |                  |
| Others                                                                        | 6,216              |                |                  |
| <b>Total expenses</b>                                                         | <b>(32,378)</b>    |                |                  |
| <b>Surplus/(Deficit) before funding sources</b>                               | <b>(197,696)</b>   |                |                  |
| <b>Funding sources added in:</b>                                              |                    |                |                  |
| Rates and charges revenue                                                     | 175,136            |                |                  |
| Capital Grants                                                                | 3,504              |                |                  |
| Contributions not included in cost of service                                 | 3,750              |                |                  |
| Financial Assistance Grant                                                    | 5,706              |                |                  |
| <b>Total funding sources</b>                                                  | <b>188,096</b>     |                |                  |
| <b>Operating surplus/(deficit) for the year</b>                               | <b>(9,600)</b>     |                |                  |

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2026/27 has been supplemented with projections to 2029/30

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

Comprehensive Income Statement  
Balance Sheet  
Statement of Changes in Equity  
Statement of Cash Flows  
Statement of Capital Works  
Statement of Human Resources

#### Comprehensive Income Statement

For the four years ending 30 June 2030

|                                                                                 |        | Forecast  | Budget    | Projections |           |           |
|---------------------------------------------------------------------------------|--------|-----------|-----------|-------------|-----------|-----------|
|                                                                                 |        | 2025/26   | 2026/27   | 2027/28     | 2028/29   | 2029/30   |
|                                                                                 | NOTES  | \$'000    | \$'000    | \$'000      | \$'000    | \$'000    |
| Income / Revenue                                                                |        |           |           |             |           |           |
| Rates and charges                                                               | 4.1.1  | 166,073   | 175,136   | 180,589     | 186,341   | 192,066   |
| Statutory fees and fines                                                        | 4.1.2  | 9,312     | 9,055     | 9,281       | 9,613     | 9,751     |
| User fees                                                                       | 4.1.3  | 14,723    | 14,260    | 14,617      | 14,982    | 15,356    |
| Grants - operating                                                              | 4.1.4  | 17,221    | 19,482    | 19,872      | 20,269    | 20,674    |
| Grants - capital                                                                | 4.1.4  | 4,217     | 3,504     | 3,300       | 1,804     | 2,018     |
| Contributions - monetary                                                        | 4.1.5  | 5,665     | 5,932     | 6,007       | 5,107     | 5,707     |
| Contributions - non-monetary                                                    | 4.1.5  | -         | -         | -           | -         | -         |
| Net gain (or loss) on disposal of property, infrastructure, plant and equipment |        | 450       | 450       | 450         | 450       | 450       |
| Fair value adjustments for investment property                                  |        | -         | -         | -           | -         | -         |
| Share of net profits (or loss) of associates and joint ventures                 |        | -         | -         | -           | -         | -         |
| Other income                                                                    | 4.1.6  | 10,212    | 8,402     | 8,284       | 7,278     | 6,990     |
| Total income / revenue                                                          |        | 227,873   | 236,221   | 242,400     | 245,844   | 253,014   |
| Expenses                                                                        |        |           |           |             |           |           |
| Employee costs                                                                  | 4.1.7  | (114,350) | (121,319) | (126,279)   | (128,047) | (130,646) |
| Materials and services                                                          | 4.1.8  | (67,869)  | (79,403)  | (80,593)    | (82,953)  | (83,800)  |
| Depreciation                                                                    | 4.1.9  | (37,623)  | (36,527)  | (38,248)    | (39,896)  | (41,093)  |
| Amortisation - intangible assets                                                | 4.1.10 | (81)      | (718)     | (44)        | (44)      | (44)      |
| Depreciation - right of use assets                                              | 4.1.11 | (51)      | (57)      | -           | -         | -         |
| Bad and Doubtful debts                                                          |        | (1,351)   | (1,340)   | (1,345)     | (980)     | (980)     |
| Borrowing costs                                                                 |        | (1,452)   | (1,292)   | (1,107)     | (916)     | (717)     |
| Other expenses                                                                  | 4.1.12 | (5,223)   | (5,165)   | (5,502)     | (5,755)   | (5,917)   |
| Total expenses                                                                  |        | (228,000) | (245,821) | (253,119)   | (258,591) | (263,197) |
| Surplus/(deficit) for the year                                                  |        | (127)     | (9,600)   | (10,719)    | (12,747)  | (10,183)  |
| Other comprehensive income                                                      |        |           |           |             |           |           |
| Items that will not be reclassified to surplus or deficit in future periods     |        |           |           |             |           |           |
| Net asset revaluation gain /(loss)                                              |        | -         | -         | -           | -         | -         |
| Share of other comprehensive income of associates and joint ventures            |        | -         | -         | -           | -         | -         |
| Items that may be reclassified to surplus or deficit in future periods          |        |           |           |             |           |           |
| (detail as appropriate)                                                         |        | -         | -         | -           | -         | -         |
| Total other comprehensive income                                                |        | -         | -         | -           | -         | -         |
| Total comprehensive result                                                      |        | (127)     | (9,600)   | (10,719)    | (12,747)  | (10,183)  |

## Balance Sheet

For the four years ending 30 June 2030

|                                                               |       | Forecast  | Budget    | Projections |           |           |
|---------------------------------------------------------------|-------|-----------|-----------|-------------|-----------|-----------|
|                                                               |       | 2025/26   | 2026/27   | 2027/28     | 2028/29   | 2029/30   |
|                                                               | NOTES | \$'000    | \$'000    | \$'000      | \$'000    | \$'000    |
| Assets                                                        |       |           |           |             |           |           |
| Current assets                                                |       |           |           |             |           |           |
| Cash and cash equivalents                                     |       | 32,413    | 30,182    | 18,268      | 11,020    | 1,712     |
| Trade and other receivables                                   |       | 26,888    | 27,178    | 27,870      | 29,070    | 30,006    |
| Other financial assets                                        |       | 41,931    | 41,931    | 41,931      | 41,931    | 41,931    |
| Inventories                                                   |       | 93        | 93        | 93          | 94        | 94        |
| Prepayments                                                   |       | -         | -         | -           | -         | -         |
| Non-current assets classified as held for sale                |       | -         | -         | -           | -         | -         |
| Contract assets                                               |       | 2,788     | 2,816     | 2,844       | 2,872     | 2,901     |
| Other assets                                                  |       | 485       | 485       | 485         | 485       | 485       |
| Total current assets                                          | 4.2.1 | 104,598   | 102,685   | 91,492      | 85,472    | 77,128    |
| Non-current assets                                            |       |           |           |             |           |           |
| Trade and other receivables                                   |       | 937       | 942       | 946         | 951       | 956       |
| Other financial assets                                        |       | 6         | 6         | 6           | 6         | 6         |
| Investments in associates, joint arrangement and subsidiaries |       | -         | -         | -           | -         | -         |
| Property, infrastructure, plant & equipment                   |       | 1,933,339 | 1,923,814 | 1,919,905   | 1,908,669 | 1,901,979 |
| Right-of-use assets                                           | 4.2.4 | 198       | -         | -           | -         | -         |
| Investment property                                           |       | 10,760    | 10,760    | 10,760      | 10,760    | 10,760    |
| Intangible assets                                             |       | 437       | 393       | 350         | 306       | 262       |
| Total non-current assets                                      | 4.2.1 | 1,945,677 | 1,935,915 | 1,931,967   | 1,920,692 | 1,913,963 |
| Total assets                                                  |       | 2,050,275 | 2,038,600 | 2,023,459   | 2,006,164 | 1,991,092 |
| Liabilities                                                   |       |           |           |             |           |           |
| Current liabilities                                           |       |           |           |             |           |           |
| Trade and other payables                                      |       | 9,536     | 12,178    | 12,444      | 12,744    | 12,867    |
| Trust funds and deposits                                      |       | -         | -         | -           | -         | -         |
| Contract and other liabilities                                |       | 11,703    | 11,703    | 11,703      | 11,703    | 11,703    |
| Provisions                                                    |       | 22,702    | 22,702    | 22,702      | 22,702    | 22,702    |
| Interest-bearing liabilities                                  | 4.2.3 | 4,623     | 4,698     | 4,881       | 5,072     | 5,270     |
| Lease liabilities                                             | 4.2.4 | 60        | -         | -           | -         | -         |
| Total current liabilities                                     | 4.2.2 | 48,624    | 51,281    | 51,730      | 52,221    | 52,543    |
| Non-current liabilities                                       |       |           |           |             |           |           |
| Provisions                                                    |       | 2,979     | 2,979     | 2,979       | 2,979     | 2,979     |
| Interest-bearing liabilities                                  | 4.2.3 | 29,919    | 25,321    | 20,440      | 15,368    | 10,098    |
| Lease liabilities                                             | 4.2.4 | 135       | -         | -           | -         | -         |
| Total non-current liabilities                                 | 4.2.2 | 33,033    | 28,300    | 23,419      | 18,347    | 13,077    |
| Total liabilities                                             |       | 81,657    | 79,582    | 75,149      | 70,568    | 65,619    |
| Net assets                                                    |       | 1,968,618 | 1,959,018 | 1,948,310   | 1,935,596 | 1,925,472 |
| Equity                                                        |       |           |           |             |           |           |
| Accumulated surplus                                           |       | 634,114   | 624,514   | 613,795     | 601,048   | 590,865   |
| Reserves                                                      |       | 1,334,504 | 1,334,504 | 1,334,515   | 1,334,548 | 1,334,607 |
| Total equity                                                  |       | 1,968,618 | 1,959,018 | 1,948,310   | 1,935,596 | 1,925,472 |

## Statement of Changes in Equity

For the four years ending 30 June 2030

|                                             |       | Total            | Accumulated<br>Surplus | Revaluation<br>Reserve | Other<br>Reserves |
|---------------------------------------------|-------|------------------|------------------------|------------------------|-------------------|
|                                             | NOTES | \$'000           | \$'000                 | \$'000                 | \$'000            |
| <b>2026 Forecast Actual</b>                 |       |                  |                        |                        |                   |
| Balance at beginning of the financial year  |       | 1,968,745        | 634,524                | 1,321,200              | 13,021            |
| Surplus/(deficit) for the year              |       | (127)            | (127)                  | -                      | -                 |
| Net asset revaluation gain/(loss)           |       | -                | -                      | -                      | -                 |
| Transfer (to)/from reserves                 |       | -                | (283)                  | -                      | 283               |
| <b>Balance at end of the financial year</b> |       | <b>1,968,618</b> | <b>634,114</b>         | <b>1,321,200</b>       | <b>13,304</b>     |
| <b>2027 Budget</b>                          |       |                  |                        |                        |                   |
| Balance at beginning of the financial year  |       | 1,968,618        | 634,114                | 1,321,200              | 13,304            |
| Surplus/(deficit) for the year              |       | (9,600)          | (9,600)                | -                      | -                 |
| Net asset revaluation gain/(loss)           |       | -                | -                      | -                      | -                 |
| Transfer (to)/from reserves                 | 4.3.1 | -                | -                      | -                      | -                 |
| <b>Balance at end of the financial year</b> | 4.3.2 | <b>1,959,018</b> | <b>624,514</b>         | <b>1,321,200</b>       | <b>13,304</b>     |
| <b>2028</b>                                 |       |                  |                        |                        |                   |
| Balance at beginning of the financial year  |       | 1,959,018        | 624,514                | 1,321,200              | 13,304            |
| Surplus/(deficit) for the year              |       | (10,719)         | (10,719)               | -                      | -                 |
| Net asset revaluation gain/(loss)           |       | 11               | -                      | 11                     | -                 |
| Transfer (to)/from reserves                 |       | -                | -                      | -                      | -                 |
| <b>Balance at end of the financial year</b> |       | <b>1,948,310</b> | <b>613,795</b>         | <b>1,321,211</b>       | <b>13,304</b>     |
| <b>2029</b>                                 |       |                  |                        |                        |                   |
| Balance at beginning of the financial year  |       | 1,948,310        | 613,795                | 1,321,211              | 13,304            |
| Surplus/(deficit) for the year              |       | (12,747)         | (12,747)               | -                      | -                 |
| Net asset revaluation gain/(loss)           |       | 33               | -                      | 33                     | -                 |
| Transfer (to)/from reserves                 |       | -                | -                      | -                      | -                 |
| <b>Balance at end of the financial year</b> |       | <b>1,935,596</b> | <b>601,048</b>         | <b>1,321,244</b>       | <b>13,304</b>     |
| <b>2030</b>                                 |       |                  |                        |                        |                   |
| Balance at beginning of the financial year  |       | 1,935,596        | 601,048                | 1,321,244              | 13,304            |
| Surplus/(deficit) for the year              |       | (10,183)         | (10,183)               | -                      | -                 |
| Net asset revaluation gain/(loss)           |       | 59               | -                      | 59                     | -                 |
| Transfer (to)/from reserves                 |       | -                | -                      | -                      | -                 |
| <b>Balance at end of the financial year</b> |       | <b>1,925,472</b> | <b>590,865</b>         | <b>1,321,303</b>       | <b>13,304</b>     |

## Statement of Cash Flows

For the four years ending 30 June 2030

|                                                                     | Notes | Forecast              | Budget                | Projections           |                       |                       |
|---------------------------------------------------------------------|-------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                                                                     |       | 2025/26               | 2026/27               | 2027/28               | 2028/29               | 2029/30               |
|                                                                     |       | \$'000                | \$'000                | \$'000                | \$'000                | \$'000                |
|                                                                     |       | Inflows<br>(Outflows) | Inflows<br>(Outflows) | Inflows<br>(Outflows) | Inflows<br>(Outflows) | Inflows<br>(Outflows) |
| <b>Cash flows from operating activities</b>                         |       |                       |                       |                       |                       |                       |
| Rates and charges                                                   |       | 166,913               | 174,145               | 178,806               | 184,372               | 190,476               |
| Statutory fees and fines                                            |       | 7,961                 | 9,941                 | 10,177                | 10,429                | 10,698                |
| User fees                                                           |       | 16,184                | 15,655                | 16,027                | 16,424                | 16,847                |
| Grants - operating                                                  |       | 17,307                | 19,411                | 19,764                | 20,152                | 20,583                |
| Grants - capital                                                    |       | 4,234                 | 3,491                 | 3,304                 | 1,917                 | 1,995                 |
| Contributions - monetary                                            |       | -                     | -                     | -                     | -                     | -                     |
| Interest received                                                   |       | 2,946                 | 2,658                 | 3,470                 | 2,413                 | 2,073                 |
| Dividends received                                                  |       | -                     | -                     | -                     | -                     | -                     |
| Trust funds and deposits taken                                      |       | -                     | -                     | -                     | -                     | -                     |
| Other receipts                                                      |       | 13,444                | 12,795                | 11,905                | 11,038                | 11,595                |
| Net GST refund / payment                                            |       | 10,085                | 4,650                 | 5,454                 | 5,956                 | 6,125                 |
| Employee costs                                                      |       | (112,709)             | (120,581)             | (128,767)             | (133,172)             | (138,256)             |
| Materials and services                                              |       | (92,346)              | (89,616)              | (94,080)              | (97,215)              | (100,917)             |
| Short-term, low value and variable lease payments                   |       | -                     | (24)                  | (16)                  | (8)                   | -                     |
| Trust funds and deposits repaid                                     |       | -                     | -                     | -                     | -                     | -                     |
| Other payments                                                      |       | -                     | (1,657)               | 1,667                 | 4,364                 | 9,111                 |
| <b>Net cash provided by/(used in) operating activities</b>          | 4.4.1 | <b>34,019</b>         | <b>30,868</b>         | <b>27,710</b>         | <b>26,672</b>         | <b>30,330</b>         |
| <b>Cash flows from investing activities</b>                         |       |                       |                       |                       |                       |                       |
| Payments for property, infrastructure, plant and equipment          |       | (34,215)              | (27,609)              | (34,329)              | (28,626)              | (34,344)              |
| Proceeds from sale of property, infrastructure, plant and equipment |       | 450                   | 495                   | 495                   | 495                   | 495                   |
| Payments for investments                                            |       | -                     | -                     | -                     | -                     | -                     |
| Proceeds from sale of investments                                   |       | -                     | -                     | -                     | -                     | -                     |
| Loans and advances made                                             |       | -                     | -                     | -                     | -                     | -                     |
| Payments of loans and advances                                      |       | -                     | -                     | -                     | -                     | -                     |
| <b>Net cash provided by/ (used in) investing activities</b>         | 4.4.2 | <b>(33,765)</b>       | <b>(27,114)</b>       | <b>(33,834)</b>       | <b>(28,131)</b>       | <b>(33,849)</b>       |
| <b>Cash flows from financing activities</b>                         |       |                       |                       |                       |                       |                       |
| Proceeds from borrowings                                            |       | -                     | -                     | -                     | -                     | -                     |
| Repayment of borrowings                                             |       | (4,680)               | (4,522)               | (4,698)               | (4,881)               | (5,072)               |
| Finance costs                                                       |       | (1,448)               | (1,267)               | (1,091)               | (908)                 | (717)                 |
| Interest paid - lease liability                                     |       | -                     | (1)                   | -                     | -                     | -                     |
| Repayment of lease liabilities                                      |       | -                     | (195)                 | -                     | -                     | -                     |
| <b>Net cash provided by/(used in) financing activities</b>          | 4.4.3 | <b>(6,128)</b>        | <b>(5,986)</b>        | <b>(5,789)</b>        | <b>(5,789)</b>        | <b>(5,789)</b>        |
| Net increase/(decrease) in cash & cash equivalents                  |       | (5,874)               | (2,231)               | (11,913)              | (7,248)               | (9,308)               |
| Cash and cash equivalents at the beginning of the financial year    |       | 38,287                | 32,413                | 30,182                | 18,268                | 11,020                |
| <b>Cash and cash equivalents at the end of the financial year</b>   |       | <b>32,413</b>         | <b>30,182</b>         | <b>18,268</b>         | <b>11,020</b>         | <b>1,712</b>          |

## Statement of Capital Works

For the four years ending 30 June 2030

|                                                | NOTES | Forecast          | Budget            | Projections       |                   |                   |
|------------------------------------------------|-------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                                                |       | 2025/26<br>\$'000 | 2026/27<br>\$'000 | 2027/28<br>\$'000 | 2028/29<br>\$'000 | 2029/30<br>\$'000 |
| <b>Property</b>                                |       |                   |                   |                   |                   |                   |
| Land                                           |       |                   | 200               | 400               | 450               | 400               |
| Land improvements                              |       | 1,017             | 330               | 750               | 100               | 50                |
| <b>Total land</b>                              |       | <b>1,017</b>      | <b>530</b>        | <b>1,150</b>      | <b>550</b>        | <b>450</b>        |
| Buildings                                      |       | 9,218             | 4,016             | 6,028             | 5,234             | 7,802             |
| Heritage buildings                             |       | -                 | -                 | -                 | -                 | -                 |
| Building improvements                          |       | 1,284             | 341               | 175               | 101               | 156               |
| Leasehold improvements                         |       | -                 | -                 | -                 | -                 | -                 |
| <b>Total buildings</b>                         |       | <b>10,502</b>     | <b>4,357</b>      | <b>6,203</b>      | <b>5,335</b>      | <b>7,958</b>      |
| <b>Total property</b>                          |       | <b>11,519</b>     | <b>4,887</b>      | <b>7,353</b>      | <b>5,885</b>      | <b>8,408</b>      |
| <b>Plant and equipment</b>                     |       |                   |                   |                   |                   |                   |
| Heritage plant and equipment                   |       | -                 | -                 | -                 | -                 | -                 |
| Plant, machinery and equipment                 |       | 2,456             | 3,663             | 3,182             | 2,720             | 3,015             |
| Fixtures, fittings and furniture               |       | 20                | 40                | 124               | 40                | 74                |
| Computers and telecommunications               |       | 1,211             | 361               | 231               | 2,040             | 350               |
| Library books                                  |       | 700               | 774               | 810               | 848               | 971               |
| <b>Total plant and equipment</b>               |       | <b>4,387</b>      | <b>4,838</b>      | <b>4,347</b>      | <b>5,648</b>      | <b>4,410</b>      |
| <b>Infrastructure</b>                          |       |                   |                   |                   |                   |                   |
| Roads                                          |       | 6,464             | 6,457             | 8,629             | 9,356             | 11,925            |
| Bridges                                        |       | 24                | 1,560             | 150               | -                 | 260               |
| Footpaths and cycleways                        |       | 3,208             | 1,930             | 1,550             | 1,200             | 2,750             |
| Drainage                                       |       | 1,483             | 1,301             | 1,162             | 1,034             | 1,260             |
| Recreational, leisure and community facilities |       | 300               | 4,499             | 4,297             | 3,748             | 2,898             |
| Waste management                               |       | 441               | 519               | 5,581             | 712               | 748               |
| Parks, open space and streetscapes             |       | 1,984             | 1,328             | 1,147             | 802               | 1,350             |
| Aerodromes                                     |       | -                 | -                 | -                 | -                 | -                 |
| Off street car parks                           |       | 86                | 130               | 113               | 131               | 135               |
| Other infrastructure                           |       | -                 | 160               | -                 | 110               | 200               |
| <b>Total infrastructure</b>                    |       | <b>13,990</b>     | <b>17,884</b>     | <b>22,629</b>     | <b>17,093</b>     | <b>21,526</b>     |
| <b>Total capital works expenditure</b>         | 4.5.1 | <b>29,896</b>     | <b>27,609</b>     | <b>34,329</b>     | <b>28,626</b>     | <b>34,344</b>     |
| <b>Represented by:</b>                         |       |                   |                   |                   |                   |                   |
| New asset expenditure                          |       | 2,206             | 3,558             | 8,306             | 1,769             | 1,553             |
| Asset renewal expenditure                      |       | 22,377            | 22,480            | 23,921            | 25,007            | 30,882            |
| Asset expansion expenditure                    |       | 3,477             | 260               | 327               | 434               | 490               |
| Asset upgrade expenditure                      |       | 1,836             | 1,311             | 1,775             | 1,416             | 1,419             |
| <b>Total capital works expenditure</b>         | 4.5.1 | <b>29,896</b>     | <b>27,609</b>     | <b>34,329</b>     | <b>28,626</b>     | <b>34,344</b>     |
| <b>Funding sources represented by:</b>         |       |                   |                   |                   |                   |                   |
| Grants                                         |       | 4,217             | 3,504             | 3,300             | 1,804             | 2,018             |
| Contributions                                  |       | 5,300             | 3,750             | 4,500             | 5,100             | 5,700             |
| Council cash                                   |       | 20,379            | 20,355            | 26,529            | 21,722            | 26,626            |
| Borrowings                                     |       | -                 | -                 | -                 | -                 | -                 |
| <b>Total capital works expenditure</b>         | 4.5.1 | <b>29,896</b>     | <b>27,609</b>     | <b>34,329</b>     | <b>28,626</b>     | <b>34,344</b>     |

## Statement of Human Resources

For the four years ending 30 June 2030

|                                | Forecast       | Budget         | Projections    |                |                |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|
|                                | 2025/26        | 2026/27        | 2027/28        | 2028/29        | 2029/30        |
|                                | \$'000         | \$'000         | \$'000         | \$'000         | \$'000         |
| <b>Staff expenditure</b>       |                |                |                |                |                |
| Employee costs - operating     | 114,350        | 121,319        | 126,279        | 128,047        | 130,646        |
| Employee costs - capital       | 2,536          | 2,973          | 3,086          | 3,203          | 3,325          |
| <b>Total staff expenditure</b> | <b>116,886</b> | <b>124,292</b> | <b>129,365</b> | <b>131,250</b> | <b>133,971</b> |
|                                | FTE            | FTE            | FTE            | FTE            | FTE            |
| <b>Staff numbers</b>           |                |                |                |                |                |
| Employees                      | 895.4          | 907.4          | 907.4          | 907.4          | 907.4          |
| <b>Total staff numbers</b>     | <b>895.4</b>   | <b>907.4</b>   | <b>907.4</b>   | <b>907.4</b>   | <b>907.4</b>   |

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

| Division                                 | Budget         | Comprises     |               |              |              |
|------------------------------------------|----------------|---------------|---------------|--------------|--------------|
|                                          | 2026/27        | Permanent     |               |              |              |
|                                          |                | Full Time     | Part time     | Casual       | Temporary    |
|                                          | \$'000         | \$'000        | \$'000        | \$'000       | \$'000       |
| City Sustainability & Strategy           | 23,815         | 20,717        | 2,878         | 91           | 129          |
| Infrastructure, Operations & Finance     | 32,699         | 32,315        | 191           | -            | 194          |
| Community                                | 46,285         | 23,589        | 19,597        | 2,789        | 310          |
| Customer & Corporate                     | 19,740         | 16,244        | 2,078         | 190          | 1,228        |
| <b>Total permanent staff expenditure</b> | <b>122,539</b> | <b>92,865</b> | <b>24,743</b> | <b>3,070</b> | <b>1,861</b> |
| Other employee related expenditure       | 1,752          |               |               |              |              |
| Capitalised labour costs                 | (2,973)        |               |               |              |              |
| <b>Total expenditure</b>                 | <b>121,319</b> |               |               |              |              |

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

| Division                             | Budget       | Comprises    |              |             |             |
|--------------------------------------|--------------|--------------|--------------|-------------|-------------|
|                                      | 2026/27      | Permanent    |              |             |             |
|                                      |              | Full Time    | Part time    | Casual      | Temporary   |
|                                      |              |              |              |             |             |
| City Sustainability & Strategy       | 168.3        | 135.0        | 30.9         | 1.2         | 1.2         |
| Infrastructure, Operations & Finance | 241.1        | 236.0        | 1.6          | -           | 3.5         |
| Community                            | 374.3        | 164.0        | 169.7        | 37.2        | 3.4         |
| Customer & Corporate                 | 123.7        | 96.0         | 17.2         | 2.5         | 8.0         |
| <b>Total staff</b>                   | <b>907.4</b> | <b>631.0</b> | <b>219.4</b> | <b>40.9</b> | <b>16.1</b> |

The 2026-27 budget is premised on an overall growth of 12 FTE when compared to 2025-26. This reflects some key compliance and safety roles (child safety, payroll compliance and injury management) as well as project-funded roles for a fixed period to support the implementation of the Digital Darebin program.

**Summary of Planned Human Resources Expenditure**  
**For the four years ending 30 June 2030**

|                                                       | 2026/27<br>\$'000 | 2027/28<br>\$'000 | 2028/29<br>\$'000 | 2029/30<br>\$'000 |
|-------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>City Sustainability &amp; Strategy</b>             |                   |                   |                   |                   |
| Permanent - Full time                                 | <b>20,717</b>     | <b>21,505</b>     | <b>22,322</b>     | <b>23,170</b>     |
| Women                                                 | 9,332             | 9,686             | 10,055            | 10,437            |
| Men                                                   | 10,347            | 10,740            | 11,148            | 11,572            |
| Persons of self-described gender                      | 165               | 171               | 178               | 184               |
| Vacant positions                                      | 874               | 907               | 942               | 977               |
| Permanent - Part time                                 | <b>2,878</b>      | <b>2,987</b>      | <b>3,100</b>      | <b>3,218</b>      |
| Women                                                 | 1,533             | 1,591             | 1,652             | 1,715             |
| Men                                                   | 970               | 1,007             | 1,045             | 1,085             |
| Persons of self-described gender                      | 0                 | 0                 | 0                 | 0                 |
| Vacant positions                                      | 374               | 388               | 403               | 418               |
| <b>Total City Sustainability &amp; Strategy</b>       | <b>23,595</b>     | <b>24,491</b>     | <b>25,422</b>     | <b>26,388</b>     |
| <b>Community</b>                                      |                   |                   |                   |                   |
| Permanent - Full time                                 | <b>23,589</b>     | <b>24,486</b>     | <b>25,416</b>     | <b>26,382</b>     |
| Women                                                 | 15,204            | 15,782            | 16,382            | 17,004            |
| Men                                                   | 5,878             | 6,101             | 6,333             | 6,573             |
| Persons of self-described gender                      | 242               | 251               | 261               | 271               |
| Vacant positions                                      | 2,266             | 2,352             | 2,441             | 2,534             |
| Permanent - Part time                                 | <b>19,597</b>     | <b>20,341</b>     | <b>21,114</b>     | <b>21,917</b>     |
| Women                                                 | 13,778            | 14,302            | 14,845            | 15,409            |
| Men                                                   | 2,903             | 3,013             | 3,128             | 3,246             |
| Persons of self-described gender                      | 407               | 422               | 438               | 455               |
| Vacant positions                                      | 2,509             | 2,604             | 2,703             | 2,806             |
| <b>Total Community</b>                                | <b>43,186</b>     | <b>44,827</b>     | <b>46,530</b>     | <b>48,298</b>     |
| <b>Infrastructure, Operations &amp; Finance</b>       |                   |                   |                   |                   |
| Permanent - Full time                                 | <b>32,315</b>     | <b>33,543</b>     | <b>34,817</b>     | <b>36,140</b>     |
| Women                                                 | 7,779             | 8,074             | 8,381             | 8,699             |
| Men                                                   | 22,144            | 22,985            | 23,859            | 24,765            |
| Persons of self-described gender                      | 218               | 227               | 235               | 244               |
| Vacant positions                                      | 2,174             | 2,257             | 2,343             | 2,432             |
| Permanent - Part time                                 | <b>191</b>        | <b>198</b>        | <b>206</b>        | <b>214</b>        |
| Women                                                 | 0                 | 0                 | 0                 | 0                 |
| Men                                                   | 64                | 67                | 69                | 72                |
| Persons of self-described gender                      | 0                 | 0                 | 0                 | 0                 |
| Vacant positions                                      | 127               | 132               | 137               | 142               |
| <b>Total Infrastructure, Operations &amp; Finance</b> | <b>32,506</b>     | <b>33,741</b>     | <b>35,023</b>     | <b>36,354</b>     |
| <b>Customer &amp; Corporate</b>                       |                   |                   |                   |                   |
| Permanent - Full time                                 | <b>16,244</b>     | <b>16,862</b>     | <b>17,502</b>     | <b>18,168</b>     |
| Women                                                 | 9,472             | 9,832             | 10,206            | 10,594            |
| Men                                                   | 5,828             | 6,049             | 6,279             | 6,518             |
| Persons of self-described gender                      | 0                 | 0                 | 0                 | 0                 |
| Vacant positions                                      | 945               | 980               | 1,018             | 1,056             |
| Permanent - Part time                                 | <b>2,078</b>      | <b>2,157</b>      | <b>2,239</b>      | <b>2,324</b>      |
| Women                                                 | 1,647             | 1,709             | 1,774             | 1,842             |
| Men                                                   | 321               | 333               | 346               | 359               |
| Persons of self-described gender                      | 0                 | 0                 | 0                 | 0                 |
| Vacant positions                                      | 110               | 114               | 118               | 123               |
| <b>Total Customer &amp; Corporate</b>                 | <b>18,322</b>     | <b>19,018</b>     | <b>19,741</b>     | <b>20,491</b>     |
| <b>Casuals, temporary and other expenditure</b>       | 3,711             | 4,201             | 1,331             | -886              |
| <b>Capitalised labour costs</b>                       | <b>(-2,973)</b>   | <b>(-3,086)</b>   | <b>(-3,203)</b>   | <b>(-3,325)</b>   |
| <b>Total staff expenditure</b>                        | <b>121,319</b>    | <b>126,279</b>    | <b>128,047</b>    | <b>130,646</b>    |

|                                                       | 2026/27<br>FTE | 2027/28<br>FTE | 2028/29<br>FTE | 2029/30<br>FTE |
|-------------------------------------------------------|----------------|----------------|----------------|----------------|
| <b>City Sustainability &amp; Strategy</b>             |                |                |                |                |
| Permanent - Full time                                 | <b>135.0</b>   | <b>135.0</b>   | <b>135.0</b>   | <b>135.0</b>   |
| Women                                                 | 63.0           | 63.0           | 63.0           | 63.0           |
| Men                                                   | 64.0           | 64.0           | 64.0           | 64.0           |
| Persons of self-described gender                      | 1.0            | 1.0            | 1.0            | 1.0            |
| Vacant positions                                      | 7.0            | 7.0            | 7.0            | 7.0            |
| Permanent - Part time                                 | <b>30.9</b>    | <b>30.9</b>    | <b>30.9</b>    | <b>30.9</b>    |
| Women                                                 | 16.5           | 16.5           | 16.5           | 16.5           |
| Men                                                   | 10.7           | 10.7           | 10.7           | 10.7           |
| Persons of self-described gender                      | 0.0            | 0.0            | 0.0            | 0.0            |
| Vacant positions                                      | 3.8            | 3.8            | 3.8            | 3.8            |
| <b>Total City Sustainability &amp; Strategy</b>       | <b>165.9</b>   | <b>165.9</b>   | <b>165.9</b>   | <b>165.9</b>   |
| <b>Community</b>                                      |                |                |                |                |
| Permanent - Full time                                 | <b>164.0</b>   | <b>164.0</b>   | <b>164.0</b>   | <b>164.0</b>   |
| Women                                                 | 105.0          | 105.0          | 105.0          | 105.0          |
| Men                                                   | 41.0           | 41.0           | 41.0           | 41.0           |
| Persons of self-described gender                      | 2.0            | 2.0            | 2.0            | 2.0            |
| Vacant positions                                      | 16.0           | 16.0           | 16.0           | 16.0           |
| Permanent - Part time                                 | <b>169.7</b>   | <b>169.7</b>   | <b>169.7</b>   | <b>169.7</b>   |
| Women                                                 | 115.2          | 115.2          | 115.2          | 115.2          |
| Men                                                   | 27.7           | 27.7           | 27.7           | 27.7           |
| Persons of self-described gender                      | 3.3            | 3.3            | 3.3            | 3.3            |
| Vacant positions                                      | 23.5           | 23.5           | 23.5           | 23.5           |
| <b>Total Community</b>                                | <b>333.7</b>   | <b>333.7</b>   | <b>333.7</b>   | <b>333.7</b>   |
| <b>Infrastructure, Operations &amp; Finance</b>       |                |                |                |                |
| Permanent - Full time                                 | <b>236.0</b>   | <b>236.0</b>   | <b>236.0</b>   | <b>236.0</b>   |
| Women                                                 | 52.0           | 52.0           | 52.0           | 52.0           |
| Men                                                   | 167.0          | 167.0          | 167.0          | 167.0          |
| Persons of self-described gender                      | 2.0            | 2.0            | 2.0            | 2.0            |
| Vacant positions                                      | 15.0           | 15.0           | 15.0           | 15.0           |
| Permanent - Part time                                 | <b>1.6</b>     | <b>1.6</b>     | <b>1.6</b>     | <b>1.6</b>     |
| Women                                                 | 0.0            | 0.0            | 0.0            | 0.0            |
| Men                                                   | 0.6            | 0.6            | 0.6            | 0.6            |
| Persons of self-described gender                      | 0.0            | 0.0            | 0.0            | 0.0            |
| Vacant positions                                      | 1.0            | 1.0            | 1.0            | 1.0            |
| <b>Total Infrastructure, Operations &amp; Finance</b> | <b>237.6</b>   | <b>237.6</b>   | <b>237.6</b>   | <b>237.6</b>   |
| <b>Customer &amp; Corporate</b>                       |                |                |                |                |
| Permanent - Full time                                 | <b>96.0</b>    | <b>96.0</b>    | <b>96.0</b>    | <b>96.0</b>    |
| Women                                                 | 55.0           | 55.0           | 55.0           | 55.0           |
| Men                                                   | 35.0           | 35.0           | 35.0           | 35.0           |
| Persons of self-described gender                      | 0.0            | 0.0            | 0.0            | 0.0            |
| Vacant positions                                      | 6.0            | 6.0            | 6.0            | 6.0            |
| Permanent - Part time                                 | <b>17.2</b>    | <b>17.2</b>    | <b>17.2</b>    | <b>17.2</b>    |
| Women                                                 | 13.7           | 13.7           | 13.7           | 13.7           |
| Men                                                   | 2.7            | 2.7            | 2.7            | 2.7            |
| Persons of self-described gender                      | 0.0            | 0.0            | 0.0            | 0.0            |
| Vacant positions                                      | 0.8            | 0.8            | 0.8            | 0.8            |
| <b>Total Customer &amp; Corporate</b>                 | <b>113.2</b>   | <b>113.2</b>   | <b>113.2</b>   | <b>113.2</b>   |
| <b>Casuals and temporary staff</b>                    | <b>57.0</b>    | <b>57.0</b>    | <b>57.0</b>    | <b>57.0</b>    |
| <b>Capitalised labour</b>                             | <b>38.0</b>    | <b>38.0</b>    | <b>38.0</b>    | <b>38.0</b>    |
| <b>Total staff numbers</b>                            | <b>907.4</b>   | <b>907.4</b>   | <b>907.4</b>   | <b>907.4</b>   |

## 4. Notes to the financial statements

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

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

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

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

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2026/27 the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

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

This will raise total rates and charges for 2026/27 to the value of net \$175.1M.

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

|                                          | 2025/26<br>Forecast<br>\$'000 | 2026/27<br>Budget<br>\$'000 | Change<br>\$'000 | %            |
|------------------------------------------|-------------------------------|-----------------------------|------------------|--------------|
| General rates*                           | 137,768                       | 143,160                     | 5,392            | 3.91%        |
| Supplementary rates and rate adjustments | 936                           | 447                         | (-489)           | (52.28%)     |
| General Rates Pensioner Rebate           | (46)                          | (47)                        | (-1)             | 2.50%        |
| Interest on rates and charges            | 512                           | 746                         | 234              | 45.62%       |
| Green waste bin income                   | 1,225                         | 1,649                       | 424              | 34.65%       |
| Waste Charge - Kerbside & Public         | 27,000                        | 31,355                      | 4,354            | 16.13%       |
| Waste Charge Rebate / Concession         | (2,708)                       | (2,558)                     | 150              | (5.54%)      |
| Special rates and charges                | 1,386                         | 385                         | (-1,002)         | (72.24%)     |
| <b>Total rates and charges</b>           | <b>166,073</b>                | <b>175,136</b>              | <b>9,063</b>     | <b>5.46%</b> |

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

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

| Type or class of land                               | 2025/26<br>cents/\$CIV* | 2026/27<br>cents/\$CIV* | Change  |
|-----------------------------------------------------|-------------------------|-------------------------|---------|
| General rate for rateable Residential Properties    | 0.00181084              | 0.00176097              | (2.75%) |
| General rate for rateable Commercial Properties     | 0.00316897              | 0.00308171              | (2.75%) |
| General rate for Vacant Residential Land            | 0.00543252              | 0.00528293              | (2.75%) |
| General rate for Vacant Business Land               | 0.00724336              | 0.00704391              | (2.75%) |
| General rate for Mixed Use Occupancy                | 0.00253517              | 0.00246537              | (2.75%) |
| General rate for Vacant Retail Land                 | 0.00724336              | 0.00704391              | (2.75%) |
| General rate for Cultural and Recreation Properties | 0.00158448              | 0.00154085              | (2.75%) |

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

| Type or class of land                               | 2025/26 Adjusted<br>Rates Base | 2026/27        | Change       |              |
|-----------------------------------------------------|--------------------------------|----------------|--------------|--------------|
|                                                     | \$'000                         | \$'000         | \$'000       | %            |
| General rate for rateable Residential Properties    | 113,492                        | <b>116,613</b> | 3,121        | 2.75%        |
| General rate for rateable Commercial Properties     | 23,802                         | <b>24,456</b>  | 654          | 2.75%        |
| General rate for Vacant Residential Land            | 369                            | <b>379</b>     | 10           | 2.75%        |
| General rate for Vacant Business Land               | 522                            | <b>536</b>     | 14           | 2.75%        |
| General rate for Mixed Use Occupancy                | 1,123                          | <b>1,154</b>   | 31           | 2.75%        |
| General rate for Vacant Retail Land                 | -                              | -              | -            | -            |
| General rate for Cultural and Recreation Properties | 22                             | <b>22</b>      | 1            | 2.75%        |
| <b>Total amount to be raised by general rates</b>   | <b>139,330</b>                 | <b>143,160</b> | <b>3,831</b> | <b>2.75%</b> |

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

| Type or class of land                               | 2025/26       | 2026/27       | Change     |              |
|-----------------------------------------------------|---------------|---------------|------------|--------------|
|                                                     | Number        | Number        | Number     | %            |
| General rate for rateable Residential Properties    | 69,840        | <b>70,562</b> | 722        | 1.03%        |
| General rate for rateable Commercial Properties     | 4,867         | <b>4,906</b>  | 39         | 0.80%        |
| General rate for Vacant Residential Land            | 85            | <b>79</b>     | (-6)       | (7.06%)      |
| General rate for Vacant Business Land               | 47            | <b>44</b>     | (-3)       | (6.38%)      |
| General rate for Mixed Use Occupancy                | 535           | <b>534</b>    | (-1)       | (0.19%)      |
| General rate for Vacant Retail Land                 | -             | -             | 0          | -            |
| General rate for Cultural and Recreation Properties | 9             | <b>9</b>      | 0          | -            |
| <b>Total number of assessments</b>                  | <b>75,383</b> | <b>76,134</b> | <b>751</b> | <b>1.00%</b> |

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

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                               | 2025/26           | 2026/27           | Change           |                 |
|-----------------------------------------------------|-------------------|-------------------|------------------|-----------------|
|                                                     | \$'000            | \$'000            | \$'000           | %               |
| General rate for rateable Residential Properties    | 61,948,967        | <b>66,824,910</b> | 4,875,943        | <b>7.87%</b>    |
| General rate for rateable Commercial Properties     | 7,393,702         | <b>7,622,796</b>  | 229,094          | <b>3.10%</b>    |
| General rate for Vacant Residential Land            | 75,395            | <b>73,820</b>     | (-1,575)         | <b>(2.09%)</b>  |
| General rate for Vacant Business Land               | 83,475            | <b>73,885</b>     | (-9,590)         | <b>(11.49%)</b> |
| General rate for Mixed Use Occupancy                | 442,625           | <b>429,060</b>    | (-13,565)        | <b>(3.06%)</b>  |
| General rate for Vacant Retail Land                 | -                 | -                 | 0                | -               |
| General rate for Cultural and Recreation Properties | 13,595            | <b>14,055</b>     | 460              | <b>3.38%</b>    |
| <b>Total value of land</b>                          | <b>69,957,759</b> | <b>75,038,526</b> | <b>5,080,767</b> | <b>7.26%</b>    |

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 and detailed disclosure of the actual service/s rendered for the amount levied

| Type of Charge       | Per Rateable<br>Property<br>2025/26 | Per Rateable<br>Property<br>2026/27 | Change |         |
|----------------------|-------------------------------------|-------------------------------------|--------|---------|
|                      | \$                                  | \$                                  | \$     | %       |
| Kerbside waste costs | 356.66                              | <b>397.19</b>                       | 41     | 11.36%  |
| Public waste costs   | 0.00008599                          | <b>0.00007715</b>                   | -      | -10.28% |

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       | 2025/26       | 2026/27       | Change       |               |
|----------------------|---------------|---------------|--------------|---------------|
|                      | \$            | \$            | \$           | %             |
| Kerbside waste costs | 22,927        | <b>25,690</b> | 2,763        | 12.05%        |
| Public waste costs   | 4,073         | <b>5,665</b>  | 1,592        | 39.09%        |
| <b>Total</b>         | <b>27,000</b> | <b>31,355</b> | <b>4,355</b> | <b>16.13%</b> |

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

| Type of Charge                   | Per Rateable<br>Property<br>2025/26 | Per Rateable<br>Property<br>2026/27 | Change       |              |
|----------------------------------|-------------------------------------|-------------------------------------|--------------|--------------|
|                                  | \$                                  | \$                                  | \$           | %            |
| General rates                    | 139,170                             | <b>144,305</b>                      | 5,135        | 3.69%        |
| Special Rates                    | 1,386                               | <b>385</b>                          | (-1,002)     | (72.24%)     |
| Green waste bin income           | 1,225                               | <b>1,649</b>                        | 424          | 34.65%       |
| Kerbside waste costs             | 22,927                              | <b>25,690</b>                       | 2,763        | 12.05%       |
| Public waste costs               | 4,073                               | <b>5,665</b>                        | 1,592        | 39.09%       |
| Waste Charge Rebate / Concession | (2,708)                             | <b>(2,558)</b>                      | 150          | (5.54%)      |
| <b>Total</b>                     | <b>166,073</b>                      | <b>175,136</b>                      | <b>9,063</b> | <b>5.46%</b> |

4.1.1(l) Fair Go Rates System Compliance

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

|                                                             | 2025/26               | 2026/27               |
|-------------------------------------------------------------|-----------------------|-----------------------|
| Total Rates                                                 | \$ 139,308,000        | \$ <b>143,138,320</b> |
| Number of rateable properties                               | 75,374                | <b>76,125</b>         |
| Base Average Rate                                           | 1,794.39              | <b>1,829.98</b>       |
| Maximum Rate Increase (set by the State Government)         | <b>3.00%</b>          | <b>2.75%</b>          |
| Capped Average Rate                                         | \$ 1,848.22           | \$ <b>1,880.31</b>    |
| <b>Maximum General Rates and Municipal Charges Revenue</b>  | \$ 139,308,000        | \$ 143,138,320        |
| <b>Budgeted General Rates and Municipal Charges Revenue</b> | \$ <b>139,308,000</b> | \$ <b>143,138,320</b> |
| Budgeted Supplementary Rates                                | \$ 935,625            | \$ <b>446,516</b>     |
| Budgeted Total Rates and Municipal Charges Revenue          | \$ 140,243,625        | \$ <b>143,584,836</b> |

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 (2026/27: estimated \$935,625 and 2025/26: \$446,516)
- 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 land in each category of differential are:

- ☐ A general rate of 0.176097% (0.00176097 cents in the dollar of CIV) for all rateable residential land
- A general rate of 0.308171% (0.00308171 cents in the dollar of CIV) for all rateable business land.
- A general rate of 0.528293% (0.00528293 cents in the dollar of CIV) for all rateable vacant residential land
- A general rate of 0.704391% (0.00704391 cents in the dollar of CIV) for all rateable vacant business land.
- A general rate of 0.246537% (0.00246537 cents in the dollar of CIV) for all rateable mixed use occupancy land
- A general rate of 0.704391% (0.00704391 cents in the dollar of CIV) for all rateable vacant retail land
- A general rate of 0.154085% (0.00154085 cents in the dollar of CIV) for all rateable recreational land

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

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

#### 4.1.2 Statutory fees and fines

|                                          | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change        |                |
|------------------------------------------|-------------------------------|-----------------------------|---------------|----------------|
|                                          |                               |                             | \$'000        | %              |
| Environmental Health Fees                | 1,145                         | 1,199                       | 54            | 4.68%          |
| Statutory Planning Fees                  | 1,447                         | 1,211                       | (-236)        | (16.32%)       |
| Building Support Services                | -                             | 525                         | 525           |                |
| Building Supervision                     | 1,025                         | -                           | (-1,025)      | (100.00%)      |
| Building Council Consents                | -                             | 376                         | 376           |                |
| Pool Safety Registration Fees            | 12                            | 12                          | 0             | 0.47%          |
| Sustainable Transport Fees               | 0                             | 73                          | 72            | 17,223.07%     |
| Animal Control Fees                      | 775                           | 646                         | (-128)        | (16.58%)       |
| Traffic Enforcement Fees                 | 4,047                         | 4,184                       | 137           | 3.39%          |
| Local Laws Fees                          | 182                           | 571                         | 389           | 214.01%        |
| Subdivision & Open Space Collection Fees | -                             | 37                          | 37            |                |
| Planning Scheme Amendments Fees          | -                             | 7                           | 7             |                |
| Building & Leisure Fees                  | -                             | 1                           | 1             | (100.00%)      |
| Residential Garbage Fees                 | 144                           | -                           | (-144)        | (100.00%)      |
| Fees - Land Certificates (Stat) Fees     | 190                           | 214                         | 24            | 12.42%         |
| Council Elections Fees                   | 345                           | -                           | (-345)        | (100.00%)      |
| <b>Total statutory fees and fines</b>    | <b>9,312</b>                  | <b>9,055</b>                | <b>(-257)</b> | <b>(2.76%)</b> |

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

A detailed listing of statutory fees is included in attachment 1 to this document

#### 4.1.3 User fees

|                                         | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change      |               |
|-----------------------------------------|-------------------------------|-----------------------------|-------------|---------------|
|                                         |                               |                             | \$'000      | %             |
| Aged and health services                | 1,345                         | 1,514                       | 169         | 12.57%        |
| Arts and culture services               | 837                           | 1,054                       | 217         | 25.96%        |
| Families, youth and children programs   | 351                           | 377                         | 26          | 7.33%         |
| Leisure centres and recreation services | 5,522                         | 4,876                       | (-646)      | (11.71%)      |
| Library services                        | 92                            | 102                         | 10          | 10.40%        |
| Registration and other permit services  | 6,562                         | 6,327                       | (-235)      | (3.58%)       |
| Other fees and charges                  | 14                            | 10                          | (-3)        | (23.66%)      |
| <b>Total user fees</b>                  | <b>14,723</b>                 | <b>14,260</b>               | <b>-463</b> | <b>-3.14%</b> |

User fees primarily relate to the recovery of service delivery costs through charges applied to users of Council services. These fees cover access to leisure, entertainment and other community facilities, as well as the provision of aged care services such as home support. In preparing the budget, key principles guiding the level of user charges include alignment with CPI movements, consistency with market rates, and ensuring equity across the community.

Total budgeted user fees of \$14.2M represent a 3.1% decrease compared with the forecast of \$14.7M, driven mainly by a reallocation of waste bin fees into Rates & Charges reporting category.

A detailed schedule of fees and charges is provided in Attachment 1 of this document.

#### 4.1.4 Grants

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

|                                                          | Forecast          | Budget            | Change        |                 |
|----------------------------------------------------------|-------------------|-------------------|---------------|-----------------|
|                                                          | 2025/26<br>\$'000 | 2026/27<br>\$'000 | \$'000        | %               |
| <b>Grants were received in respect of the following:</b> |                   |                   |               |                 |
| Summary of grants                                        |                   |                   |               |                 |
| Commonwealth funded grants                               | 10,496            | <b>13,850</b>     | 3,354         | 31.95%          |
| State funded grants                                      | 9,974             | <b>8,168</b>      | (-1,806)      | (18.11%)        |
| Other funded grants                                      | 968               | <b>969</b>        | 0             | 0.01%           |
| <b>Total grants received</b>                             | <b>21,438</b>     | <b>22,986</b>     | <b>1,548</b>  | <b>7.22%</b>    |
| <b>(a) Operating Grants</b>                              |                   |                   |               |                 |
| <b>Recurrent - Commonwealth Government</b>               |                   |                   |               |                 |
| Financial Assistance Grants*                             | 2,546             | <b>5,706</b>      | 3,159         | 124.07%         |
| Aged care                                                | 6,950             | <b>7,262</b>      | 312           | 4.50%           |
| <b>Recurrent - State Government</b>                      |                   |                   |               |                 |
| Registration and other permit services                   | 131               | -                 | (-131)        | (100.00%)       |
| Family and Children Services                             | 1,367             | <b>1,410</b>      | 43            | 3.17%           |
| Aged Care Services                                       | 1,734             | <b>1,026</b>      | (-708)        | (40.85%)        |
| Youth Programs                                           | 48                | <b>49</b>         | 1             | 2.00%           |
| Maternal & Child Health Programs                         | 1,732             | <b>1,703</b>      | (-29)         | (1.68%)         |
| Immunisation Programs                                    | 126               | <b>131</b>        | 5             | 3.97%           |
| Library Services                                         | 1,071             | <b>1,071</b>      | 0             | -               |
| Equity & Wellbeing Services                              | 122               | <b>5</b>          | (-117)        | (95.88%)        |
| <b>Recurrent - Other</b>                                 |                   |                   |               |                 |
| Environmental Services                                   | 10                | <b>11</b>         | 0             | 2.00%           |
| Family and Children Services                             | 839               | <b>840</b>        | 1             | 0.06%           |
| Fuel Rebate                                              | 71                | <b>73</b>         | 1             | 2.00%           |
| Arts & Culture Services                                  | 8                 | <b>8</b>          | 0             | 2.00%           |
| Festivals & Events Services                              | 37                | <b>37</b>         | 1             | 1.54%           |
| <b>Total recurrent grants</b>                            | <b>16,793</b>     | <b>19,331</b>     | <b>2,538</b>  | <b>15.12%</b>   |
| <b>Non-recurrent - State Government</b>                  |                   |                   |               |                 |
| Family, Children and Youth Services                      | 407               | <b>133</b>        | (-275)        | (67.44%)        |
| Transport Safety Programs                                | 18                | <b>18</b>         | 0             | -               |
| <b>Non-recurrent - other</b>                             |                   |                   |               |                 |
| Library services                                         | 1                 | -                 | (-1)          | (100.00%)       |
| Environmental Services                                   | 2                 | -                 | (-2)          | (100.00%)       |
| <b>Total non-recurrent grants</b>                        | <b>428</b>        | <b>151</b>        | <b>277</b>    | <b>-64.81%</b>  |
| <b>Total operating grants</b>                            | <b>17,221</b>     | <b>19,482</b>     | <b>2,261</b>  | <b>13.13%</b>   |
| <b>(b) Capital Grants</b>                                |                   |                   |               |                 |
| <b>Recurrent - Commonwealth Government</b>               |                   |                   |               |                 |
| Roads to recovery                                        | 1,000             | <b>882</b>        | (-118)        | (11.80%)        |
| <b>Recurrent - State Government</b>                      |                   |                   |               |                 |
| Library Services                                         |                   | <b>18</b>         | <b>18</b>     |                 |
| <b>Total recurrent grants</b>                            | <b>1,000</b>      | <b>900</b>        | <b>100</b>    | <b>-10.00%</b>  |
| <b>Non-recurrent - State Government</b>                  |                   |                   |               |                 |
| Recreational, Leisure & Community Facilities             | 2,700             | <b>1,275</b>      | (-1,425)      | (52.77%)        |
| Transport Projects                                       | 482               | <b>890</b>        | 408           | 84.61%          |
| Parks & open Space Projects                              | -                 | <b>439</b>        | 439           |                 |
| Library Services                                         | 18                | -                 | (-18)         | (100.00%)       |
| Other Grants                                             | 18                | -                 | (-18)         | -100.00%        |
| <b>Total non-recurrent grants</b>                        | <b>3,217</b>      | <b>2,604</b>      | <b>(-613)</b> | <b>(19.06%)</b> |
| <b>Total capital grants</b>                              | <b>4,217</b>      | <b>3,504</b>      | <b>(-713)</b> | <b>(16.91%)</b> |
| <b>Total Grants</b>                                      | <b>21,438</b>     | <b>22,986</b>     | <b>1,548</b>  | <b>7.22%</b>    |

\* The timing of payments released by the State Government can influence the timing of income recognition by Council.

#### 4.1.5 Contributions

|                            | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change     |              |
|----------------------------|-------------------------------|-----------------------------|------------|--------------|
|                            |                               |                             | \$'000     | %            |
| Monetary                   | 5,665                         | 5,932                       | 267        | 4.71%        |
| Non-monetary               | -                             | -                           | -          |              |
| <b>Total contributions</b> | <b>5,665</b>                  | <b>5,932</b>                | <b>267</b> | <b>4.71%</b> |

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

Contribution income is expected to increase by 4.71% or \$267k compared to forecast, due mainly to one-off contributions expected to be received from State Government in support of the Level Crossing Removal Project next year. These funds will be utilised to maintain & whole of life manage related assets & infrastructure.

#### 4.1.6 Other income

|                             | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change          |                 |
|-----------------------------|-------------------------------|-----------------------------|-----------------|-----------------|
|                             |                               |                             | \$'000          | %               |
| Interest on Investments     | 3,334                         | 2,659                       | (-675)          | (20.24%)        |
| Property rentals and leases | 825                           | 698                         | (-127)          | (15.42%)        |
| Recovery of costs           | 1,634                         | 962                         | (-672)          | (41.14%)        |
| Other items                 | 4,419                         | 4,083                       | (-336)          | (7.61%)         |
| <b>Total other income</b>   | <b>10,212</b>                 | <b>8,402</b>                | <b>(-1,811)</b> | <b>(17.73%)</b> |

Other income comprises a variety of items, including interest on investments, cost recoveries, and other miscellaneous revenue streams. Overall, other income is expected to decrease by 17.7% (approximately \$1.8M) compared to forecast. This decline is primarily driven by lower interest earnings on investments, reduced profit share from leisure contracts, and the reclassification of certain cost recovery items to user fees and charges.

#### 4.1.7 Employee costs

|                                          | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change       |              |
|------------------------------------------|-------------------------------|-----------------------------|--------------|--------------|
|                                          |                               |                             | \$'000       | %            |
| Wages, salaries and other employee costs | 98,576                        | 102,938                     | 4,362        | 4.43%        |
| Superannuation                           | 10,867                        | 11,748                      | 882          | 8.11%        |
| Workcover                                | 4,790                         | 6,514                       | 1,725        | 36.01%       |
| Fringe Benefits tax                      | 118                           | 118                         | -            | 0.00%        |
| <b>Total employee costs</b>              | <b>114,350</b>                | <b>121,319</b>              | <b>6,969</b> | <b>6.09%</b> |

Employee-related expenses represent approximately 49% of Council's total expenses in 2026-27. This makes it the single greatest influence over Council's budget in relation to expenses.

MEA (Multi Employer Enterprise Agreement) negotiations are ongoing during development of the 2026-27 budget, creating financial uncertainty. Council expects that being joined in bargaining with seven other Councils will result in employee expenses increasing above the Long-Term Financial Plan assumptions. In addition, there are other influences on employee costs beyond the MEA, such as progression of employees through various stages within their salary banding.

#### 4.1.8 Materials and services

|                                     | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change        |               |
|-------------------------------------|-------------------------------|-----------------------------|---------------|---------------|
|                                     |                               |                             | \$'000        | %             |
| Contract Payments                   | 42,998                        | 53,354                      | 10,356        | 24.08%        |
| Information Technology              | 5,091                         | 5,355                       | 264           | 5.19%         |
| Bank Charges                        | 513                           | 535                         | 22            | 4.32%         |
| Supplies and Consumables            | 4,517                         | 4,711                       | 194           | 4.29%         |
| Printing                            | 288                           | 295                         | 7             | 2.40%         |
| Postage                             | 399                           | 429                         | 30            | 7.40%         |
| Publications Libraries              | 255                           | 283                         | 28            | 10.89%        |
| Insurances                          | 2,778                         | 3,169                       | 392           | 14.09%        |
| Plant and Equipment Expenses        | 423                           | 863                         | 440           | 104.17%       |
| Other Services                      | 2,938                         | 2,434                       | (-503)        | (17.14%)      |
| Fees and Charges                    | 1,602                         | 1,639                       | 37            | 2.29%         |
| Utilities Expenses                  | 6,068                         | 6,337                       | 269           | 4.44%         |
| <b>Total materials and services</b> | <b>67,869</b>                 | <b>79,403</b>               | <b>11,534</b> | <b>17.00%</b> |

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

A \$11.5M (17.0%) increase in Materials & Services costs is projected, primarily driven by timing of investments in Digital Transformation. These investments aim to automate and enhance internal processes, leading to long-term efficiency gains and cost reductions.

#### 4.1.9 Depreciation

|                           | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change          |                |
|---------------------------|-------------------------------|-----------------------------|-----------------|----------------|
|                           |                               |                             | \$'000          | %              |
| Property                  | 12,094                        | 10,746                      | (-1,348)        | (11.15%)       |
| Plant & equipment         | 3,949                         | 3,201                       | (-748)          | (18.95%)       |
| Infrastructure            | 21,580                        | 22,580                      | 1,001           | 4.64%          |
| <b>Total depreciation</b> | <b>37,623</b>                 | <b>36,527</b>               | <b>(-1,096)</b> | <b>(2.91%)</b> |

Depreciation is an accounting method that distributes asset values over their useful life.

Depreciation is subject to periodic asset revaluations and indexation informed by current market conditions. This can lead to significant year-on-year fluctuations in the annual depreciation expense, making precise predictions difficult.

#### 4.1.10 Amortisation - Intangible assets

|                                               | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change     |                |
|-----------------------------------------------|-------------------------------|-----------------------------|------------|----------------|
|                                               |                               |                             | \$'000     | %              |
| Intangible assets                             | 81                            | 718                         | 637        | 786.05%        |
| <b>Total amortisation - intangible assets</b> | <b>81</b>                     | <b>718</b>                  | <b>637</b> | <b>786.05%</b> |

#### 4.1.11 Depreciation - Right of use assets

|                                                 | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change   |               |
|-------------------------------------------------|-------------------------------|-----------------------------|----------|---------------|
|                                                 |                               |                             | \$'000   | %             |
| Right of use assets                             | 51                            | 57                          | 6        | 11.76%        |
| <b>Total depreciation - right of use assets</b> | <b>51</b>                     | <b>57</b>                   | <b>6</b> | <b>11.76%</b> |

#### 4.1.12 Other expenses

Add additional tables for each material component of the Comprehensive Income Statement

|                                          | Forecast<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change       |                |
|------------------------------------------|-------------------------------|-----------------------------|--------------|----------------|
|                                          |                               |                             | \$'000       | %              |
| Auditors remuneration - VAGO             | 94                            | 97                          | 3            | 3.00%          |
| Auditors remuneration - Internal         | 131                           | 132                         | 1            | 0.97%          |
| Community grants and other contributions | 2,720                         | 2,571                       | (-149)       | (5.48%)        |
| Councillors emoluments                   | 496                           | 511                         | 15           | 3.00%          |
| Fines Victoria processing costs          | 184                           | 190                         | 6            | 3.00%          |
| Fire services levy                       | 160                           | 228                         | 68           | 42.62%         |
| Lease payments                           | 477                           | 487                         | 10           | 2.00%          |
| Legal expenses                           | 945                           | 924                         | (-21)        | (2.20%)        |
| Other minor expenses                     | 15                            | 25                          | 10           | 66.67%         |
| <b>Total other expenses</b>              | <b>5,223</b>                  | <b>5,165</b>                | <b>(-58)</b> | <b>(1.11%)</b> |

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

## 4.2 Balance Sheet

### 4.2.1 Assets

Cash and cash equivalents comprise cash on hand, bank balances, and highly liquid investments with maturities of three months or less.

Trade and other receivables represent amounts owed to Council, primarily from ratepayers. This includes deferred payments under Council's Solar Saver program, which offers extended repayment terms for solar panel installations.

Other assets consist of prepaid expenses, inventory held for operational use or resale, and revenues expected within the next 12 months.

Property, infrastructure, plant, and equipment constitute Council's most significant asset category, reflecting the accumulated value of land, buildings, roads, vehicles, and other assets. The net decrease in this balance sheet item is largely due to the combined effect of capital works expenditures (\$27.6M) and asset depreciation (\$37.3M)

### 4.2.2 Liabilities

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

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

### 4.2.3 Borrowings

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

|                                                 | Forecast<br>2025/26<br>\$ | Budget<br>2026/27<br>\$ | 2027/28<br>\$ | Projections<br>2028/29<br>\$ | 2029/30<br>\$ |
|-------------------------------------------------|---------------------------|-------------------------|---------------|------------------------------|---------------|
| Amount borrowed as at 30 June of the prior year | 39,221                    | 34,541                  | 30,019        | 25,320                       | 20,439        |
| Amount proposed to be borrowed                  | -                         | -                       | -             | -                            | -             |
| Amount projected to be redeemed                 | - 4,680                   | - 4,522                 | - 4,698       | - 4,881                      | - 5,072       |
| <b>Amount of borrowings as at 30 June</b>       | <b>34,541</b>             | <b>30,019</b>           | <b>25,320</b> | <b>20,439</b>                | <b>15,367</b> |

## 4.3 Statement of changes in Equity

### 4.3.1 Reserves

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

Council has a number of other reserves to separately identify funds to meet a specific purpose in the future. A number of these are actively used and current, however some of these have not been used for some time and/or have small amounts of funds reserved. It is recommended that a review of reserves be completed by end 2026-27. Reserves outlined in the Financial Plan are below. All of these were current in 2025-26 except for one which is proposed for establishment in 2026-27: the Major Facilities Redevelopment Fund.

#### **Drainage**

The drainage development reserve is used to provide partial funding for the replacement of Council's drainage network. Funding is provided from developer contributions for drainage which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2026-27

#### **Car park development**

The car park development reserve is used to provide funding for future development and ongoing maintenance of car parks within the municipality. Funding is derived from unspent contributions from commercial developers for cash in lieu of constructed car parks. This funding is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2026-27

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

The public open space and recreation reserve is used to provide funding for future purchases and improvements of open space. Funding is provided from developers' contributions for open space which is initially recognised in the comprehensive income statement and then transferred to the reserve from accumulated surplus to facilitate separate tracking of the total funds received but not yet spent. There is no budgeted movement in this reserve for 2026-27, with 100% of revenue expected to be spent.

#### **Plant Replacement**

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

Movements – Inflows to the reserve are mainly sourced from budget savings in depot maintenance and operations. Transfers from the reserve are aligned to Council's replacement schedule to fund plant acquisitions on an annual basis. There is no budgeted movement in this reserve for 2026-27

#### **Developer contribution scheme**

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

#### **Major Facilities Redevelopment Fund**

The objectives of this fund is as follows:

Ensure the long-term sustainability and functionality of critical infrastructure, facilitate strategic upgrades and modernization, manage significant capital expenditures, and promote responsible asset management. By accumulating funds over time, Council mitigates the financial impact of large-scale redevelopment projects, preventing sudden and disruptive budget strain.

Funding for this reserve will be determined annually based on the Council's cash surplus as of June 30th.

A comprehensive policy and procedure for the management of this reserve will be developed and presented for Council endorsement in the 2026-27 financial year, with provisions for regular reviews and updates.

### 4.3.2 Equity

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

**Asset revaluation reserve:** Which represents the difference between the previously recorded value of assets and their current valuations

**Other reserves:** Funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.

**Accumulated surplus:** The value of all net assets less Reserves that have accumulated over time

## **4.4 Statement of Cash Flows**

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

Operating activities are expected to generate \$3.15M less cash compared to the 2025-26 forecast. This net decrease is primarily attributed to the planned expenditure relating to Digital Transformation in 2026-27.

It is important to note that the net cash flow from operating activities differs from the annual surplus (deficit) due to the exclusion of non-cash items, such as depreciation and amortization, from the Cash Flow Statement

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

The decrease in payments for investing activities is mainly driven by a reduction in cash being used to deliver the capital works program compared to 2025-26 forecast, as disclosed in section 4.5 of this budget report.

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

No new borrowings planned in the 2026-27 budget. Current loan liability used to fund construction of the Northcote Aquatic & Recreation Centre redevelopment

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2026/27 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<br>2025/26<br>\$'000 | Budget<br>2026/27<br>\$'000 | Change<br>\$'000 | %       |
|---------------------|-------------------------------|-----------------------------|------------------|---------|
| Property            | 11,519                        | 4,887                       | - 6,632          | -57.57% |
| Plant and equipment | 4,387                         | 4,838                       | 451              | 10.28%  |
| Infrastructure      | 13,989                        | 17,884                      | 3,895            | 27.84%  |
| Total               | 29,895                        | 27,609                      | - 2,286          | -7.65%  |

|                     | Total Project<br>Cost<br>\$'000 | New<br>\$'000 | Asset expenditure types |                   |                     | Total<br>\$'000 | Grants<br>\$'000 | Summary of Funding Sources |                        |                      |
|---------------------|---------------------------------|---------------|-------------------------|-------------------|---------------------|-----------------|------------------|----------------------------|------------------------|----------------------|
|                     |                                 |               | Renewal<br>\$'000       | Upgrade<br>\$'000 | Expansion<br>\$'000 |                 |                  | Contributions<br>\$'000    | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| Property            | 4,887                           | 214           | 4,216                   | 427               | 30                  | 4,887           | -                | -                          | 4,887                  | -                    |
| Plant and equipment | 4,838                           | -             | 4,609                   | 42                | 187                 | 4,838           | 18               | -                          | 4,820                  | -                    |
| Infrastructure      | 17,884                          | 3,344         | 13,655                  | 842               | 43                  | 17,884          | 3,486            | 3,750                      | 10,648                 | -                    |
| Total               | 27,609                          | 3,558         | 22,480                  | 1,311             | 260                 | 27,609          | 3,504            | 3,750                      | 20,355                 | -                    |

## 4.5.2 Current Budget

| Capital Works Area                             | Total Project Cost | Asset expenditure types |                   |                   |                     | Summary of Funding Sources |                  |                         |                        |                      |
|------------------------------------------------|--------------------|-------------------------|-------------------|-------------------|---------------------|----------------------------|------------------|-------------------------|------------------------|----------------------|
|                                                | \$'000             | New<br>\$'000           | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Total<br>\$'000            | Grants<br>\$'000 | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>PROPERTY</b>                                |                    |                         |                   |                   |                     |                            |                  |                         |                        |                      |
| <b>Land</b>                                    |                    |                         |                   |                   |                     |                            |                  |                         |                        |                      |
| Land                                           | 200                | -                       | 200               | -                 | -                   | 200                        | -                | -                       | 200                    | -                    |
| Land improvements                              | 330                | -                       | -                 | 330               | -                   | 330                        | -                | -                       | 330                    | -                    |
| <b>Total land</b>                              | <b>530</b>         | <b>-</b>                | <b>200</b>        | <b>330</b>        | <b>-</b>            | <b>530</b>                 | <b>-</b>         | <b>-</b>                | <b>530</b>             | <b>-</b>             |
| <b>Buildings</b>                               |                    |                         |                   |                   |                     |                            |                  |                         |                        |                      |
| Heritage buildings                             | -                  | -                       | -                 | -                 | -                   | -                          | -                | -                       | -                      | -                    |
| Building improvements                          | 341                | 214                     | -                 | 97                | 30                  | 341                        | -                | -                       | 341                    | -                    |
| Leasehold improvements                         | -                  | -                       | -                 | -                 | -                   | -                          | -                | -                       | -                      | -                    |
| <b>Total buildings</b>                         | <b>4,357</b>       | <b>214</b>              | <b>4,016</b>      | <b>97</b>         | <b>30</b>           | <b>4,357</b>               | <b>-</b>         | <b>-</b>                | <b>4,357</b>           | <b>-</b>             |
| <b>TOTAL PROPERTY</b>                          | <b>4,887</b>       | <b>214</b>              | <b>4,216</b>      | <b>427</b>        | <b>30</b>           | <b>4,887</b>               | <b>-</b>         | <b>-</b>                | <b>4,887</b>           | <b>-</b>             |
| <b>PLANT AND EQUIPMENT</b>                     |                    |                         |                   |                   |                     |                            |                  |                         |                        |                      |
| Heritage plant and equipment                   | -                  | -                       | -                 | -                 | -                   | -                          | -                | -                       | -                      | -                    |
| Plant, machinery and equipment                 | 3,663              | -                       | 3,652             | 11                | -                   | 3,663                      | 18               | -                       | 3,645                  | -                    |
| Fixtures, fittings and furniture               | 40                 | -                       | 40                | -                 | -                   | 40                         | -                | -                       | 40                     | -                    |
| Computers and telecommunications               | 361                | -                       | 361               | -                 | -                   | 361                        | -                | -                       | 361                    | -                    |
| Library books                                  | 774                | -                       | 556               | 31                | 187                 | 774                        | -                | -                       | 774                    | -                    |
| <b>TOTAL PLANT AND EQUIPMENT</b>               | <b>4,838</b>       | <b>-</b>                | <b>4,609</b>      | <b>42</b>         | <b>187</b>          | <b>4,838</b>               | <b>18</b>        | <b>-</b>                | <b>4,820</b>           | <b>-</b>             |
| <b>INFRASTRUCTURE</b>                          |                    |                         |                   |                   |                     |                            |                  |                         |                        |                      |
| Roads                                          | 6,457              | 1,558                   | 4,431             | 468               | -                   | 6,457                      | 1,772            | -                       | 4,685                  | -                    |
| Bridges                                        | 1,560              | -                       | 1,560             | -                 | -                   | 1,560                      | -                | -                       | 1,560                  | -                    |
| Footpaths and cycleways                        | 1,930              | -                       | 1,930             | -                 | -                   | 1,930                      | -                | -                       | 1,930                  | -                    |
| Drainage                                       | 1,301              | 74                      | 1,019             | 165               | 43                  | 1,301                      | -                | -                       | 1,301                  | -                    |
| Recreational, leisure and community facilities | 4,499              | 1,670                   | 2,699             | 130               | -                   | 4,499                      | 1,208            | 3,291                   | -                      | -                    |
| Waste management                               | 519                | -                       | 519               | -                 | -                   | 519                        | -                | -                       | 519                    | -                    |
| Parks, open space and streetscapes             | 1,328              | -                       | 1,272             | 56                | -                   | 1,328                      | 506              | 459                     | 363                    | -                    |
| Aerodromes                                     | -                  | -                       | -                 | -                 | -                   | -                          | -                | -                       | -                      | -                    |
| Off street car parks                           | 130                | 42                      | 88                | -                 | -                   | 130                        | -                | -                       | 130                    | -                    |
| Other infrastructure                           | 160                | -                       | 137               | 23                | -                   | 160                        | -                | -                       | 160                    | -                    |
| <b>TOTAL INFRASTRUCTURE</b>                    | <b>17,884</b>      | <b>3,344</b>            | <b>13,655</b>     | <b>842</b>        | <b>43</b>           | <b>17,884</b>              | <b>3,486</b>     | <b>3,750</b>            | <b>10,648</b>          | <b>-</b>             |
| <b>TOTAL NEW CAPITAL WORKS</b>                 | <b>27,609</b>      | <b>3,558</b>            | <b>22,480</b>     | <b>1,311</b>      | <b>260</b>          | <b>27,609</b>              | <b>3,504</b>     | <b>3,750</b>            | <b>20,355</b>          | <b>-</b>             |

A comprehensive breakdown of individual capital project budgets within the model is provided in the supporting attachments to the Council's broader budget documentation.

**Summary of Planned Capital Works Expenditure**  
**For the years ending 30 June 2028, 2029 & 2030**

| 2027/28                                        | Asset Expenditure Types |               |                   |                     |                   | Funding Sources |                  |                         |                        |                      |
|------------------------------------------------|-------------------------|---------------|-------------------|---------------------|-------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
|                                                | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Expansion<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Property</b>                                |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Land                                           | 400                     | -             | 400               | -                   | -                 | 400             | -                | -                       | 400                    | -                    |
| Land improvements                              | 750                     | -             | -                 | 750                 | -                 | 750             | -                | -                       | 750                    | -                    |
| <b>Total Land</b>                              | <b>1,150</b>            | <b>-</b>      | <b>400</b>        | <b>750</b>          | <b>-</b>          | <b>1,150</b>    | <b>-</b>         | <b>-</b>                | <b>1,150</b>           | <b>-</b>             |
| Buildings                                      | 6,028                   | -             | 6,028             | -                   | -                 | 6,028           | -                | 2,625                   | 3,403                  | -                    |
| Heritage Buildings                             | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Building improvements                          | 175                     | 70            | -                 | 105                 | -                 | 175             | -                | -                       | 175                    | -                    |
| Leasehold improvements                         | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| <b>Total Buildings</b>                         | <b>6,203</b>            | <b>70</b>     | <b>6,028</b>      | <b>105</b>          | <b>-</b>          | <b>6,203</b>    | <b>-</b>         | <b>2,625</b>            | <b>3,578</b>           | <b>-</b>             |
| <b>Total Property</b>                          | <b>7,353</b>            | <b>70</b>     | <b>6,428</b>      | <b>855</b>          | <b>-</b>          | <b>7,353</b>    | <b>-</b>         | <b>2,625</b>            | <b>4,728</b>           | <b>-</b>             |
| <b>Plant and Equipment</b>                     |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Heritage plant and equipment                   | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Plant, machinery and equipment                 | 3,182                   | -             | 3,170             | 12                  | -                 | 3,182           | 18               | -                       | 3,164                  | -                    |
| Fixtures, fittings and furniture               | 124                     | -             | 118               | 6                   | -                 | 124             | -                | -                       | 124                    | -                    |
| Computers and telecommunications               | 231                     | -             | 231               | -                   | -                 | 231             | -                | -                       | 231                    | -                    |
| Library books                                  | 810                     | -             | 571               | 31                  | 208               | 810             | -                | -                       | 810                    | -                    |
| <b>Total Plant and Equipment</b>               | <b>4,347</b>            | <b>-</b>      | <b>4,090</b>      | <b>49</b>           | <b>208</b>        | <b>4,347</b>    | <b>18</b>        | <b>-</b>                | <b>4,329</b>           | <b>-</b>             |
| <b>Infrastructure</b>                          |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Roads                                          | 8,629                   | 2,502         | 5,736             | 391                 | -                 | 8,629           | 3,167            | -                       | 5,462                  | -                    |
| Bridges                                        | 150                     | -             | 150               | -                   | -                 | 150             | -                | -                       | 150                    | -                    |
| Footpaths and cycleways                        | 1,550                   | -             | 1,550             | -                   | -                 | 1,550           | -                | -                       | 1,550                  | -                    |
| Drainage                                       | 1,162                   | 60            | 884               | 113                 | 105               | 1,162           | -                | -                       | 1,162                  | -                    |
| Recreational, leisure and community facilities | 4,297                   | 619           | 3,368             | 296                 | 14                | 4,297           | -                | 1,000                   | 3,297                  | -                    |
| Waste management                               | 5,581                   | 4,903         | 678               | -                   | -                 | 5,581           | -                | -                       | 5,581                  | -                    |
| Parks, open space and streetscapes             | 1,147                   | 110           | 966               | 71                  | -                 | 1,147           | 115              | 875                     | 157                    | -                    |
| Aerodromes                                     | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Off street car parks                           | 113                     | 42            | 71                | -                   | -                 | 113             | -                | -                       | 113                    | -                    |
| Other infrastructure                           | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| <b>Total Infrastructure</b>                    | <b>22,629</b>           | <b>8,236</b>  | <b>13,403</b>     | <b>871</b>          | <b>119</b>        | <b>22,629</b>   | <b>3,282</b>     | <b>1,875</b>            | <b>17,472</b>          | <b>-</b>             |
| <b>Total Capital Works Expenditure</b>         | <b>34,329</b>           | <b>8,306</b>  | <b>23,921</b>     | <b>1,775</b>        | <b>327</b>        | <b>34,329</b>   | <b>3,300</b>     | <b>4,500</b>            | <b>26,529</b>          | <b>-</b>             |

| 2028/29                                        | Asset Expenditure Types |               |                   |                     |                   | Funding Sources |                  |                         |                        |                      |
|------------------------------------------------|-------------------------|---------------|-------------------|---------------------|-------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
|                                                | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Expansion<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Property</b>                                |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Land                                           | 450                     | -             | 450               | -                   | -                 | 450             | -                | -                       | 450                    | -                    |
| Land improvements                              | 100                     | -             | -                 | 100                 | -                 | 100             | -                | -                       | 100                    | -                    |
| <b>Total Land</b>                              | <b>550</b>              | <b>-</b>      | <b>450</b>        | <b>100</b>          | <b>-</b>          | <b>550</b>      | <b>-</b>         | <b>-</b>                | <b>550</b>             | <b>-</b>             |
| Buildings                                      | 5,234                   | -             | 5,234             | -                   | -                 | 5,234           | -                | 550                     | 4,684                  | -                    |
| Heritage Buildings                             | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Building improvements                          | 101                     | 10            | -                 | 66                  | 25                | 101             | -                | -                       | 101                    | -                    |
| Leasehold improvements                         | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| <b>Total Buildings</b>                         | <b>5,335</b>            | <b>10</b>     | <b>5,234</b>      | <b>66</b>           | <b>25</b>         | <b>5,335</b>    | <b>-</b>         | <b>550</b>              | <b>4,785</b>           | <b>-</b>             |
| <b>Total Property</b>                          | <b>5,885</b>            | <b>10</b>     | <b>5,684</b>      | <b>166</b>          | <b>25</b>         | <b>5,885</b>    | <b>-</b>         | <b>550</b>              | <b>5,335</b>           | <b>-</b>             |
| <b>Plant and Equipment</b>                     |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Heritage plant and equipment                   | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Plant, machinery and equipment                 | 2,720                   | -             | 2,708             | 12                  | -                 | 2,720           | 18               | -                       | 2,702                  | -                    |
| Fixtures, fittings and furniture               | 40                      | -             | 40                | -                   | -                 | 40              | -                | -                       | 40                     | -                    |
| Computers and telecommunications               | 2,040                   | -             | 2,040             | -                   | -                 | 2,040           | -                | -                       | 2,040                  | -                    |
| Library books                                  | 848                     | -             | 586               | 30                  | 232               | 848             | -                | -                       | 848                    | -                    |
| <b>Total Plant and Equipment</b>               | <b>5,648</b>            | <b>-</b>      | <b>5,374</b>      | <b>42</b>           | <b>232</b>        | <b>5,648</b>    | <b>18</b>        | <b>-</b>                | <b>5,630</b>           | <b>-</b>             |
| <b>Infrastructure</b>                          |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Roads                                          | 9,356                   | 1,540         | 7,166             | 650                 | -                 | 9,356           | 1,786            | -                       | 7,570                  | -                    |
| Bridges                                        | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Footpaths and cycleways                        | 1,200                   | -             | 1,200             | -                   | -                 | 1,200           | -                | -                       | 1,200                  | -                    |
| Drainage                                       | 1,034                   | 30            | 854               | 75                  | 75                | 1,034           | -                | -                       | 1,034                  | -                    |
| Recreational, leisure and community facilities | 3,748                   | -             | 3,215             | 433                 | 100               | 3,748           | -                | 3,748                   | -                      | -                    |
| Waste management                               | 712                     | -             | 712               | -                   | -                 | 712             | -                | -                       | 712                    | -                    |
| Parks, open space and streetscapes             | 802                     | 136           | 617               | 47                  | 2                 | 802             | -                | 802                     | -                      | -                    |
| Aerodromes                                     | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Off street car parks                           | 131                     | 53            | 78                | -                   | -                 | 131             | -                | -                       | 131                    | -                    |
| Other infrastructure                           | 110                     | -             | 107               | 3                   | -                 | 110             | -                | -                       | 110                    | -                    |
| <b>Total Infrastructure</b>                    | <b>17,093</b>           | <b>1,759</b>  | <b>13,949</b>     | <b>1,208</b>        | <b>177</b>        | <b>17,093</b>   | <b>1,786</b>     | <b>4,550</b>            | <b>10,757</b>          | <b>-</b>             |
| <b>Total Capital Works Expenditure</b>         | <b>28,626</b>           | <b>1,769</b>  | <b>25,007</b>     | <b>1,416</b>        | <b>434</b>        | <b>28,626</b>   | <b>1,804</b>     | <b>5,100</b>            | <b>21,722</b>          | <b>-</b>             |

| 2029/30                                        | Asset Expenditure Types |               |                   |                     |                   | Funding Sources |                  |                         |                        |                      |
|------------------------------------------------|-------------------------|---------------|-------------------|---------------------|-------------------|-----------------|------------------|-------------------------|------------------------|----------------------|
|                                                | Total<br>\$'000         | New<br>\$'000 | Renewal<br>\$'000 | Expansion<br>\$'000 | Upgrade<br>\$'000 | Total<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>Property</b>                                |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Land                                           | 400                     | -             | 400               | -                   | -                 | 400             | -                | -                       | 400                    | -                    |
| Land improvements                              | 50                      | -             | -                 | 50                  | -                 | 50              | -                | -                       | 50                     | -                    |
| <b>Total Land</b>                              | <b>450</b>              | <b>-</b>      | <b>400</b>        | <b>50</b>           | <b>-</b>          | <b>450</b>      | <b>-</b>         | <b>-</b>                | <b>450</b>             | <b>-</b>             |
| Buildings                                      | 7,802                   | -             | 7,802             | -                   | -                 | 7,802           | -                | 1,452                   | 6,350                  | -                    |
| Heritage Buildings                             | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Building improvements                          | 156                     | 125           | -                 | 31                  | -                 | 156             | -                | -                       | 156                    | -                    |
| Leasehold improvements                         | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| <b>Total Buildings</b>                         | <b>7,958</b>            | <b>125</b>    | <b>7,802</b>      | <b>31</b>           | <b>-</b>          | <b>7,958</b>    | <b>-</b>         | <b>1,452</b>            | <b>6,506</b>           | <b>-</b>             |
| <b>Total Property</b>                          | <b>8,408</b>            | <b>125</b>    | <b>8,202</b>      | <b>81</b>           | <b>-</b>          | <b>8,408</b>    | <b>-</b>         | <b>1,452</b>            | <b>6,956</b>           | <b>-</b>             |
| <b>Plant and Equipment</b>                     |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Heritage plant and equipment                   | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Plant, machinery and equipment                 | 3,015                   | -             | 3,003             | 12                  | -                 | 3,015           | 18               | -                       | 2,997                  | -                    |
| Fixtures, fittings and furniture               | 74                      | -             | 71                | 3                   | -                 | 74              | -                | -                       | 74                     | -                    |
| Computers and telecommunications               | 350                     | -             | 350               | -                   | -                 | 350             | -                | -                       | 350                    | -                    |
| Library books                                  | 971                     | -             | 686               | 31                  | 254               | 971             | -                | -                       | 971                    | -                    |
| <b>Total Plant and Equipment</b>               | <b>4,410</b>            | <b>-</b>      | <b>4,110</b>      | <b>46</b>           | <b>254</b>        | <b>4,410</b>    | <b>18</b>        | <b>-</b>                | <b>4,392</b>           | <b>-</b>             |
| <b>Infrastructure</b>                          |                         |               |                   |                     |                   |                 |                  |                         |                        |                      |
| Roads                                          | 11,925                  | 1,065         | 10,030            | 830                 | -                 | 11,925          | 2,000            | -                       | 9,925                  | -                    |
| Bridges                                        | 260                     | -             | 260               | -                   | -                 | 260             | -                | -                       | 260                    | -                    |
| Footpaths and cycleways                        | 2,750                   | -             | 2,750             | -                   | -                 | 2,750           | -                | -                       | 2,750                  | -                    |
| Drainage                                       | 1,260                   | 40            | 1,020             | 100                 | 100               | 1,260           | -                | -                       | 1,260                  | -                    |
| Recreational, leisure and community facilities | 2,898                   | -             | 2,572             | 190                 | 136               | 2,898           | -                | 2,898                   | -                      | -                    |
| Waste management                               | 748                     | -             | 748               | -                   | -                 | 748             | -                | -                       | 748                    | -                    |
| Parks, open space and streetscapes             | 1,350                   | 270           | 988               | 92                  | -                 | 1,350           | -                | 1,350                   | -                      | -                    |
| Aerodromes                                     | -                       | -             | -                 | -                   | -                 | -               | -                | -                       | -                      | -                    |
| Off street car parks                           | 135                     | 53            | 82                | -                   | -                 | 135             | -                | -                       | 135                    | -                    |
| Other infrastructure                           | 200                     | -             | 120               | 80                  | -                 | 200             | -                | -                       | 200                    | -                    |
| <b>Total Infrastructure</b>                    | <b>21,526</b>           | <b>1,428</b>  | <b>18,570</b>     | <b>1,292</b>        | <b>236</b>        | <b>21,526</b>   | <b>2,000</b>     | <b>4,248</b>            | <b>15,278</b>          | <b>-</b>             |
| <b>Total Capital Works Expenditure</b>         | <b>34,344</b>           | <b>1,553</b>  | <b>30,882</b>     | <b>1,419</b>        | <b>490</b>        | <b>34,344</b>   | <b>2,018</b>     | <b>5,700</b>            | <b>26,626</b>          | <b>-</b>             |

## 5. Targeted performance indicators (Council selected)

The following table highlights Council's current and projected performance across eight targeted performance indicators selected by Council from the range of prescribed performance measures contained in the Local Government (Planning and Reporting) Regulations 2020. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

| Domain / Indicator                                                    | Measure | Notes | Actual<br>2024/25 | Forecast<br>2025/26 | Target<br>2026/27 | Target Projections |         |         | Trend |
|-----------------------------------------------------------------------|---------|-------|-------------------|---------------------|-------------------|--------------------|---------|---------|-------|
|                                                                       |         |       |                   |                     |                   | 2027/28            | 2028/29 | 2029/30 | +/-   |
| <b>Community</b>                                                      |         |       |                   |                     |                   |                    |         |         |       |
| Participation in the MCH service                                      |         | 1     | 73.81%            | 74.00%              | 74.00%            | 74.00%             | 74.00%  | 74.00%  | o     |
| <b>Community</b>                                                      |         |       |                   |                     |                   |                    |         |         |       |
| Participation in the MCH service by Aboriginal children               |         | 2     | 81.07%            | 75.00%              | 75.00%            | 75.00%             | 75.00%  | 75.00%  | o     |
| <b>Community</b>                                                      |         |       |                   |                     |                   |                    |         |         |       |
| Utilisation of aquatic facilities                                     |         | 3     | 10.85             | 12.62               | 12.50             | 12.50              | 12.50   | 12.50   | o     |
| <b>Community</b>                                                      |         |       |                   |                     |                   |                    |         |         |       |
| Library membership                                                    |         | 4     | 38.41%            | 34.00%              | 36.00%            | 36.00%             | 36.00%  | 36.00%  | o     |
| <b>Responsiveness</b>                                                 |         |       |                   |                     |                   |                    |         |         |       |
| Critical and major non-compliance outcome notifications (Food safety) |         | 5     | 100.00%           | 90.00%              | 100.00%           | 100.00%            | 100.00% | 100.00% | o     |
| <b>Responsiveness</b>                                                 |         |       |                   |                     |                   |                    |         |         |       |
| Kerbside collection bins missed                                       |         | 6     | 23.10             | N/A                 | 27.48             | 27.48              | 27.48   | 27.48   | o     |
| <b>Governance</b>                                                     |         |       |                   |                     |                   |                    |         |         |       |
| Council resolutions made at meetings closed to the public             |         | 7     | 4.05%             | N/A                 | 5.00%             | 5.00%              | 5.00%   | 5.00%   | o     |
| <b>Governance</b>                                                     |         |       |                   |                     |                   |                    |         |         |       |
| Satisfaction with council decisions                                   |         | 8     | 70.00             | N/A                 | 70.00             | 70.00              | 70.00   | 70.00   | o     |

Key to Target Trend:  
+ increase in Council's overall targets  
o maintaining Council's overall targets  
- decrease in Council's overall targets

## 5a. Targeted performance indicators (Mandatory)

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 measures and targets will be reported in Council's Performance Statement included in the Annual Report.

### Targeted service performance indicators - Mandatory

| Domain / Indicator                                                                                                              | Measure                                                                                                                                                                                                              | Notes | Actual<br>2024/25 | Forecast<br>2025/26 | Target<br>2026/27 | Target Projections |             |             | Trend |
|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------|---------------------|-------------------|--------------------|-------------|-------------|-------|
|                                                                                                                                 |                                                                                                                                                                                                                      |       |                   |                     |                   | 2027/28            | 2028/29     | 2029/30     | +/-   |
| <b>Governance</b>                                                                                                               |                                                                                                                                                                                                                      |       |                   |                     |                   |                    |             |             |       |
| <b>Community engagement</b><br>(council decisions made and implemented with community input)                                    | <b>Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions</b><br>Community satisfaction rating out of 100 with the consultation and engagement efforts of Council | 9     | 68.00             | 70.00               | 68.00             | 68.00              | 68.00       | 68.00       | o     |
| <b>Environment</b>                                                                                                              |                                                                                                                                                                                                                      |       |                   |                     |                   |                    |             |             |       |
| <b>Roads</b><br>(sealed local roads are maintained and renewed to ensure a safe network)                                        | <b>Sealed local roads below the intervention level</b><br>Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads                                        | 10    | 94.13%            | 95.00%              | 93.50%            | 93.50%             | 93.50%      | 93.50%      | o     |
| <b>Responsiveness</b>                                                                                                           |                                                                                                                                                                                                                      |       |                   |                     |                   |                    |             |             |       |
| <b>Statutory planning</b><br>(Councils decide on planning applications and fulfill their legislative duties in a timely manner) | <b>Planning applications decided within the relevant required time</b><br>Number of planning application decisions made within the relevant required time / Number of planning application decisions made            | 11    | 55.77%            | 60.00%              | 60.00%            | 60.00%             | 60.00%      | 60.00%      | o     |
| <b>Environment</b>                                                                                                              |                                                                                                                                                                                                                      |       |                   |                     |                   |                    |             |             |       |
| <b>Waste management</b><br>(waste is minimised and sustainability is promoted)                                                  | <b>Kerbside collection waste to landfill per serviced property</b><br>Waste in tonnage collected from kerbside waste collection services sent to landfill / Number of serviced properties                            | 12    | N/A               | N/A                 | 0.39 tonnes       | 0.39 tonnes        | 0.39 tonnes | 0.39 tonnes | o     |

Key to Target Trend:  
+ increase in Council's overall targets  
o maintaining Council's overall targets  
- decrease in Council's overall targets

### Targeted financial performance indicators - Mandatory

| Domain / Indicator                                                                                   | Measure                                                                                                              | Notes | Actual<br>2024/25 | Forecast<br>2025/26 | Target<br>2026/27 | Target Projections |         |         | Trend |
|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-------|-------------------|---------------------|-------------------|--------------------|---------|---------|-------|
|                                                                                                      |                                                                                                                      |       |                   |                     |                   | 2027/28            | 2028/29 | 2029/30 | +/-   |
| <b>Financial management</b>                                                                          |                                                                                                                      |       |                   |                     |                   |                    |         |         |       |
| <b>Liquidity</b><br>(sufficient working capital and cash is available to cover expenses)             | <b>Current assets compared to current liabilities</b><br>Current assets / current liabilities                        | 13    | 187.86%           | 215.12%             | 200.24%           | 176.86%            | 163.67% | 146.79% | -     |
| <b>Financial forecasting</b>                                                                         |                                                                                                                      |       |                   |                     |                   |                    |         |         |       |
| <b>Asset renewal and upgrade</b><br>(renewal and upgrade of assets is planned and delivered)         | <b>Asset renewal and upgrade compared to depreciation</b><br>Asset renewal and upgrade expenses / Asset depreciation | 14    | 72.23%            | 64.36%              | 65.13%            | 67.18%             | 66.23%  | 78.61%  | o     |
| <b>Financial management</b>                                                                          |                                                                                                                      |       |                   |                     |                   |                    |         |         |       |
| <b>Rates concentration</b><br>(revenue is generated from a range of sources)                         | <b>Rates compared to adjusted underlying revenue</b><br>Rate revenue / adjusted underlying revenue                   | 15    | 71.62%            | 73.95%              | 74.79%            | 74.88%             | 75.58%  | 75.63%  | o     |
| <b>Financial management</b>                                                                          |                                                                                                                      |       |                   |                     |                   |                    |         |         |       |
| <b>Expenditure and revenue level</b><br>(resources are used efficiently in the delivery of services) | <b>Expenses per property assessment</b><br>Total expenses / no. of property assessments                              | 16    | \$2,813           | \$3,025             | \$3,229           | \$3,292            | \$3,330 | \$3,355 | +     |

## 5b. Financial performance indicators

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

The financial performance indicators below are the prescribed financial performance indicators contained in Part 2 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.

| Domain / Indicator                                                                                                                            | Measure                                                                                                                                                                  | Notes | Actual  | Forecast | Budget  | Projections |         |         | Trend |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------|----------|---------|-------------|---------|---------|-------|
|                                                                                                                                               |                                                                                                                                                                          |       | 2024/25 | 2025/26  | 2026/27 | 2027/28     | 2028/29 | 2029/30 | +/-   |
| <b><u>Financial forecasting</u></b>                                                                                                           |                                                                                                                                                                          |       |         |          |         |             |         |         |       |
| <b>Indebtedness</b><br>(level of long term liabilities is appropriate to the size and nature of a Council's activities)                       | <b>Non-current liabilities compared to own-source revenue</b><br>Non-current liabilities / own source revenue                                                            | 17    | 19.91%  | 16.45%   | 13.65%  | 10.98%      | 8.39%   | 5.82%   | -     |
| <b>Loans and borrowings</b><br>(level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities) | <b>Loans and borrowings compared to own-source revenue</b><br>Interest bearing loans and borrowings / own-source revenue                                                 | 18    | 20.58%  | 17.20%   | 14.48%  | 11.88%      | 9.35%   | 6.84%   | -     |
| <b>Loans and borrowings</b><br>(level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities) | <b>Loans and borrowings repayments compared to own-source revenue</b><br>Interest and principal repayments on interest bearing loans and borrowings / own-source revenue | 19    | 3.08%   | 3.05%    | 2.79%   | 2.72%       | 2.65%   | 2.58%   | -     |
| <b>Population</b><br>(population is a key driver of a Council's ability to fund the delivery of services to the community)                    | <b>Expenses per head of population</b><br>Total expenses/ Population                                                                                                     | 20    | \$1,326 | \$1,411  | \$1,506 | \$1,536     | \$1,553 | \$1,566 | +     |
|                                                                                                                                               | <b>Infrastructure per head of population</b><br>Value of infrastructure / Population                                                                                     | 21    | \$7,470 | \$7,349  | \$7,247 | \$7,172     | \$7,060 | \$6,971 | -     |
|                                                                                                                                               | <b>Own-source revenue per head of population</b><br>Own source revenue / Population                                                                                      | 22    | \$1,191 | \$1,243  | \$1,270 | \$1,294     | \$1,314 | \$1,336 | +     |
|                                                                                                                                               | <b>Recurrent grants per head of population</b><br>Recurrent grants / Population                                                                                          | 23    | \$139   | \$110    | \$122   | \$126       | \$127   | \$130   | +     |
| <b><u>Financial management</u></b>                                                                                                            |                                                                                                                                                                          |       |         |          |         |             |         |         |       |
| <b>Liquidity</b><br>(sufficient working capital and cash is available to cover expenses)                                                      | <b>Cash compared to current liabilities</b><br>Cash / current liabilities                                                                                                | 24    | 135.84% | 152.90%  | 140.62% | 116.37%     | 101.40% | 83.06%  | -     |
| <b>Operating position</b><br>(an adjusted underlying surplus is generated in the ordinary course of business)                                 | <b>Adjusted underlying surplus (or deficit)</b><br>Adjusted underlying surplus (deficit) / Adjusted underlying revenue                                                   | 25    | 2.88%   | -4.07%   | -6.94%  | -7.25%      | -7.59%  | -6.59%  | -     |
| <b>Rates effort</b><br>(rating level is set based on the community's capacity to pay)                                                         | <b>Rates compared to property value</b><br>Rate revenue / CIV of rateable properties in the municipal district                                                           | 26    | 0.22%   | 0.24%    | 0.23%   | 0.24%       | 0.25%   | 0.25%   | +     |
| <b>Expenditure and revenue level</b><br>(resources are used efficiently in the delivery of services)                                          | <b>Average rate per property assessment</b><br>General rates and municipal charges / no. of property assessments                                                         | 27    | \$1,764 | \$1,840  | \$1,886 | \$1,914     | \$1,943 | \$1,972 | +     |
| <b>Rates collection</b><br>(rates and charges are being responsibly collected)                                                                | <b>Rates and charges debt</b><br>Unpaid rates and charges / all rates and charges                                                                                        | 28    | 14.71%  | 13.92%   | 13.20%  | 12.77%      | 12.35%  | 11.95%  | -     |

### Key to Forecast Trend:

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

### Notes to measures

#### 5

##### 1. Participation in the MCH service

Measures the percentage of children enrolled who participate in the MCH service

##### 2. Participation in the MCH service by Aboriginal children

Measures the percentage of Aboriginal children enrolled who participate in the MCH service

##### 3. Utilisation of aquatic facilities

Measures the number of visits to aquatic facilities per head of population

##### 4. Library membership

Measures the percentage of the population that are registered library members

##### 5. Critical and major non-compliance outcome notifications (Food safety)

Measures the percentage of critical and major non-compliance outcome notifications that are followed up by Council

##### 6. Kerbside collection bins missed

Measures the number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts

##### 7. Council resolutions made at meetings closed to the public

Measures the percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of Councillors, closed to the public under section 66(1) of the Act.

##### 8. Satisfaction with council decisions

Measures community satisfaction rating out of 100 with how council has performed in making decisions in the best interests of the community

#### 5a

##### 9. Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions

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

##### 10. Sealed local roads below the intervention level

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

##### 11. Planning applications decided within the relevant required time

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

##### 12. Kerbside collection waste to landfill per serviced property

Forecast results seems achievable given the implementation of a universal FOGO (Food and Green Organic Waste Program) and Darebin Resource Recovery Centre (due to more material filtering through a re-sale shop that would otherwise become landfill).

##### 13. Current assets compared to current liabilities

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

##### 14. Asset renewal and upgrade compared to depreciation

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

##### 15. Rates compared to adjusted underlying revenue

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

**16. Expenses per property assessment**

A general measure of how much Council spends to deliver key services to each property - Measures costs versus income on a per property basis.

**5b**

**17. Non-current liabilities compared to own-source revenue**

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

**18. Loans and borrowings compared to own-source revenue**

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

**19. Loans and borrowings repayments compared to own-source revenue**

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

**20. Expenses per head of population**

A general measure of how much Council spends to deliver key services to each head of population - Measure costs versus income on a per head of population basis.

**21. Infrastructure per head of population**

A general measure of total asset replacement cost per head of population.

**22. Own-source revenue per head of population**

A general measure of how much revenue Council generates through day to day operations per head of population.

**23. Recurrent grants per head of population**

A general measure of how much revenue Council generates through external parties on a recurrent basis per head of population.

**24. Cash compared to current liabilities**

A general measure of Council's liquidity and its ability to meet its commitments as and when they fall due with available cash

**25. Adjusted underlying surplus (or deficit)**

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Deterioration expected over the 4 year estimates mainly due to significant investment in digital transformation over same period.

**26. Rates compared to property value**

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

**27. Average rate per property assessment**

A general measure of how much revenue Council generates per property, that can be used to deliver key services to each property. This measure can be compared to the Expenditure Level indicator to measure costs versus income on a per property basis.

**28. Rates and charges debt**

A general measure of Council's ability to collect outstanding rates & charges

## 6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2026-27.

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

**Refer separate attachment for full 2026-27 Fees & Charges price schedule.**

Note: Several 'infringements' are no longer included in the list. The reason for this is that these are not fees and charges and Council does not need to set these annually via its budget. Rather Council's power to issue infringements is set via various legislation and, in a few cases, via separate Council decisions.

Darebin City Council Earnings Before Interest, Taxes, Depreciation & Amortization (EBITDA) and Unallocated Cash Performance - Revised 10-Year Model

| Long Term Financial Plan - Recurrent EBITDA                                                | FY 25-26<br>(Forecast)<br>\$'000 | FY 26-27<br>(Budget)<br>\$'000 | FY 27-28<br>(Projection)<br>\$'000 | FY 28-29<br>(Projection)<br>\$'000 | FY 29-30<br>(Projection)<br>\$'000 | FY 30-31<br>(Projection)<br>\$'000 | FY 31-32<br>(Projection)<br>\$'000 | FY 32-33<br>(Projection)<br>\$'000 | FY 33-34<br>(Projection)<br>\$'000 | FY 34-35<br>(Projection)<br>\$'000 | FY 35-36<br>(Projection)<br>\$'000 |
|--------------------------------------------------------------------------------------------|----------------------------------|--------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Property Rates & Charges                                                                   | 137,226                          | 141,275                        | 145,356                            | 149,546                            | 153,848                            | 158,265                            | 162,800                            | 167,456                            | 172,237                            | 177,145                            | 182,184                            |
| Supplementary Rates & Charges                                                              | 461                              | 473                            | 480                                | 487                                | 495                                | 502                                | 510                                | 517                                | 525                                | 533                                | 541                                |
| Special Rates & Charges                                                                    | 1,386                            | 385                            | 385                                | 385                                | 385                                | 385                                | 385                                | 385                                | 385                                | 385                                | 385                                |
| Operating Grants                                                                           | 17,221                           | 19,482                         | 19,872                             | 20,269                             | 20,674                             | 21,088                             | 21,510                             | 21,940                             | 22,379                             | 22,826                             | 23,283                             |
| Other Revenue                                                                              | 25,787                           | 25,796                         | 25,356                             | 25,909                             | 26,477                             | 27,058                             | 27,654                             | 28,265                             | 28,892                             | 29,534                             | 30,153                             |
| Total Recurrent Income                                                                     | 182,081                          | 187,411                        | 191,449                            | 196,597                            | 201,879                            | 207,298                            | 212,859                            | 218,564                            | 224,417                            | 230,423                            | 236,546                            |
| Employee Benefits                                                                          | 107,232                          | 111,108                        | 114,870                            | 115,373                            | 117,490                            | 122,334                            | 127,361                            | 132,579                            | 137,996                            | 143,617                            | 149,452                            |
| Materials & Services                                                                       | 42,042                           | 44,194                         | 46,414                             | 49,335                             | 52,123                             | 55,076                             | 58,206                             | 61,526                             | 65,047                             | 68,785                             | 72,676                             |
| Other Expenses                                                                             | 5,784                            | 6,005                          | 6,141                              | 5,910                              | 6,048                              | 6,190                              | 6,336                              | 6,486                              | 6,640                              | 6,798                              | 6,941                              |
| Total Recurrent Expenditure - Existing Operations                                          | 155,057                          | 161,307                        | 167,425                            | 170,618                            | 175,661                            | 183,600                            | 191,903                            | 200,591                            | 209,683                            | 219,200                            | 229,069                            |
| Vacancy Offset - Year on Year                                                              | 2,302                            | 1,552                          | 802                                | 0                                  | 0                                  | 0                                  | 0                                  | 0                                  | 0                                  | 0                                  | 0                                  |
| Total Financial Recurrent Savings Target                                                   | 2,302                            | 1,552                          | 802                                | 0                                  | 0                                  | 0                                  | 0                                  | 0                                  | 0                                  | 0                                  | 0                                  |
| Total Recurrent EBITDA excludes Waste Charge                                               | 29,325                           | 27,656                         | 24,826                             | 25,979                             | 26,218                             | 23,698                             | 20,955                             | 17,973                             | 14,735                             | 11,223                             | 7,477                              |
| (Also Excludes Digital Darebin and Op Projects)                                            |                                  |                                |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |
| Total Cash Adjustments                                                                     | 6,785                            | 16,338                         | 12,383                             | 8,918                              | 9,376                              | 11,596                             | 12,031                             | 12,148                             | 12,406                             | 12,648                             | 12,868                             |
| Total Cash Available for Allocation - Structural Surplus / (Deficit) excludes Waste Charge | 36,110                           | 43,994                         | 37,210                             | 34,897                             | 35,594                             | 35,295                             | 32,986                             | 30,121                             | 27,141                             | 23,871                             | 20,345                             |
| Commitments & Allocations:                                                                 |                                  |                                |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |
| Loan Repayments (I)                                                                        | 1,449                            | 1,292                          | 1,107                              | 916                                | 717                                | 519                                | 312                                | 107                                | (-0)                               | (-0)                               | (-0)                               |
| Loan Repayments (P)                                                                        | 4,680                            | 4,522                          | 4,698                              | 4,881                              | 5,072                              | 5,270                              | 5,477                              | 4,621                              | 0                                  | 0                                  | 0                                  |
| Operating Projects & Initiatives                                                           | 1,418                            | 2,400                          | 1,600                              | 1,700                              | 1,800                              | 1,800                              | 1,800                              | 1,800                              | 1,800                              | 1,800                              | 1,800                              |
| Community Grants Program                                                                   | 790                              | 500                            | 707                                | 826                                | 849                                | 873                                | 898                                | 923                                | 949                                | 975                                | 1,003                              |
| Council Election / Bi Election Net Expenses                                                | (-5)                             | 0                              | 0                                  | 900                                | 0                                  | 0                                  | 0                                  | 900                                | 0                                  | 0                                  | 0                                  |
| Capital Works Renewal Program                                                              | 22,376                           | 21,761                         | 17,940                             | 23,470                             | 27,284                             | 29,206                             | 33,109                             | 34,583                             | 33,343                             | 30,017                             | 34,079                             |
| Capital Works Improvements Program                                                         | 7,519                            | 5,129                          | 10,408                             | 3,619                              | 3,462                              | 7,032                              | 3,509                              | 4,888                              | 8,110                              | 4,145                              | 1,090                              |
| Total Commitments & Allocations Excludes Waste                                             | 38,227                           | 35,604                         | 36,460                             | 36,313                             | 39,185                             | 44,700                             | 45,105                             | 47,822                             | 44,201                             | 36,937                             | 37,972                             |
| Unallocated Cash Surplus / (Deficit) Excludes Waste                                        | (-2,117)                         | 8,390                          | 750                                | (-1,416)                           | (-3,591)                           | (-9,405)                           | (-12,119)                          | (-17,701)                          | (-17,060)                          | (-13,066)                          | (-17,627)                          |

| Long Term Financial Plan - Recurrent EBITDA                                                                       | FY 25-26<br>(Forecast)<br>\$'000 | FY 26-27<br>(Budget)<br>\$'000 | FY 27-28<br>(Projection)<br>\$'000 | FY 28-29<br>(Projection)<br>\$'000 | FY 29-30<br>(Projection)<br>\$'000 | FY 30-31<br>(Projection)<br>\$'000 | FY 31-32<br>(Projection)<br>\$'000 | FY 32-33<br>(Projection)<br>\$'000 | FY 33-34<br>(Projection)<br>\$'000 | FY 34-35<br>(Projection)<br>\$'000 | FY 35-36<br>(Projection)<br>\$'000 |
|-------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Recurrent EBITDA - Waste Charge                                                                                   |                                  |                                |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |
| Total Recurrent Waste Charges Income                                                                              | 27,000                           | 31,355                         | 32,678                             | 34,190                             | 35,563                             | 36,995                             | 38,488                             | 40,045                             | 41,668                             | 43,361                             | 45,127                             |
| Total Recurrent Waste Charges Expenses                                                                            | 25,433                           | 29,787                         | 31,064                             | 32,027                             | 33,336                             | 34,701                             | 36,125                             | 37,611                             | 39,162                             | 40,779                             | 42,467                             |
| Recurrent EBITDA - Waste Charge                                                                                   | 1,567                            | 1,567                          | 1,614                              | 2,162                              | 2,227                              | 2,294                              | 2,363                              | 2,434                              | 2,507                              | 2,582                              | 2,660                              |
| (the surplus is primarily due to excl. of deprn and under/over recovery)                                          |                                  |                                |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |
| Projects & Initiatives funded through Waste Charge                                                                |                                  |                                |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |
| Operating Projects & Initiatives - Waste Charge Funded                                                            | 0                                | 300                            | 490                                | 200                                | 200                                | 200                                | 200                                | 200                                | 200                                | 200                                | 200                                |
| Capital Works Projects - Annual Depreciation Waste Charge Funded                                                  | 0                                | 719                            | 5,981                              | 1,537                              | 3,598                              | 4,053                              | 1,282                              | 1,046                              | 1,017                              | 2,122                              | 1,921                              |
| Total Waste Charge related Project Expenditure                                                                    | 0                                | 1,019                          | 6,471                              | 1,737                              | 3,798                              | 4,253                              | 1,482                              | 1,246                              | 1,217                              | 2,322                              | 2,121                              |
| Net Waste Charge Surplus / (deficit)                                                                              | 1,567                            | 548                            | (-4,857)                           | 426                                | (-1,570)                           | (-1,959)                           | 881                                | 1,188                              | 1,290                              | 260                                | 539                                |
| Surplus represents timing of revenue and spend which will be adjusted annually in waste charges rates calculation |                                  |                                |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |
| Financial Sustainability Initiatives Revised and Recurrent                                                        | 0                                | (-1,451)                       | (-2,903)                           | (-4,354)                           | (-5,805)                           | (-5,805)                           | (-5,805)                           | (-5,805)                           | (-5,805)                           | (-5,805)                           | (-5,805)                           |
| Total Darebin Position Including Savings and Financial Sustainability Initiatives                                 |                                  |                                |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |
| Accumulated Unallocated Cash:                                                                                     |                                  |                                |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |                                    |
| Opening Balance (Inclusive of adjustments)                                                                        | 50,323                           | 46,185                         | 45,792                             | 33,931                             | 27,195                             | 18,295                             | 12,359                             | 9,696                              | 1,759                              | (-5,436)                           | (-9,669)                           |
| Add: Annual Unallocated Cash Surplus / (Deficit)                                                                  | (-4,026)                         | 1                              | (-11,454)                          | (-6,315)                           | (-8,463)                           | (-5,484)                           | (-2,194)                           | (-7,452)                           | (-6,692)                           | (-3,712)                           | (-7,975)                           |
| Closing Balance - Accumulated Unallocated Cash Surplus / (Deficit)                                                | 46,297                           | 46,186                         | 34,338                             | 27,617                             | 18,732                             | 12,811                             | 10,165                             | 2,244                              | (-4,933)                           | (-9,148)                           | (-17,644)                          |
| Closing Cash & Cash Equivalents Balances                                                                          | 74,344                           | 72,113                         | 60,199                             | 52,951                             | 43,643                             | 36,826                             | 34,011                             | 26,182                             | 19,004                             | 14,888                             | 6,564                              |