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Mayor Introduction

I am pleased to present Council's Draft Budget 2026–27 which reflects our continued commitment to sound financial management while delivering the essential services and infrastructure our communities depend upon every day.

As part of this budget, Council will keep this financial year's rate rise to 2.75% in line with the Victorian Government's 2026-27 rate cap while still maintaining our current service standards. However, the average forecast inflation rate is projected to exceed 5% so it is important to acknowledge Council's projected costs are growing higher than revenue. We will continue to advocate to the Commonwealth Government for an increase in direct and untied grants as part of our fair share of tax revenue to secure our long-term financial sustainability.

This year's budget includes a range of important investments across the Shire, including:

- Road, bridge and drainage upgrades
- Tanwood Avenue of Honour replacement
- Lexton flood mitigation works
- Landsborough Bowling Club green replacement (Council contribution and subject to external funding)
- Memorial projects
- Avoca Recreation Reserve flood mitigation works (part only)
- Community Asset Committee (CAC) support and delegated works
- Waubra water bore project
- Playground renewals
- Beaufort Pool liner replacement (if required)
- Beaufort Linear Project (Council contribution and subject to external funding)
- New or relocated bus shelters (provision)
- Defibrillator maintenance and renewal

The Draft Budget 2026-27 is aligned with our long-term strategic plans, ensuring every dollar spent delivers value for our communities.

Council is focused on delivering a sound budget that also recognises the financial pressures facing our community, including the added impacts of a cost-of-living crisis, recent drought and fire events, the ongoing global fuel crisis and the Emergency Services and Volunteers Fund.

The proposed budget outlines total expenditure of $34.9 million, with a strong emphasis on maintaining and improving our critical infrastructure. Key highlights include:

- Upgrading sections of our 2,000 kilometres of road network
- Renewing ageing infrastructure, including some of our 150 bridges—over 100 of which are more than 50 years old
- Delivering essential drainage works
- Supporting the delivery of more than 70 services, projects and events across the Shire.

Council is committed to maintaining our infrastructure, supporting growth, and creating opportunities across Pyrenees Shire despite the current uncertain economic environment.

Cr Damian Ferrari
Mayor

Message from the CEO

The 2026–27 Draft Budget has been prepared through a careful and transparent process, with input from councillors, Council officers and management. This process included detailed review and analysis to ensure the Budget reflects community needs and Council priorities.

The Draft Budget includes a strong capital works program, with significant investment in roads and bridge upgrades, drainage, recreation facilities and economic development. These projects support the goals set out in the Council Plan and Community Vision and help maintain and improve important local infrastructure for our community.

The Budget also reflects the key priorities in the new draft Council Plan 2025–2029 and Council Vision, with a focus on our people, place, environment, economy and leadership.

Around 56 per cent of Pyrenees Shire's income comes from rates and other local revenue, with the remaining 44 per cent funded through government grants, fees and charges. Council continues to actively advocate to state and federal governments for additional funding to help meet the needs of our communities. Grant funding is essential in supporting services and projects that cannot be fully funded through local revenue alone.

For the 2026–27 financial year, rates have been increased by 2.75 per cent, in line with the Victorian Government's rate cap. However, Council is experiencing rising costs that are higher than the rate cap, particularly in areas such as construction, materials, insurance, utilities and service delivery. These cost increases place ongoing pressure on Council's budget and financial capacity.

In response to these challenges, Council is carefully reviewing its services and how services are delivered. This includes looking for efficiencies, prioritising spending, and planning responsibly to ensure Council can continue to deliver essential services and key projects into the future. Sound financial management remains a priority to help Council remain sustainable in a challenging economic environment.

Council is committed to delivering value for money for ratepayers by maintaining essential infrastructure, providing quality services, and planning for the long-term needs of our community.

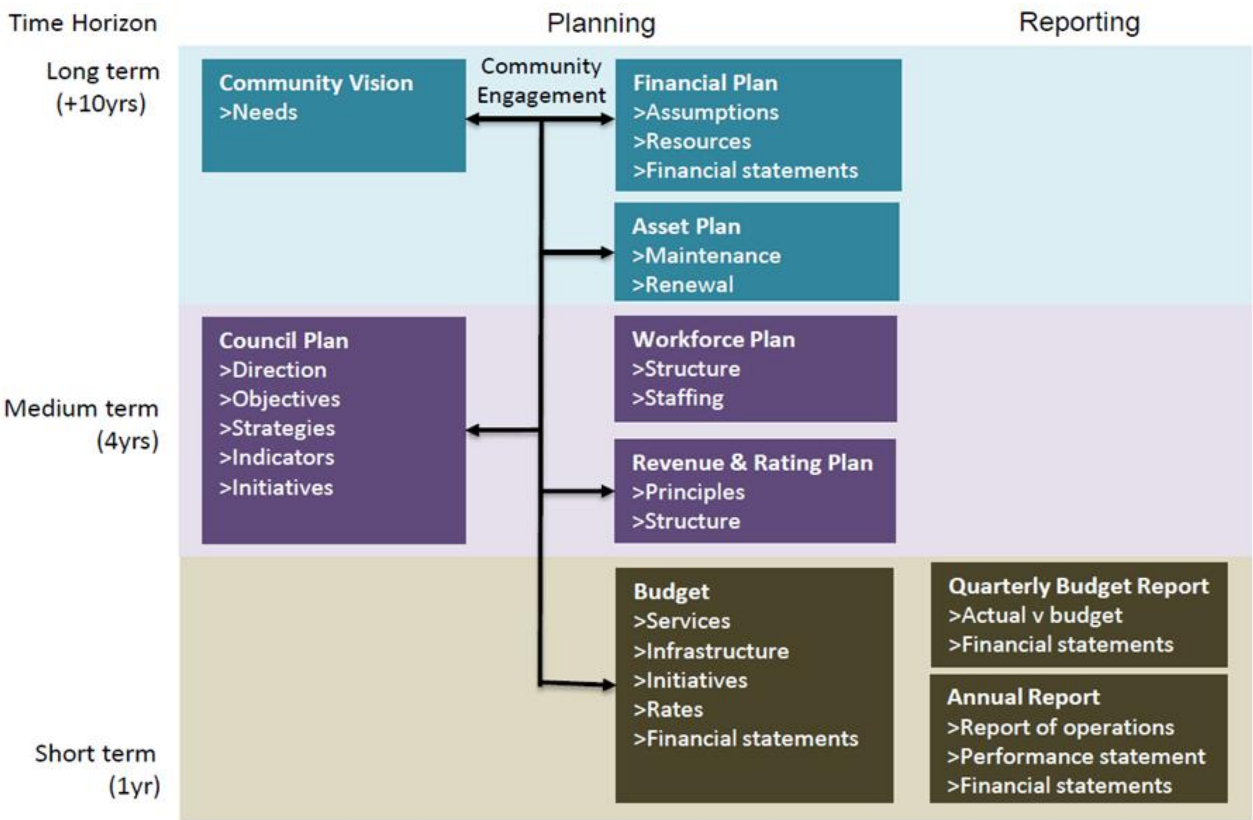
Jim Nolan
Chief Executive Officer

1 Link to the Council Plan

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



Source: Mark Davies (Financial Professional Solutions)

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

1.1.2 Key planning considerations

Service level planning

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

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

Our purpose

In response to the Community Vision, the Council have agreed on the following vision for the course of the Council Plan:

Our vision

We put our Pyrenees communities at the centre of all decision-making. Through our focus on wellbeing, community connections, and supporting all life stages, we aim to create vibrant, resilient communities where visitors and residents want to live, invest, and thrive.

Our Vision is for a vibrant shire where economic growth and innovation go hand-in-hand supporting key industry sectors, the natural environment and small-town sustainability.

Underpinning Principles

1. **Community-Centric and Responsive Culture**

   Council fosters an enabling culture that listens, responds proactively, and works in partnership with communities to address their needs and wellbeing.

2. **Effective Engagement and Transparent Communication**
   Council ensures timely, clear, and constructive communication and engagement with the community, valuing local knowledge, empowering community to identify opportunities and develop solutions.

3. **Collaboration and Accountability**
   Council values and drives internal and external collaboration through proactive partnerships to achieve improved outcomes while remaining accountable and transparent in its financial and resource management.

4. **Sustainable Service Delivery and Strategic Focus**
   Council effectively delivers services to meet identified community needs, prioritising strategic alignment, outdoor maintenance, and long-term sustainability in all services and projects.

1.2 Strategic Priorities

Pillar 1: Support and grow Liveable Places, Connected Communities	
A.	Promote inclusivity and accessibility for all life stages by creating welcoming spaces and supporting diverse social, cultural, and recreational activities.
B.	Improve community safety and wellbeing through accessible health services, active lifestyles, mental health support, and effective local laws that ensure a high standard of safety and amenity.
C.	Enable responsible development and population growth through strategic planning, affordable housing, and community-driven township planning that reflects local identity.
D.	Strengthen community outcomes by fostering partnerships, supporting volunteers, and encouraging civic engagement to build capacity and deliver improved services.

Pillar 2: Promote a Diversified, Thriving Economy	
A.	Support the growth and diversification of new and existing businesses, with a focus on key sectors, innovation, and attracting investment.
B.	Deliver coordinated and facilitated planning and economic development outcomes to support community aspirations and foster business and tourism growth.
C.	Promote and support community events and the visitor economy to celebrate local culture, promote tourism, and stimulate the local economy.
D.	Advocate for improved transport infrastructure, support job creation, and invest in workforce development to enhance connectivity and economic opportunities.

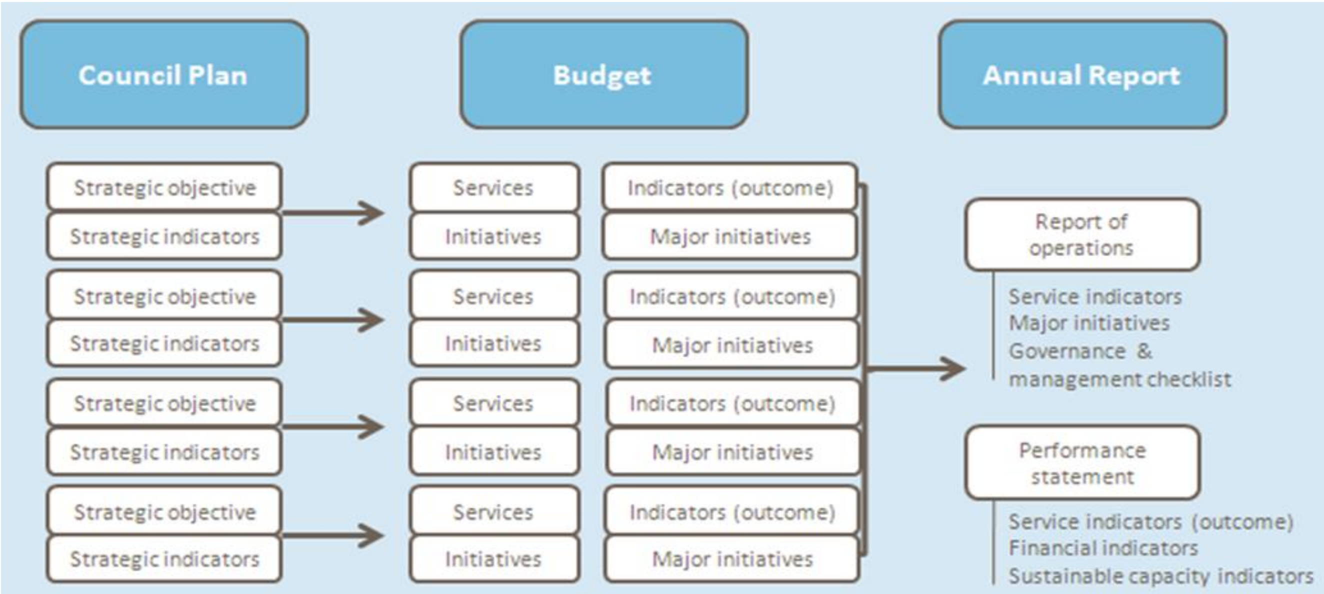
Pillar 3: Preserve, promote and enjoy the natural environment	
A.	Preserve and manage biodiversity and natural assets for long-term community benefit and environmental sustainability.
B.	Mitigate risks, build community resilience, and enhance responsiveness to natural disasters through proactive planning and collaboration.
C.	Support local industries and communities in adapting to climate change through sustainable practices and strategic adaptation efforts.
D.	Promote responsible waste practices by reducing landfill, improving resource recovery, and advocating for accessible, efficient, and rural-appropriate waste services.

Pillar 4: Planning and Building Infrastructure for current and future needs	
A.	Plan, build, and maintain essential infrastructure – including water, waste, sewerage, roads, bridges, and community assets – to support liveability, resilience, and growth.
B.	Address communication disadvantage and advocate for all communities to have reliable access to mobile, internet, and emergency services through strong advocacy and investment.
C.	Support the local community by facilitating appropriate land use planning outcomes.
D.	Advocate for fair renewable energy development, access to critical water supplies, and effective maintenance of natural and built assets to reduce impacts on communities and the environment.

Pillar 5: Community-Centric Leadership and Proactive Service Delivery	
A.	Foster a values-driven, inclusive culture where residents and community needs are central to all decision-making. Empower leadership at all levels to be responsive, accountable, and aligned with Council and community priorities.
B.	Work constructively and in partnership with individuals and communities to anticipate needs, solve issues early, and deliver outcomes that build trust and resilience.
C.	Ensure timely, clear, and consistent communication and build strong community relationships, underpinned by transparency and meaningful engagement.
D.	Deliver high quality services and maintain public spaces efficiently, applying a strategic lens to all projects, and continuously improving systems and resource allocation.

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 Jobs, Precincts and Regions

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in bold and underlined in the following sections.

2.1 Key Performance Measure

Pillar 1: Measures – Support and grow Liveable Places, Connected Communities			Source
a.	Community satisfaction	3% improvement in scores for Appearance of Public Areas (2024 – 69)	Local Government Performance Reporting
b.	Community satisfaction	3% improvement in scores for Recreational Facilities (2024 - 68)	Local Government Performance Reporting
c.	Planning permits	>85% planning permits issued within required timeframes (2023/24 - 67.7%)	Local Government Performance Reporting
		>90% of applicants achieved a planning outcome that resulted in their request being approved	Planning Applicant Satisfaction Survey 2025
d.	Community Action Plans	10 district level Community Plans developed within four years	Project Status Reporting
		Facilitate local initiatives through funding support of Community Plans > $50,000	Community Grants Status Reporting
e.	Township Framework Plans	Complete for two main towns – Avoca and Beaufort	Project Status Reporting
f.	Community facility accessibility	Improve the proportion of council-owned community facilities that comply with established accessibility standards	Accessibility Audit

Pillar 2: Measures – Promote a Diversified, Thriving Economy			Source
a.	New business / investment attraction	Increase number of new businesses established annually	REM Plan
		Increase in local employment rates	REM Plan
b.	Increase small business sector capability	Participant satisfaction rates and reported improvements in business operations.	Targeted survey data – baseline survey 2025, update survey 2026
c.	Business confidence	Increase in the local business confidence index within 12 months	Targeted survey data – baseline survey 2025, update survey 2026
d.	Business owner support by referrals made to business support agencies	>6 businesses receiving support through referrals made by Council	Targeted survey data
		Satisfaction with the Council support services provided	Local Government Performance Reporting
e.	Residential growth based on government targets	Achieve annual residential growth based on government targets of 52 new residential building approvals (new houses) per year	Victorian Building Authority

Pillar 3: Measures – Preserve, promote and enjoy the natural environment			Source
a.	Climate change	Achieve a 20% reduction in operational emissions in Council buildings within 4 years	Emissions and Energy Reports
b.	Food and Organics Waste (FOGO)	Implementation of comprehensive service delivery (FOGO) by 1 July 2027	Project Status Reporting
c.	Kerbside waste collection	Increase waste diverted from landfill (2024 – 30.41%) to 50% within 4 years	Local Government Performance Reporting
d.	Fire prevention	90% of approved roadside slashing program delivered annually	Program delivery monitoring
e.	Visitor economy	Restoration of assets associated with bushfire affected trails and re-opened for visitor engagement with the natural environment. (e.g., trails, campsites and facilities)	DEECA / Parks Victoria

Pillar 4: Measures – Planning and Building Infrastructure for current and future needs			Source
a.	Road Management Plan compliance	Maintain >99% compliance to Plan intervention levels	Bi-annual compliance audits
b.	Increased digital connectivity and literacy	Percentage increase in households and businesses with access to high-speed broadband	Targeted survey data – baseline survey 2025, update survey 2026
		Number of participants in digital literacy programs	Library program registration data
c.	Industrial and commercial land availability	Initiate increased availability of serviced industrial / commercial land to attract private investment	Project Status Reporting
d.	Improved transport infrastructure	Percentage of identified end-of-life bridges renewed or replaced.	Capital Works Program
		Reduction in the number of weight-restricted bridges (2025 26/150 17%)	Capital Works Program
e.	Emergency water (for stock and fire emergencies)	Within 4 years achieve 100% coverage of accessible emergency water within 20km of any resident	Project Status Reporting

Pillar 5: Measures – Community-Centric Leadership and Proactive Service Delivery			Source
a.	Responsiveness and enquiries resolution	>80% resolution within 15 days of receipt for customer action requests, enquiries and complaints	CRMS Data
		Reduction in average processing times for service requests and enquiries	CRMS Data
b.	Community satisfaction	3% improvement in community satisfaction scores for Council Overall Performance (2024 – 55)	Local Government Performance Reporting
c.	Community engagement	3% improvement in community satisfaction scores for Consultation and Engagement (2024 – 52)	Local Government Performance Reporting
d.	Overall Council direction	3% improvement in community satisfaction scores for Overall Council Direction (2024 – 43)	Local Government Performance Reporting
e.	Staff development and engagement	3% improvement in staff satisfaction and engagement survey results	Annual staff survey
f.	Technology utilisation	Increase in online service adoption rates by the community	Website interaction statistics

Note: The measures contained above are aspirational and outcomes based, however some of these are influenced by external macro-economic and other factors outside Council control. Where data is not currently measured, baseline and achievement numbers will be determined by annual survey.

2.2 Pillar 1: - Support and grow Liveable Places, Connected Communities

Business area	Description of services provided	24/25 Actual $'000	25/26 Forecast $'000	26/27 Budget $'000
Community grants	Council conducts an annual community grants program each year. This service combines a wide range of opportunities for the community to apply for grants for a variety of projects which contribute to the general well being of the community			
	Revenue	0	0	0
	Expenditure	89	87	80
	Net Cost	**(89)**	**(87)**	**(80)**
Positive Ageing	This service ensures connection for our ageing community to relevant service providers, community and social networks.			
	Revenue	17	12	11
	Expenditure	131	60	40
	Net Cost	**(114)**	**(48)**	**(29)**
Family Services	This service provides family oriented support services including maternal and child health and immunisation.			
	Revenue	349	299	312
	Expenditure	457	525	519
	Net Cost	**(108)**	**(226)**	**(207)**
Library Services	This service provides public library services which provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.			
	Revenue	256	343	123
	Expenditure	100	474	337
	Net Cost	**156**	**(131)**	**(214)**
Animal control	This service provides the animal management services of the Shire. It maintains and improves the health and safety of people, animals and the environment by providing animal management services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an afterhours service and an emergency service. It also provides education, regulation and enforcement of the General Local Law and relevant State legislation.			
	Revenue	181	182	186
	Expenditure	293	253	334
	Net Cost	**(112)**	**(71)**	**(148)**
Caravan Parks	This service provides caravan park facilities for residents and visitors to the municipality.			
	Revenue	397	553	551
	Expenditure	398	414	365
	Net Cost	**(1)**	**139**	**186**

Business area	Description of services provided	24/25 Actual $'000	25/26 Forecast $'000	26/27 Budget $'000
Recreation, public halls and parks and reserves	This service provides swimming pool facilities services at three locations, public halls, parks and gardens and provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered. Parks Management provides management and implementation of open space strategies and maintenance programs. Parks and gardens maintenance provides management of all parks and gardens.			
	Revenue	61	7	7
	Expenditure	1,311	1,667	1,780
	Net Cost	**(1,250)**	**(1,660)**	**(1,773)**
	Total Net Cost	**(1,518)**	**(2,084)**	**(2,265)**

2.3 Pillar 2: - Promote a Diversified, Thriving Economy

Business area	Description of services provided	24/25 Actual $'000	25/26 Forecast $'000	26/27 Budget $'000
Planning	This statutory planning service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of the Shire. It also prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.			
	Revenue	281	163	155
	Expenditure	643	926	722
	Net Cost	**(362)**	**(763)**	**(567)**
Economic development	This service provides Council with general economic development services, community building, events management, tourism, sponsorship, contribution towards state funded initiatives and promotional activities throughout the Shire.			
	Revenue	35	29	38
	Expenditure	757	838	1,061
	Net Cost	**(722)**	**(809)**	**(1,023)**
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities and smoke free dining. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.			
	Revenue	74	99	99
	Expenditure	279	216	247
	Net Cost	**(205)**	**(117)**	**(148)**
Facilities Maintenance	This service maintains Councils facilities throughout the municipality.			
	Revenue	0	0	0
	Expenditure	267	347	347
	Net Cost	**(267)**	**(347)**	**(347)**
Building Services	This service provides statutory building services to the community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.			
	Revenue	55	68	70
	Expenditure	248	321	348
	Net Cost	**(193)**	**(253)**	**(278)**
	Total Net Cost	**(1,749)**	**(2,289)**	**(2,363)**

2.4 Pillar 3: - Preserve, promote and enjoy the natural environment

Business area	Description of services provided	24/25 Actual $'000	25/26 Forecast $'000	26/27 Budget $'000
Disaster Management	This service facilitates the emergency preparedness and fire management services of the Council. This includes the roadside slashing program that occurs each year, the fire prevention officer's role and the emergency preparedness staff .			
	Revenue	3,285	7,640	75
	Expenditure	1,599	1,004	474
	Net Cost	**1,686**	**6,636**	**(399)**
Waste Management Services	This service provides waste collection including kerbside rubbish collections of garbage, hard waste and green waste from households and some commercial properties in Council. It also provides street litter bins throughout the Shire. The net surplus here is used to fund capital upgrades and corporate overheads required to treat the service as a stand alone business.			
	Revenue	2,622	2,738	2,777
	Expenditure	2,622	2,738	2,777
	Net Cost	**0**	**0**	**0**
Environmental Planning	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance. It also provides roadside weeds and pest animal management programs.			
	Revenue	62	63	0
	Expenditure	234	222	134
	Net Cost	**(172)**	**(159)**	**(134)**
	Total Net Cost	**1,514**	**6,477**	**(533)**

2.5 Pillar 4: - Planning and Building infrastructure for current and future needs

Business area	Description of services provided	24/25 Actual $'000	25/26 Forecast $'000	26/27 Budget $'000
Road maintenance	This service is responsible for the maintenance of Council's road network.			
	Revenue	64	15	22
	Expenditure	2,497	3,246	3,684
	Net Cost	**(2,433)**	**(3,231)**	**(3,662)**
Traffic and Transportation Services	This service provides strategic planning, policy development and day to day management of traffic and transport related issues in Council. The unit also implements Local Area Traffic Management schemes and assistance with implementation of the Road Safety Strategy.			
	Revenue	124	118	238
	Expenditure	774	837	1,038
	Net Cost	**(650)**	**(719)**	**(800)**
	Total Net Cost	**(3,083)**	**(3,950)**	**(4,462)**

2.6 Pillar 5: - Community Centric Leadership and Proactive Service Delivery

Business area	Description of services provided	24/25 Actual $'000	25/26 Forecast $'000	26/27 Budget $'000
Public conveniences	This service provides Council with public convenience facilities throughout the Shire.			
	Revenue	0	0	0
	Expenditure	103	87	87
	Net Cost	**(103)**	**(87)**	**(87)**
Councillors, Chief Executive and Governance	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Governance Team and associated support which cannot be easily attributed to the direct service provision areas.			
	Revenue	5	0	0
	Expenditure	1,502	1,677	1,429
	Net Cost	**(1,497)**	**(1,677)**	**(1,429)**
Customer & Civic Services	This service provides a range of statutory and corporate support services and acts as the main customer interface with the community. Services include the coordination of financial management, insurance, revenue management, audit, records and information management and office support services at the Council Offices.			
	Revenue	11,278	3,909	8,183
	Expenditure	4,709	5,173	4,848
	Net Cost	**6,569**	**(1,264)**	**3,335**
Admin and other	General administration and other expenditure items in this program area.			
	Revenue	58	340	41
	Expenditure	186	404	93
	Net Cost	**(128)**	**(64)**	**(52)**
People and Culture	This service provides the recruitment, training, performance evaluation and departure of Council staff.			
	Revenue	0	0	0
	Expenditure	166	233	262
	Net Cost	**(166)**	**(233)**	**(262)**
Information centres	This service provides, supports and maintains reliable and cost effective visitor information facilities and infrastructure to Council.			
	Revenue	100	84	57
	Expenditure	557	377	421
	Net Cost	**(457)**	**(293)**	**(364)**
	Total Net Cost	**4,218**	**(3,618)**	**1,141**

2.7 Reconciliation with budgeted operating result

	Net Cost $'000	Expenditure $'000	Revenue $'000
Pillar 1: Support and growing Liveable Places, Connected Communities	**(2,265)**	3,455	1,190
Pillar 2: Promote a Diversified, Thriving Economy	**(2,363)**	2,725	362
Pillar 3: Preserve, promote and enjoy the natural environment	**(533)**	3,385	2,852
Pillar 4: Planning and Building Infrastructure for current and future need	**(4,462)**	4,722	260
Pillar 5: Community-Centric Leadership and Proactive Service Delivery	**1,141**	7,140	8,281
Total services and initiatives	**(8,482)**	**21,427**	**12,945**
Other non-attributable	0		
Deficit before funding sources	**(8,482)**		
Funding sources:			
Rates	12,162		
Capital grants	2,455		
Gain on asset sales	0		
Depreciation	(6,675)		
Total funding sources	**7,942**		
for the year	**(540)**		

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 2028/29.

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

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

Comprehensive Income Statement

	Notes	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Income/Revenue						
Rates and charges	4.1.1	14,542	**14,926**	15,336	15,758	16,191
Statutory fees and fines	4.1.2	296	**308**	315	323	331
User fees	4.1.3	903	**952**	976	1,000	1,025
Grants - Operating	4.1.4	12,139	**8,177**	8,381	8,591	8,806
Grants - Capital	4.1.4	9,239	**2,455**	2,455	2,516	2,579
Contributions - cash	4.1.5	365	**0**	0	0	0
Net gain on disposal of property, infrastructure, plant and equipment		0	**0**	0	0	0
Other income	4.1.6	569	**573**	587	602	617
Total income / revenue		**38,053**	**27,389**	**28,050**	**28,790**	**29,549**
Expenses						
Employee costs	4.1.7	10,356	**10,779**	10,851	11,339	11,849
Materials and services	4.1.8	11,289	**9,991**	9,941	10,190	10,444
Allowance for impairment losses		9	**10**	10	10	10
Depreciation	4.1.9	6,357	**6,675**	6,842	7,013	7,189
Depreciation - right of use assets	4.1.10	9	**9**	9	9	9
Borrowing costs		122	**108**	111	98	66
Finance Costs - Leases		9	**9**	9	9	1
Other expenses	4.1.12	332	**347**	356	365	374
Total expenses		**28,483**	**27,929**	**28,129**	**29,032**	**29,942**
Surplus (deficit) for the year		**9,570**	**(540)**	**(78)**	**(242)**	**(393)**
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods:		0	**0**	0	0	0
Net asset revaluation gain/(loss)						
Total comprehensive result		**9,570**	**(540)**	**(78)**	**(242)**	**(393)**

Balance Sheet

For the four years ending 30 June 2030

	Notes	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Assets						
Current assets						
Cash and cash equivalents		8,866	**8,272**	8,419	8,156	8,311
Trade and other receivables		2,662	**2,811**	2,964	3,122	3,284
Inventories		13	**13**	13	13	13
Prepayments		148	**148**	148	148	148
Other assets		1,185	**1,185**	1,185	1,185	1,185
Total current assets		**12,874**	**12,429**	**12,729**	**12,624**	**12,941**
Non-current assets						
Trade and other receivables		2	**2**	2	2	2
Property, infrastructure, plant and equipment		385,611	**385,576**	384,814	384,033	383,233
Right of Use Assets		0	**0**	0	0	0
Total non-current assets		**385,613**	**385,578**	**384,816**	**384,035**	**383,235**
Total assets		**398,487**	**398,008**	**397,546**	**396,659**	**396,175**
Liabilities						
Current liabilities						
Trade and other payables		2,438	**2,438**	2,438	2,438	2,438
Trust funds and deposits		504	**504**	504	504	504
Provisions		2,346	**2,428**	2,513	2,601	2,692
Lease liabilities		458	**9**	10	2	0
Interest-bearing liabilities		9	**464**	**727**	**184**	**194**
Total current liabilities		**5,755**	**5,843**	**6,192**	**5,729**	**5,828**
Non-current liabilities						
Provisions		114	**118**	122	126	130
Lease liabilities		21	**12**	2	0	0
Interest-bearing loans and borrowings		2,119	**2,097**	1,370	1,186	992
Total non-current liabilities		**2,254**	**2,227**	**1,494**	**1,312**	**1,122**
Total liabilities		**8,009**	**8,069**	**7,686**	**7,041**	**6,950**
Net assets		**390,478**	**389,938**	**389,860**	**389,618**	**389,226**
Equity						
Accumulated surplus		135,159	**134,619**	134,541	134,299	133,907
Reserves		255,319	**255,319**	255,319	255,319	255,319
Total equity		**390,478**	**389,938**	**389,860**	**389,618**	**389,226**

Statement of Changes in Equity

For the four years ending 30 June 2030

	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2026 Forecast Actual				
Balance at beginning of the financial year	**380,908**	125,589	255,310	9
(Deficit) for the year	**9,570**	9,570	0	0
Net asset revaluation gain(loss)	**0**			
Balance at end of the financial year	**390,478**	**135,159**	**255,310**	**9**
2027 Budget				
Balance at beginning of the financial year	**390,478**	135,159	255,310	9
(Deficit) for the year	**(540)**	(540)		
Net asset revaluation increment(decrement)				
Balance at end of the financial year	**389,938**	**134,619**	**255,310**	**9**
2028				
Balance at beginning of the financial year	**389,938**	134,619	255,310	9
(Deficit) for the year	**(78)**	(78)		
Net asset revaluation gain(loss)	**0**			
Balance at end of the financial year	**389,860**	**134,541**	**255,310**	**9**
2029				
Balance at beginning of the financial year	**389,860**	134,541	255,310	9
(Deficit) for the year	**(242)**	(242)		
Net asset revaluation gain(loss)	**0**			
Balance at end of the financial year	**389,618**	**134,299**	**255,310**	**9**
2030				
Balance at beginning of the financial year	**389,618**	134,299	255,310	9
(Deficit) for the year	**(393)**	(393)		
Net asset revaluation gain(loss)	**0**			
Balance at end of the financial year	**389,226**	**133,907**	**255,310**	**9**

Statement of Cash Flows

For the four years ending 30 June 2030

		Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
		Inflows (Outflows)	**Inflows (Outflows)**	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and service charges		14,397	**14,777**	15,183	15,600	16,029
Statutory fees and fines		287	**308**	315	323	331
User charges		903	**942**	966	990	1,015
Grants - operating		12,139	**8,177**	8,381	8,591	8,806
Grants - capital		9,239	**2,455**	2,455	2,516	2,579
Contributions - cash		365	**0**	0	0	0
Interest on cash invested		450	**500**	414	421	408
Trust funds and deposits taken		1	**0**	0	0	0
Other receipts		119	**73**	173	181	209
Net GST refund		1	**0**	0	0	0
Employee costs		(10,350)	**(10,693)**	(10,762)	(11,247)	(11,754)
Materials and services		(19,211)	**(9,991)**	(9,941)	(10,190)	(10,444)
Trust funds and deposits repaid		0	**0**	0	0	0
Other payments		(332)	**(347)**	(356)	(365)	(374)
Net cash provided by operating activities	4.4.1	**8,008**	**6,199**	**6,828**	**6,821**	**6,805**
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(23,239)	**(6,975)**	(6,422)	(6,582)	(6,747)
Payments for land held for resale		0	**0**	0	0	0
Proceeds from sale of property, infrastructure, plant and equipment		318	**325**	333	341	350
Proceeds from sale of land held for resale		0	**0**	0	0	0
Net cash used in investing activities	4.4.2	**(22,921)**	**(6,650)**	**(6,089)**	**(6,241)**	**(6,397)**
Cash flows from financing activities						
Finance costs		(122)	**(108)**	(111)	(98)	(66)
Proceeds from borrowings		500	**500**	0	0	0
Repayment of borrowings		(458)	**(517)**	(464)	(727)	(184)
Interest paid - lease liability		(9)	**(9)**	(9)	(9)	(1)
Repayment of lease liabilities		(9)	**(9)**	(9)	(10)	(2)
Net cash used in financing activities	4.4.3	**(98)**	**(143)**	**(593)**	**(844)**	**(253)**
Net (decrease)/increase in cash and cash equivalents		(15,011)	**(594)**	147	(263)	155
Cash and cash equivalents at beginning of the financial year		23,877	**8,866**	8,272	8,419	8,155
Cash and cash equivalents at end of the financial year		**8,866**	**8,272**	**8,419**	**8,155**	**8,310**

Statement of Capital Works

For the four years ending 30 June 2030

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Property					
Land	1,000	**0**	0	0	0
Land Improvements	6,366	**0**	0	0	0
Total land	**7,366**	**0**	**0**	**0**	**0**
Buildings					
Buildings	90	**0**	0	0	0
Building Improvements	120	**200**	205	210	216
Total buildings	**210**	**200**	**205**	**210**	**216**
Total property	**7,576**	**200**	**205**	**210**	**216**
Plant and equipment					
Plant, machinery and equipment	1,750	**806**	826	847	868
Fixtures, fittings and furniture	189	**22**	22	23	23
Computers and telecommunications	585	**168**	172	176	181
Library books	26	**27**	28	29	29
Total plant and equipment	**2,550**	**1,023**	**1,048**	**1,075**	**1,101**
Infrastructure					
Roads	8,081	**4,210**	4,317	4,423	4,535
Bridges	3,068	**444**	455	466	478
Footpaths and cycleways	38	**32**	32	33	34
Drainage	880	**210**	215	221	226
Waste management	90	**302**	94	97	99
Recreational, leisure and community facilities	0	**54**	56	57	58
Other infrastructure	956	**500**	0	0	0
Total infrastructure	**13,113**	**5,752**	**5,169**	**5,297**	**5,430**
Total capital works expenditure	**23,239**	**6,975**	**6,422**	**6,582**	**6,747**
Represented by:					
New asset expenditure	12,255	**1,387**	910	932	956
Asset renewal expenditure	10,639	**5,588**	5,512	5,650	5,791
Asset expansion expenditure	0	**0**	0	0	0
Asset upgrade expenditure	345	**0**	0	0	0
Total capital works expenditure	**23,239**	**6,975**	**6,422**	**6,582**	**6,747**
Funding sources represented by:					
Grants	9,239	**2,455**	2,455	2,516	2,579
Contributions	365	**0**	0	0	0
Council cash	13,135	**4,020**	3,967	4,066	4,168
Borrowings	500	**500**	0	0	0
Total capital works expenditure	**23,239**	**6,975**	**6,422**	**6,582**	**6,747**

Statement of Human Resources

For the four years ending 30 June 2030

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Staff expenditure					
Employee costs - operating	10,356	**10,537**	11,011	11,507	12,024
Employee costs - capital	404	**414**	428	443	455
Total staff expenditure	**10,760**	**10,951**	**11,440**	**11,950**	**12,479**
	FTE	**FTE**	FTE	FTE	FTE
Staff numbers					
Employees	90.4	90.2	90.3	90.3	90.4
Total staff numbers	**90.4**	**90.2**	**90.3**	**90.3**	**90.4**

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

Department	Budget 2026/27 $'000	Comprises: Permanent Full Time $'000	Permanent Part Time $'000	Casual $'000	Temporary $'000
Corporate & Community Services	3,678	2,328	1,341	9	0
CEO & Council	1,118	1,008	95	15	0
Assets & Development Services	4,466	4,136	330	0	0
Total permanent staff expenditure	**9,262**	**7,472**	**1,766**	**24**	**0**
Other employee related expenditure	1,275				
Capitalised labour costs	414				
Total expenditure	**10,951**				

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

Department	Budget 2026/27	Comprises: Permanent Full Time	Permanent Part Time	Casual	Temporary
Corporate & Community Services	33.9	20.0	13.7	0.2	0.0
CEO & Council	9.2	8.0	1.0	0.2	0.0
Assets & Development Services	47.0	43.0	4.0	0.0	0.0
Total staff	**90.2**	**71.0**	**18.8**	**0.4**	**0.0**

Statement of Planned Human Resources Expenditure

For the four years ending 30 June 2030	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Corporate & Community Services				
Permanent full time				
Male	1,168	1,446	1,446	1,446
Female	1,160	1,436	1,436	1,436
Self-described gender	-	-	-	-
Permanent part time				
Male	-	-	-	-
Female	1,341	1,661	1,661	1,661
Self-described gender	-	-	-	-
Total	**3,669**	**4,543**	**4,543**	**4,543**
CEO & Council				
Permanent full time				
Male	605	749	749	749
Female	403	499	499	499
Self-described gender	-	-	-	-
Permanent part time	-	-	-	-
Male	30	37	37	37
Female	65	80	80	80
Self-described gender	-	-	-	-
Total	**1,103**	**1,365**	**1,365**	**1,365**
Assets & Development Services				
Permanent full time				
Male	3,635	4,501	4,501	4,501
Female	501	620	620	620
Self-described gender	-	-	-	-
Permanent part time				
Male				
Female	330	409	409	409
Self-described gender	-	-	-	-
Total	**4,466**	**5,530**	**5,530**	**5,530**
Casual, temporary and other expenditure	1,713	2	512	1,041
Total staff expenditure	**10,951**	**11,440**	**11,950**	**12,479**

Statement of Planned Human Resources FTE

For the four years ending 30 June 2030	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE
Corporate & Community Services				
Permanent full time				
Male	10.00	10.00	10.00	10.00
Female	10.00	10.00	10.00	10.00
Self-described gender	-	-	-	-
Permanent part time				
Male	-	-	-	-
Female	13.72	13.72	13.72	13.72
Self-described gender	-	-	-	-
Total	**33.72**	**33.72**	**33.72**	**33.72**
CEO & Council				
Permanent full time	-	-	-	-
Male	4.00	4.00	4.00	4.00
Female	4.00	4.00	4.00	4.00
Self-described gender	-	-	-	-
Permanent part time				
Male	0.42	0.42	0.42	0.42
Female	0.60	0.60	0.60	0.60
Self-described gender	-	-	-	-
Total	**9.02**	**9.02**	**9.02**	**9.02**
Assets & Development Services				
Permanent full time	-	-	-	-
Male	38.00	38.00	38.00	38.00
Female	5.00	5.00	5.00	5.00
Self-described gender	-	-	-	-
Permanent part time				
Male	-	-	-	-
Female	4.03	4.03	4.03	4.03
Self-described gender	-	-	-	-
Total	**47.03**	**47.03**	**47.03**	**47.03**
Casual, temporary	0.39	0.48	0.57	0.66
Total staff numbers	**90.16**	**90.25**	**90.34**	**90.43**

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.

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

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Waste management charge	2,715	**2,761**	**46**	**1.69%**
Service rates and charges	10,331	**10,640**	**309**	**2.99%**
Supplementary rates and rate adjustments	52	**44**	**- 8**	**-15.38%**
Interest on rates and charges	75	**50**	**- 25**	**-33.33%**
Revenue in lieu of rates	1,368	**1,431**	**63**	**4.61%**
Total rates and charges	14,541	**14,926**	**385**	**2.65%**

*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	Budget 2025/26 cents/$CIV	Budget 2026/27 cents/$CIV	Change
General rate for rateable residential properties	0.258810	0.263237	**1.71%**
General rate for rateable commercial properties	0.323513	0.329046	**1.71%**
General rate for rateable industrial properties	0.323513	0.329046	**1.71%**
General rate for rateable vacant non-farm land properties less than two hectares	0.388215	0.394856	**1.71%**
General rate for rateable non-farm vacant land properties between two hectares and forty hectares	0.388215	0.394856	**1.71%**
General rate for rateable non-farm vacant land properties greater than forty hectares	0.388215	0.394856	**1.71%**
General rate for undevelopable land	0.232929	0.236913	**1.71%**
General rate for rateable farm properties	0.181168	0.184266	**1.71%**
Recreational properties	0.258810	0.263237	**1.71%**

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	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
General rate for rateable residential properties	3,792	**4,031**	**239**	6.30%
General rate for rateable commercial properties	161	**171**	**10**	6.21%
General rate for rateable industrial properties	210	**209**	**- 1**	-0.48%
General rate for rateable vacant non-farm land properties less than two hectares	172	**181**	**9**	5.23%
General rate for rateable non-farm vacant land properties between two hectares and forty hectares	637	**647**	**10**	1.57%
General rate for rateable non-farm vacant land properties greater than forty hectares	233	**217**	**- 16**	-6.87%
General rate for undevelopable land	0	-	**- 0**	-100.00%
General rate for rateable farm properties	5,087	**5,143**	**56**	1.10%
Recreational properties	39	**41**	**2**	5.13%
Total amount to be raised by general rates	**10,331**	**10,640**	**309**	**2.99%**

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	3,268	**3,305**	**37**	1.13%
General rate for rateable commercial properties	102	**103**	**1**	0.98%
General rate for rateable industrial properties	90	**88**	- **2**	-2.22%
General rate for rateable vacant non-farm land properties less than two hectares	378	**386**	**8**	2.12%
General rate for rateable non-farm vacant land properties between two hectares and forty hectares	744	**737**	- **7**	-0.94%
General rate for rateable non-farm vacant land properties greater than forty hectares	113	**103**	- **10**	-8.85%
General rate for undevelopable land	4	4	-	0.00%
General rate for rateable farm properties	1,590	**1,585**	- **5**	-0.31%
Recreational properties	43	**43**	-	0.00%
Total number of assessments	**6,332**	**6,354**	**22**	**0.35%**

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

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

Type or class of land	2025/26	2026/27	Change	
	000	000	000	%
General rate for rateable residential properties	1,465,558	**1,531,268**	**65,710**	4.48%
General rate for rateable commercial properties	49,782	**51,625**	**1,843**	3.70%
General rate for rateable industrial properties	64,852	**60,724**	- **4,128**	-6.37%
General rate for rateable vacant non-farm land properties less than two hectares	44,198	**44,804**	**606**	1.37%
General rate for rateable non-farm vacant land properties between two hectares and forty hectares	164,109	**161,246**	- **2,863**	-1.74%
General rate for rateable non-farm vacant land properties greater than forty hectares	60,112	**53,269**	- **6,843**	-11.38%
General rate for undevelopable land	154	**154**	-	0.00%
General rate for rateable farm properties	2,807,629	**2,808,315**	**686**	0.02%
Recreational properties	15,120	**15,419**	**299**	1.98%
Total value of land	**4,671,514**	**4,726,824**	**55,310**	**1.18%**

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

Type of Charge	Per Rateable Property 2025/26 $	Per Rateable Property 2026/27 $	Change $	%
Municipal Charge	-	-	-	0.00%

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

Type of Charge	2025/26 $	2026/27 $	Change $	%
Municipal Charge		-	-	0.00%

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:

Type of Charge	Per Rateable Property 2025/26 $	Per Rateable Property 2026/27 $	Change $	%
Disposal Charge Unimproved Property	116	**110**	**- 6**	**-5.17%**
Disposal Charge Improved Property	254	**270**	**16**	**6.30%**
Collection Charge Kerbside & Recycling	603	**618**	**15**	**2.49%**
Collection Charge Kerbside, Green & Recycling	603	**618**	**15**	**2.49%**

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	%
Disposal Charge Unimproved Property	2,367	2,279	**- 88**	**-3.72%**
Disposal Charge Improved Property	47	46	**- 1**	**-2.13%**
Collection Charge Kerbside & Recycling	2,570	2,554	**- 16**	**-0.62%**
Collection Charge Kerbside, Green & Recycling	1,462	1,488	**26**	**1.78%**
Total number of waste service charges	**6,446**	**6,367**	**- 79**	**-1.23%**

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	2025/26 $'000	2026/27 $'000	Change $'000	%
Waste service charges	2,713	**2,761**	**48**	**1.77%**
General rates	10,331	**10,640**	**309**	**2.99%**
Supplementary/(objections) general rates	52	**44**	**- 8**	**-15.38%**
Windfarms in lieu of rates	138	**1,431**	**1,293**	**936.96%**
Interest on rates	75	**50**	**- 25**	**-33.33%**
Total Rates and charges	**13,309**	**14,926**	**1,617**	**12.15%**

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

	2025/26	2026/27
Total Rates	10,330,914	10,634,073
Number of rateable properties	6,332	6,354
Base Average Rates	1,631.54	1,673.60
Maximum Rate Increase (set by the State Government)	**3.00%**	**2.75%**
Capped Average Rate	1,624.39	1,676.41
Maximum General Rates and Municipal Charges Revenue	10,285,613	10,651,892
Budgeted General Rates and Municipal Charges Revenue	10,330,914	10,634,073
Budgeted Supplementary Rates	24,913	44,000
Budgeted Total Rates and Municipal Charges Revenue	**10,355,827**	**10,678,073**

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
- 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 2026/27 budget has been prepared in line with Council's Revenue and Rating Plan. The Revenue and Rating Plan is available on Council's website.

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

A general rate of	**0.263237**	(cents in the dollar of CIV) for all rateable residential properties
A general rate of	**0.329046**	(cents in the dollar of CIV) for all rateable commercial properties
A general rate of	**0.329046**	(cents in the dollar of CIV) for all rateable industrial properties
A general rate of	**0.394856**	(cents in the dollar of CIV) for all rateable vacant non-farm land less than two hectares properties
A general rate of	**0.394856**	(cents in the dollar of CIV) for all rateable non-farm vacant land between two hectares and forty hectares properties
A general rate of	**0.394856**	(cents in the dollar of CIV) for all rateable non-farm vacant land greater than forty hectares properties
A general rate of	**0.236913**	(cents in the dollar of CIV) for all rateable undevelopable land properties
A general rate of	**0.184266**	(cents in the dollar of CIV) for all rateable farm properties
A general rate of	**0.263237**	(cents in the dollar of CIV) for all rateable recreational properties

Residential Rate (General Rate)

Residential land is any rateable land wherever located within the municipality which has a dwelling that can be occupied for the principal purpose of physically accommodating persons, and does not have the characteristics of Vacant Land, Farmland, Commercial Land or Industrial Land.

The objective of this differentials rate is to ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

Commercial / Industrial Rate

Commercial/Industrial Land is any land which is:

a) used primarily for carrying out the manufacture or production of, or trade in goods or services (including tourist facilities and in the case of a business providing accommodation for tourists, is prescribed accommodation as per Public Health and Wellbeing Act (Vic) 2008; or
b) unoccupied building erected which is zoned Commercial or Industrial under the Victorian City Council Planning Scheme; or
c) unoccupied land which is zoned Commercial or Industrial under the Pyrenees Shire Council Planning Scheme.

The rate reflects the level of service provided and ensures that reasonable rate relativity is maintained between the commercial/industrial property and other classes of property. The differential is set higher than for other classes of land for several reasons, including:

- the tax deductibility of Council rates for commercial properties,
- the greater burden imposed by businesses on Council as demonstrated by the need for public infrastructure,
- rates tending to be a lower order factor in business investment decisions,
- the income-generating capability of commercial- or industrial-based properties.

The application of a Commercial/Industrial differential rate is aimed at fostering the creation of a vibrant local economy through the promotion of tourism and business investments, development of a sustainable public infrastructure and improvements in health, support, and community services within the municipality.

Non-farm vacant land properties
*** Non-Farm Vacant Land less than two hectares (Urban)**
*** Non-Farm Vacant Land between two and forty hectares (Rural Residential)**
*** Non-Farm Vacant Land greater than forty hectares (Rural)**

Vacant land in this class is any land wherever located within the Municipality on which no dwelling is erected, and which does not meet the definition of farm land as defined in the Valuation of Land Act 1960. The objective of this differentials rate for Non-Farm Vacant Land is to encourage the development of vacant land. The encouragement of development is strategically important as it has a positive effect on local employment and income whereas speculative behaviour may result in market instability and should be discouraged.

Council holds the view that the vacant land differential should be higher than the general rate to encourage the development of land and ensure that all rateable land will make an equitable financial contribution to the cost of carrying out the functions of Council.

Furthermore, the Council also believes that a higher differential rate will also assist to partly offset the costs of servicing new land, including major infrastructure studies and the implementation of interconnecting infrastructure between subdivisions. However, the more difficult task is determining an appropriate differential to the general rate.

Undevelopable Land

Land deemed not suitable for residential, commercial, or industrial purposes due to the restrictions under the Pyrenees Shire Council's Planning Scheme.

The objective of this rate is to ensure that the differential rate applied to undevelopable land is fair and equitable and does not pose any unnecessary financial burden on property owners. In its consideration of the cost and benefits of delivering services to the community, Council will examine the potential use of undevelopable land as green space and links/corridors to conservation areas and wildlife reserves.

Farm Properties

Farm land is defined as any rateable land which meets the definition as described under Section 2(1) of the Valuation of Land Act 1960:

a) any rateable land that is 2 or more hectares in area,
b) used for carrying on a business of primary production as determined by the Australian Taxation Office,
c) used primarily for agricultural production (grazing, including agistment, dairying, pig-farming, poultry farming, fish farming, tree farming, beekeeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities, and
d) used by a business:
    - which has a significant and substantial commercial purpose of character, and
    - seeks to make a profit on a continuous or repetitive basis from its activities on the land, and
    - is making a profit from the activities on the land if it continues to operate in the way that it is operating.

Council has decided that the Farm Properties definition for differential rating purposes be revised to only capture rateable properties which have primary production as its substantive use and exclude properties where primary production is secondary or incidental to the property use (commonly referred to as lifestyle properties). Therefore, the current differential farm rate will only be applicable to genuine farming operations as distinct from hobby or rural lifestyle properties.

It was also determined that the definition of Farm Land for differential rating purposes be modified so that rural lifestyle properties are no longer defined as Farm Land for differential rating purposes. Properties where primary production and associated improvements are secondary to the value of the residential home site and associated residential improvements should not be classified as Farm Land for differential rating purposes. Similarly, vacant properties in a rural, semi-rural or bushland setting that have no restrictions or are not likely to encounter difficulties in obtaining building purposes should not be classified as Farm Land for differential rating purposes.

The objective of this rate is to ensure that the differential Farm Land rate is fair and equitable through the application of a discount to farm land properties as Council believes these properties pay disproportionately higher rates in relation to income generated, because of the higher land component. In its considerations of the cost and benefits of delivering services to the community, Council aims to assist in maintaining the sustainability of the farming sector as a major industry and balancing its strong agricultural base with the overall economic growth in the municipality.

Cultural and Recreational Land

Rateable property which is used primarily for cultural, recreational or club activities. including golf clubs, bowls clubs, scout or guide halls, masonic halls, historical societies, and heritage buildings (not for profit). The objective of this rate is to recognise the public benefit that Cultural and Recreational Properties provide.

Trust for Nature Covenants

Rateable land which has a Trust for Nature Covenant applying to the land. A Trust for Nature Covenant enables the permanent protection of significant areas of natural bush habitat on private land. It is a voluntary agreement between the ratepayer and Trust for Nature and is to be recognised on title.

Council recognises the public and environmental benefit that Trust for Nature Covenants provide and supports ratepayers with these covenants by offering the reduction of rates payable through its biodiversity and land management incentive program.

4.1.2 Statutory fees and fines

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
Planning Fees	150	**150**	-	**0.00%**
Building Control	17	**17**	-	**0.00%**
Environmental Health	64	**64**	-	**0.00%**
Animal Fees & Fines	34	**44**	**10**	**29.41%**
Other	-	**33**	**33**	**0.00%**
	296	**308**	**12**	**3.89%**

4.1.3 User fees

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
Traffic & Transportation Fees	18	**63**	**45**	**250.00%**
Environmental Health	7	**7**	-	**0.00%**
Animal Registration Charges	148	**142**	**-6**	**-4.05%**
Caravan Parks	553	**551**	**-2**	**-0.36%**
Community Centres	58	**57**	**-1**	**-1.72%**
Rental Income	29	**38**	**9**	**31.03%**
Building Fees	51	**53**	**2**	**3.92%**
Other	39	**41**	**2**	**5.26%**
	903	**952**	**49**	**5.43%**

4.1.4 Grants

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	15,010	**10,063**	**- 4,947**	**-32.96%**
State funded grants	1,052	**569**	**- 483**	**-45.91%**
Total grants received	**16,062**	**10,632**	**- 5,430**	**-33.81%**
(a) Operating Grants				
Recurrent - Commonwealth Government				
Federal Assistance Grants - general purpose	7,138	**7,608**	**470**	**6.58%**
Recurrent - State Government			**-**	**0.00%**
School Crossing	15	**16**	**1**	**6.67%**
Maternal & child health	224	**235**	**11**	**4.91%**
Maternal & child health playgroup	68	**75**	**7**	**10.29%**
Tobacco Testing	15	**15**	**-**	**0.00%**
Library	123	**123**	**-**	**0.00%**
Other	7	**5**	**- 2**	**-28.57%**
Total recurrent grants	**452**	**469**	**- 7,611**	**-94.20%**
Non-recurrent - Commonwealth Government	0	**-**	**-**	**0.00%**
Non-recurrent - State Government				
Cat Desexing Project	7	**-**	**- 7**	**-100.00%**
Youth Engagement Project	40	**40**	**-**	**0.00%**
Premiers Reading Challenge Book Fund	7	**-**	**- 7**	**-100.00%**
Digital Literacy for Seniors Program	13	**-**	**- 13**	**-100.00%**
Municipal Emergency Resourcing Program	60	**60**	**-**	**0.00%**
Roadside Weeds & Pest Management Prog	63	**-**	**- 63**	**-100.00%**
Safer Together Project	300	**-**	**- 300**	**-100.00%**
Total non-recurrent grants	**490**	**100**	**- 390**	**-79.59%**
Total operating grants	**8,080**	**8,177**	**- 8,001**	**0.00%**

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads To Recovery	5,400	**2,455**	**- 2,945**	**-54.54%**
Recurrent - State Government	-	**-**	**-**	**0.00%**
Total recurrent grants	**5,400**	**2,455**	**- 2,945**	**-54.54%**
Non-recurrent - Commonwealth Government				
Regional Workers Accommodation	2,472	**-**	**- 2,472**	**-100.00%**
Non-recurrent - State Government				
Dog Park - Begg Street	111	**-**	**- 111**	**-100.00%**
Total non-recurrent grants	**2,583**	**-**	**- 2,472**	**-95.70%**
Total capital grants	**7,983**	**2,455**	**- 5,417**	**-67.86%**
Total Grants	**16,063**	**10,632**	**- 13,418**	**-83.53%**

4.1.5 Contributions

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
Monetary	365	-	- 365	-100.00%
Total contributions	365	-	- 365	-100.00%

4.1.6 Other Income

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
Private Works	-	5	5	100.00%
Interest	400	500	100	25.00%
Other Income	169	68	- 101	-60.05%
Total Other Income	569	573	105	18.45%

4.1.7 Employee costs

	2025/26 Forecast Actual $'000	2026/27 Budget $'000	Change $'000	%
Wages and salaries	8,858	9,298	440	4.97%
Superannuation	1,094	1,111	17	1.55%
WorkCover insurance premium	404	370	- 34	-8.42%
Total employee costs	**10,356**	**10,779**	**423**	**4.09%**

4.1.8 Material and services

	2025/26 Forecast Actual $'000	2026/27 Budget $'000	Change $'000	%
Adverising	98	107	9	9.18%
Cleaning	101	91	- 10	-9.90%
Computer Licences	634	653		0.00%
Contracted Staff	293	-	- 293	-100.00%
Contrcted Service Delivery	1,944	2,954		0.00%
Contractors	3,182	2,240	- 942	-29.60%
Contributions Paid	118	112	- 6	-5.08%
Fuel Oil	297	297	-	0.00%
Insurance	500	751	251	50.20%
Materals and Services	2,632	1,373	- 1,259	-47.83%
Parts(Plant Items)	52	21	- 31	-59.62%
Registrations Paid	39	66	27	69.23%
Repairs & Maintenance	149	195	46	30.87%
Printing & stationery	45	45	-	0.00%
Membeships & subscriptions	215	155	- 60	-27.91%
Telephone	191	252	61	31.94%
Training	134	153	19	14.18%
Electicity	128	101	- 27	-21.09%
Water Rates	79	63	- 16	-20.25%
Other	458	362	- 96	-20.91%
Total Material and services	**11,289**	**9,991**	**- 1,298**	**-11.50%**

4.1.9 Depreciation

	2025/26 Forecast Actual $'000	2026/27 Budget $'000	Change $'000	%
Buildings	1,088	**1,142**	**54**	**4.96%**
Plant; Machinery & Equipment	533	**559**	**26**	**4.88%**
Fixtures; Fittings & Furniture	12	**13**	**1**	**8.33%**
Computers & Telecommunications	84	**88**	**4**	**4.76%**
Library Collection	18	**18**	**-**	**0.00%**
Infrastructure	4,622	**4,855**	**233**	**5.05%**
Total Depreciation	**6,357**	**6,675**	**318**	**5.01%**

4.1.10 Depreciation – Right of use assets

	2025/26 Forecast Actual $'000	2026/27 Budget $'000	Change $'000	%
Printers	9	**9**	**0**	**0.58%**
Total Depreciation - right of use assets	**9**	**9**	**0**	**0.58%**

4.1.11 Other expenses

	2025/26 Forecast Actual $'000	2026/27 Budget $'000	Change $'000	%
Leases	5	**2**	**- 3**	**-60.00%**
Councillors' Allowance	226	**228**	**2**	**0.88%**
Auditors' remuneration - internal auditor	50	**50**	**-**	**0.00%**
Auditors' remuneration - external auditor	45	**50**	**5**	**11.11%**
Other	6	**17**	**11**	**184.65%**
Total Other Expenses	**332**	**347**	**- 3**	**-0.90%**

4.2 Balance Sheet

4.2.1 Borrowings

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

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Amount borrowed as at 30 June of the prior year	2,535	2,577	2,560	2,097	1,370
Amount proposed to be borrowed	500	500	-	-	-
Amount projected to be redeemed	458	517	464	727	184
Amount of borrowings as at 30 June	**2,577**	**2,560**	**2,097**	**1,370**	**1,186**

4.2.2 Leases by category

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

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000
Right-of-use assets		
Printers	20	11
Total right-of-use assets	**20**	**11**
Lease liabilities		
Current lease Liabilities		
Printers	9	9
Total current lease liabilities	**9**	**9**
Non-current lease liabilities		
Printers	12	9
Total non-current lease liabilities	**12**	**9**
Total lease liabilities	**21**	**18**

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 6%.

4.3 Capital Works

	2025/26 Forecast Actual	2026/27 Budget	Change	
	$'000	$'000	$'000	%
Property	7,576	200	- 7,376	-97.36%
Plant and equipment	2,550	1,023	- 1,527	-59.88%
Infrastructure	13,113	5,752	- 7,361	-56.14%
Total	**23,239**	**6,975**	**- 16,264**	**-69.99%**

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.

4.3.1 Summary

	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property	200	-	200	-	-	2,472	-	- 2,272	-
Plant and equipment	1,023	855	165	-	-	-	-	1,023	-
Infrastructure	5,752	33	5,722	-	-	2,466	-	1,286	2,000
Total	**6,975**	**888**	**6,087**	**-**	**-**	**4,938**	**-**	**37**	**2,000**

4.3.2 Capital Budget

2026/27	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	
Total Land	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Buildings	-	-	-	-	-	2,472	-	- 2,472	-
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	200	-	200	-	-	-	-	200	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	**200**	**-**	**200**	**-**	**-**	**2,472**	**-**	**- 2,272**	**-**
Total Property	**200**	**-**	**200**	**-**	**-**	**2,472**	**-**	**- 2,272**	**-**
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	806	806	-	-	-	-	-	806	-
Fixtures, fittings and furniture	22	22	-	-	-	-	-	22	-
Computers and telecommunications	168	-	168	-	-	-	-	168	-
Library books	27	27	-	-	-	-	-	27	-
Total Plant and Equipment	**1,023**	**855**	**168**	**-**	**-**	**-**	**-**	**1,023**	**-**
Infrastructure									-
Roads	4,210	33	4,177	-	-	2,466	-	1,744	-
Bridges	944	-	944	-	-	-	-	944	-
Footpaths and cycleways	32	-	32	-	-	-	-	32	-
Drainage	210	-	210	-	-	-	-	210	-
Recreational, leisure and community facilitie	302	-	302	-	-	-	-	302	-
Waste management	54	-	54	-	-	-	-	54	-
Other infrastructure	-	-	-	-	-	-	-	- 1,000	1,000
Total Infrastructure	**5,752**	**33**	**5,719**	**-**	**-**	**2,466**	**-**	**2,286**	**1,000**
Total Capital Works Expenditure	**6,975**	**888**	**6,087**	**-**	**-**	**4,938**	**-**	**1,037**	**1,000**

		Asset expenditure types				Summary of Funding Sources			
2027/28	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	
Total Land	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Buildings	-	-	-	-	-	-	-	-	-
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	205	-	205	-	-	-	-	205	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	**205**	**-**	**205**	**-**	**-**	**-**	**-**	**205**	**-**
Total Property	**205**	**-**	**205**	**-**	**-**	**-**	**-**	**205**	**-**
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	826	826	-	-	-	-	-	826	-
Fixtures, fittings and furniture	22	22	-	-	-	-	-	22	-
Computers and telecommunications	172	-	172	-	-	-	-	172	-
Library books	28	28	-	-	-	-	-	28	-
Total Plant and Equipment	**1,048**	**876**	**172**	**-**	**-**	**-**	**-**	**1,048**	**-**
Infrastructure									-
Roads	4,317	33	4,284	-	-	2,455	-	1,862	-
Bridges	455	-	455	-	-	-	-	455	-
Footpaths and cycleways	32	-	32	-	-	-	-	32	-
Drainage	215	-	215	-	-	-	-	215	-
Recreational, leisure and community facilitie	94	-	94	-	-	-	-	94	-
Waste management	56	-	56	-	-	-	-	56	-
Total Infrastructure	**5,169**	**33**	**5,136**	**-**	**-**	**2,455**	**-**	**2,714**	**-**
Total Capital Works Expenditure	**6,422**	**909**	**5,513**	**-**	**-**	**2,455**	**-**	**3,967**	**-**

2028/29	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	
Total Land	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Buildings	-								
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	210	-	210	-	-	-	-	210	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	**210**	**-**	**210**	**-**	**-**	**-**	**-**	**210**	**-**
Total Property	**210**	**-**	**210**	**-**	**-**	**-**	**-**	**210**	**-**
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	847	847	-	-	-	-	-	847	-
Fixtures, fittings and furniture	23	23	-	-	-	-	-	23	-
Computers and telecommunications	176	-	176	-	-	-	-	176	-
Library books	29	29	-	-	-	-	-	29	-
Total Plant and Equipment	**1,075**	**899**	**176**	**-**	**-**	**-**	**-**	**1,075**	**-**
Infrastructure									-
Roads	4,423	34	4,389	-	-	2,455	-	1,968	-
Bridges	466	-	466	-	-	-	-	466	-
Footpaths and cycleways	33	-	33	-	-	-	-	33	-
Drainage	221	-	221	-	-	-	-	221	-
Recreational, leisure and community facilitie	97	-	97	-	-	-	-	97	-
Waste management	57	-	57	-	-	-	-	57	-
Total Infrastructure	**5,297**	**34**	**5,263**	**-**	**-**	**2,455**	**-**	**2,842**	**-**
Total Capital Works Expenditure	**6,582**	**933**	**5,649**	**-**	**-**	**2,455**	**-**	**4,127**	**-**

2029/30	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
	$’000	$’000	$’000	$’000	$’000	$’000	$’000	$’000	$’000
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	
Total Land	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Buildings	-								
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	216	-	216	-	-	-	-	216	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	**216**	**-**	**216**	**-**	**-**	**-**	**-**	**216**	**-**
Total Property	**216**	**-**	**216**	**-**	**-**	**-**	**-**	**216**	**-**
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	868	868	-	-	-	-	-	868	-
Fixtures, fittings and furniture	23	23	-	-	-	-	-	23	-
Computers and telecommunications	181	-	181	-	-	-	-	181	-
Library books	29	29	-	-	-	-	-	29	-
Total Plant and Equipment	**1,101**	**920**	**181**	**-**	**-**	**-**	**-**	**1,101**	**-**
Infrastructure									-
Roads	4,535	35	4,500	-	-	2,516	-	2,019	-
Bridges	478	-	478	-	-	-	-	478	-
Footpaths and cycleways	34	-	34	-	-	-	-	34	-
Drainage	226	-	226	-	-	-	-	226	-
Recreational, leisure and community facilitie	99	-	99	-	-	-	-	99	-
Waste management	58	-	58	-	-	-	-	58	-
Total Infrastructure	**5,430**	**35**	**5,395**	**-**	**-**	**2,516**	**-**	**2,914**	**-**
Total Capital Works Expenditure	**6,747**	**955**	**5,792**	**-**	**-**	**2,516**	**-**	**4,231**	**-**

5 Performance and financial Indicators

Targeted performance indicators (Council selected)

The following table highlights Council's current and projected performance across 8 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.

Indicator	Measure	Actual	Forecast Actual	Targeted Projections				Trend
Financial forecasting		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+/-/0
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	**Non-current liabilities compared to own-source revenue** Non-current liabilities / own source revenue	16.91%	13.82%	13.29%	8.68%	7.42%	6.18%	-
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings compared to own-source revenue** Interest bearing loans and borrowings / own-source revenue	16.21%	3.56%	3.73%	3.34%	4.66%	1.37%	-
	Loans and borrowings repayments compared to own-source revenue Interest and principal repayments on interest bearing loans and borrowings / own-source revenue	1.75%	3.56%	3.73%	3.34%	4.66%	1.37%	-
	Infrastructure per head of population Value of infrastructure / Population	843	850	850	850	850	850	-
Revenue and grants (revenue is generated from a range of sources to fund the delivery of services to the community)	**Own-source revenue per head of population** Own source revenue / Population	$ 1,964.81	$ 2,027.87	$ 2,061.26	$ 2,094.77	$ 2,128.85	$ 2,163.40	+

Indicator	Measure	Actual	Forecast Actual	Targeted Projections				
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Financial Management								
Liquidity *(sufficient working capital and cash is available to cover expenses)*	**Cash compared to current liabilities** Cash / current liabilities	332%	154%	142%	136%	142%	143%	-
Operating position *(an adjusted underlying surplus is generated in the ordinary course of business)*	**Adjusted underlying surplus (or deficit)** Adjusted underlying surplus (deficit) / Adjusted underlying revenue	12%	22%	-2%	0%	-1%	-1%	-
Rates effort (rating level is set based on the community's capacity to pay)	**Rates compared to property value** Rate revenue / CIV of rateable properties in the municipal district	0.21%	0.22%	0.23%	0.23%	0.24%	0.25%	+
Expenditure and revenue level (resources are used efficiently in the delivery of services)	**Average rate per property assessment** Generaal rates and municipal charges/no. of property assessments	$ 1,572.72	$ 1,622.34	$ 1,677.58	$ 1,645.62	$ 1,614.28	$ 1,583.53	+

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.

Indicator	Measure	Actual 2024/25	Forecast Actual 2025/26	Budget 2026/27	Targeted Projections 2027/28	2028/29	2029/30	Trend +/-/0
Targetd performance indicators - service								
Governance								
Community engagement (Council decisions made and implemented with community input)	**Satisfaction with community consultation and engagement** Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	51.00	53.00	54.59	55.68	55.68	55.68	+
Environment								
Roads (sealed local roads are maintained at the adopted condition standard)	**Sealed local roads below the intervention level** Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	84.29%	85.00%	85.00%	85.00%	85.00%	85.00%	+
Respnsiveness								
Statutory planning (Councils decide on planning applications and fulfill their legislative duties in a timely manner)	**Planning applications decided within the relevant required time** Number of planning application decisions made within the relevant required time / Number of planning application decisions made	86.00%	84.29%	87.87%	88.75%	89.64%	90.52%	+
Environment								
Waste management (waste is minimised and sustainability is promoted)	**Kerbside collection waste diverted from landfill** Waste in tonnage collected from kerbside waste collection services sent to landfill / Number of serviced properties	34.04%	34.04%	34.04%	34.04%	34.04%	34.04%	-

Indicator	Measure	Actual	Forecast Actual	Budget	Targeted Projections			Trend
Target performance indicators - financial		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+/-/0
Financial Management								
Liquidity (sufficient working capital and cash is available to cover expenses)	**Current assets compared to current liabilities** Current assets / current liabilities	**202.9%**	**223.7%**	**212.7%**	**205.6%**	**220.3%**	**222.1%**	+
Financial forecasting								
Asset renewal and upgrade (renewal and upgrade of assets is planned and delivered)	**Asset renewal compared to depreciation** Asset renewal and upgrade expense / Asset depreciation	**94.92%**	**188.52%**	**83.70%**	**80.56%**	**80.56%**	**80.56%**	-
Financial Management								
Rates concentration (revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	**30.88%**	**27.36%**	**38.47%**	**38.69%**	**38.82%**	**38.96%**	+
Financial Management								
Expenditure and revenue level (resources are used efficiently in the delivery of services)	**Expenses per property assessment** Total expenses / no. of property assessments	**$ 4,246.72**	**$ 4,481.98**	**$ 4,445.92**	**$ 4,265.30**	**$ 4,192.37**	**$ 4,117.54**	-

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

6. Schedule of fees and user charges

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

Note that this schedule only includes fees set by Council. There are other fees that are set by statute and charged by Council in addition to this listing. These are statutory fees and are made in accordance with legislative requirements. These fees are updated as of 1 July 2026 and will be reflected on Council's website.

Refer to attachment Fees & Charges