



Ordinary Board Meeting

Friday March 24, 2023 at 10.30am

Teams Meeting

Minutes

PRESENT:

City of Greater Bendigo

Cr Rod Fyffe
Stacy Williams

Loddon Shire Council

Lincoln Fitzgerald
Cr. Dan Straub

Macedon Ranges Shire Council

Cr Bill West (Apology)
Maria Weiss

Mount Alexander Shire Council

Cr Rosie Annear (Apology)
Lisa Knight (Apology)
Rosalie Rogers- Proxy for Lisa Knight

Chief Executive Officer

Mark Hands

Also in attendance:

Loren L'Hotellier (City of Greater Bendigo)
Jessie Mackin (Goldfields Library Corporation)

Acknowledgment of Country

1. APOLOGIES

Lisa Knight

Cr. Rosie Annear

Cr Bill West

2. DECLARATION OF CONFLICT OF INTEREST

No conflicts of interest

3. CONFIRMATION OF MINUTES FROM PREVIOUS ORDINARY MEETING: 9th December 2022

Moved: Lincoln Fitzgerald

Seconded: Stacy Williams

Carried

4. MATTERS ARISING FROM PREVIOUS MINUTES

Final changes made to Business Continuity Plan, key areas of BCP now being desktop tested.

Additions to exhibition budget with regard to key budget principles are in place for Board feedback.

Board to provide direction regarding timeline for transition of business (December meeting)

In principal commitment then workshopping? Discuss in general business.

5. ITEMS FOR DECISION

5.1 Draft 2023-24 Budget for public exhibition

Development initiative reserve - \$200k reserve will be created to accommodate fees relating to business transition.

Motion:

That the Board:

Approve the 2023-24 draft budget for advertising and public exhibition for a period of 28 days.

Moved: Lincoln Fitzgerald

Seconded: Maria Weiss

Carried

5.2 Long Term Financial Plan Summary: Ten Year Financial Forecast.

Cash held remains reasonably consistent over 10-year period at around \$4 million. The service remains sustainable at these proposed funding levels with the knowledge that the service model will look different as we transition to a new approach prior to 2030.

Motion:

That the Board:

Note the 10-year financial forecast with the proposed addition of a reserve for transitioning the RLC to a new model of \$200,000 in order to provide for legal fees and other costs as required.

Moved: Stacy Williams

Seconded: Rod Fyffe

Carried

5.3 Actual v Budget Financial Progress Report for July 1, 2022 to February 28, 2023

Monitoring IT service fee increases, cybersecurity needs to ensure the corporation maintains security.

Motion: That the Financial Report to February 28, 2023 be noted.

Moved: Rod Fyffe

Seconded: Stacy Williams

Carried

5.4 Fees and Charges for 2023 - 2024

Motion: That the Board approve the fees and charges schedule for 2023-2024 financial year as noted in the 2023-24 budget.

Moved: Lincoln Fitzgerald

Seconded: Stacy Williams

Carried

5.5. Regional Library Service and Funding Agreement 2023-24 with rollover option for 2024-25

No shifts on conditions/ funding levels to put in place for 12 months with rollover option for another 12.

Motion: That the Board approve the signing of the Service and Funding Agreement 2023-24 with a rollover option by collective agreement for 2024-25.

Moved: Maria Weiss

Seconded: Rosalie Rogers

Carried

6. ITEMS FOR DISCUSSION

7. ITEMS FOR INFORMATION

7.1 Library Plan Report December 2022 – document provided

Note: cybersecurity improvement potentially a further cost to be factored.

7.2 Library Branch Quarterly Reports Dec 2022– documents provided

9. GENERAL BUSINESS

9.1 Please complete the Ordinary Return form attachment and return to Jessiem@ncgrl.vic.gov.au.

9.2 Transition Workshop Discussion

Board giving direction to the corporation regarding a timeframe – December minutes.

Action: CEO to create a base report/intent paper for comment.

Once these are provided to council we will workshop to discuss feedback.

Late/July early August for proposed workshop.

Meeting Close 11:24am.

10. NEXT MEETING DATE AND TIME:

Next Board Meeting: May 26, 2023 at 10.30 a.m.

Castlemaine Library Quarterly Report

January – March 2023



Priority 1: Children and Young People

Story Walk officially launched!

On 24 February the Story Walk was officially launched along Gingell Street. We had the wonderful Lily Pilly Green giving a performative reading of Backyard Buddies for three groups of over 50 kids, along with Mayor Rosie Annear, who stayed for all three Story Walks!

Along with two groups of 3-4 year olds from Carinya, there were a group of babies and parents who joined the storytelling fun. At the end of the (quite long for small people) walk, there was a healthy picnic, some craft activities, and entertainment from a trio of musicians, *Vardos*, dressed as grasshoppers – bliss!



Lily Pilly Green bringing stories to life!

Big Summer Read - record numbers for Castlemaine!

Our target number of 50 Big Summer Read participants was smashed out of the park, with 101 kids in our Shire taking part in this reading challenge over the summer.

One parent came in to tell us that the Big Summer Read was responsible for really kicking off her daughter's appetite for reading, and she was so grateful for our staff's encouragement.

Curious Kids Story Time: Awesome Forces!

The science communicators from Discovery Centre have facilitated a number of fantastic science-based story times for kids. In March, they learned all about gravity and other 'awesome forces'!



Wren is learning about gravity using straws and marbles

Fun things for kids of all ages

From French Language Story Time, visits from Orchestra Victoria for musical story telling right through to weekly Teen Writers Club workshops facilitated by magazine editors, there's always something engaging and fun for kids of all ages here.

And that's just during the school terms! Holidays programs this quarter included Damo the Muso, and Manga drawing workshop, and movies on the big screen – which parents LOVE because they are FREE!

Priority 2: Lifelong Learning

Hoofing It!

As often happens in a town like Castlemaine, one of our patrons Dr Caitlyn Lehmann asked casually one day as she borrowed her books if we would like her to come

Castlemaine Library Quarterly Report

January – March 2023

and give a talk on the eccentric world of Philip and John Astley, famous as the originators of modern circus entertainment. Dr Lehmann, a cultural historian, revealed unexpected connections between ballet and circus in the 18th century to a fascinated crowd – you really just never know what some people’s area of expertise is!



Dr Caitlyn Lehmann giving her talk on the history of ballet on saddle and stage at Astley's Circus

Carmel Bird: Untapped – The Australian Literary Heritage Project, and Writers Workshop.

Carmel Bird is one of the stars of the Australian literary landscape, and also a Castlemaine Library patron.

Thanks to the Untapped project, some of her most influential and classic books are again accessible to a whole new audience. Carmel came to share her insights into her re-invigorated works, and told us more about the Untapped project. She even bought little treats for everyone who came! What a treasure!

And true to her generous style, she also gave a two-hour workshop to a sell-out group of emerging writers one Saturday morning in February.

Priority 3: Safety & Inclusion

Judy Ryan: You talk, we die

Author and activist Judy Ryan presented an insightful discussion on the topic of safe injecting facilities – she was instrumental in the opening of Melbourne’s only safe injecting facility, after seeing the death and destruction of drug use in her own backyard one too many times. She was an engaging and knowledgeable speaker on a tricky topic.



Jess with author Judy Ryan (who loved her Castlemaine Library bag!)

Nothing To Hide: Voices of Trans and gender-diverse Australia

We were fortunate to have two contributors to the book *Nothing to Hide*, Julie Peters and Jack Nicholls, in conversation with Editor Sam Elkin about their personal experience identifying as Trans or gender diverse in Central Victoria. Their stories were raw and honest, and appreciated by the large, diverse audience who came to join in.

Priority 4: An Informed Community

Parenting in the Modern World talks are back!

By popular demand, we should say! We have designed a new series of talks throughout the year, with community health nurse Bron Grieve facilitating them.

Feedback from last year indicated that more was needed for a younger age group, so we’ve added two sessions specific to parents of primary aged children.

Our first one in March about Teens and Tweens was well attended by parents hungry for information – and other LGAs have heard about these sessions and approached Bron to run more!

Castlemaine Library Quarterly Report

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Parents sharing stories at our Parenting in the Modern World session all about Teens and Tweens

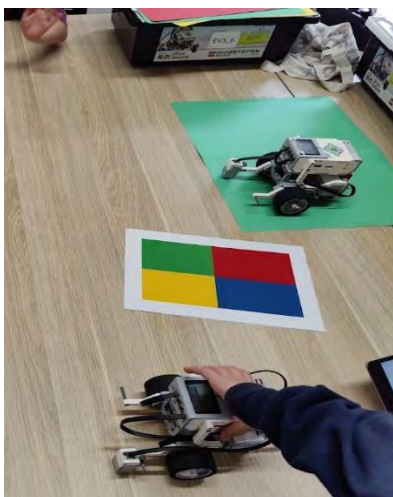
Saturday Philosophy sessions

Mary Kennedy from the Central Goldfields School of Philosophy has begun running thought-provoking sessions on a different philosophical topic each month, on a Saturday morning – and each month there has been a sell-out with a waiting list. People love stretching their minds and debating new ideas, it seems!

Priority 5: Connecting People

Lego Robotics

A small but VERY enthusiastic bunch of young people came together for three consecutive afternoons for one common purpose – to build a robot and code it to do things! Facilitated by Stuart, these young teens were not known to each other at the outset, but were firm friends by the conclusion, connected over the shared love of all things robot. Stuart even got a spontaneous hug after one session!



Get Connected in Mount Alexander

Jess attended the Get Connected launch in March, which launched a pilot program of social prescribing in our Shire. It was extremely well-attended, and promises to be a fantastic way to connect people to groups and activities that have a positive effect on an individual's health and wellbeing. We are hoping the library will play a role in the Get Connected program in the near future.

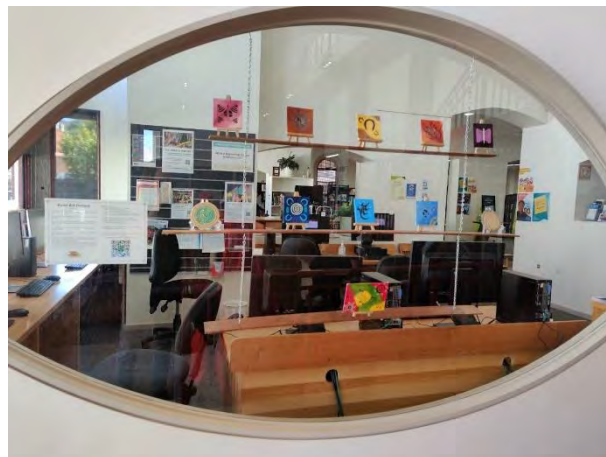
Ex Libris Detritus: Things That Fall Out Of Books exhibition

Each State Festival year, library staff put together an exhibition of all the things collected over the previous two years that have fallen out of returned library books. This exhibition started in 2013 when Robyn Annear curated the first one, and it is so popular that the library has continued the tradition. Everything from shopping lists, love letters and photos to Covid tests, seed packets and much *much* more falls out of returned books – it's truly remarkable and quite unique! Still up for viewing until the end of May.

Priority 6: Respecting First Nations Peoples and Cultures

Aunty Kerri Douglas exhibition – Arts Windows Trail

As part of the Fringe Festival 2023, Castlemaine Library hosted two artists as part of the Arts Windows Trail. Harry Zable showed off his beautiful oil paintings, and Aunty Kerri had her gorgeous miniature paintings on display too, in our 'eye' window. Significant to note, Aunty Kerri requested to be placed at a venue that openly and respectfully acknowledged Dja Dja Wurrung people and culture.



Aunty Kerri Douglas – Arts Windows Trail

Consultation on Aboriginal Inclusion in Libraries

Jess participated in a consultative process facilitated by Dr Terri Janke and Neanne Carter, along with other library managers and leaders across regional Victoria.

It was a great opportunity to turn a lens on what we are already doing well, and what we can do to further include First Nations people and culture in our libraries.

Priority 7: A Learning Organisation

University Work Placement student

Castlemaine Library hosted work placement student Marnie Van Luinen from Charles Sturt University in January, for two weeks full time. Marnie currently works in a secondary school library, and her mind was definitely opened up to the wonderful work that public libraries do whilst she was here.

Professional Development for Staff

Staff have participated in a number of learning opportunities this quarter.

All staff completed the online cyber-security training rolled out by GLC. A few of our team participated in the Whole Person Librarianship workshop, looking at libraries with a social equity lens, and hearing what libraries around Australia and the US are working within the WPL model.

There was a great in-house Canva training session open to those interested, which means 4 of our team can now design promo materials with Canva. And Jess and Stuart participated in the Bystander Action training, working towards gender equality.

All our Early Years staff got together for the annual Storytimmer's Gathering, where they learned some new and practical skills for delivering quality early years sessions, and had the chance to swap and share ideas.

And finally, ALL GLC staff gathered in March for our first in-person PD since 2019 – and it was a fantastic offering of learning and development!

Priority 8: A Sustainable Future

Grid independence and Co2 reductions

The library has reported 30% independence from the grid during this quarter, and has reduced Co2 emissions by 2.6 tonnes in the three-month period.

Sustainable Home Kits

The Sustainable Home Kits have been loaned 102 times since they were launched last September, and have had a whopping 217 reservations. There are now 10 kits in the system (up from 4 initially) and they are constantly in high demand – there are currently 78 reservations for them! They include a thermal camera and a Power Mate, and are steadily improving the sustainable performances of houses in Central Victoria.

Indigenous Seed Library Collection

Our Seed Library now boasts a new collection – Indigenous seeds endemic to our Shire. This new collection of seeds are now available to borrow, and was launched by Aunty Julia McHale in March.

It is constantly being re-stocked – clearly there's a lot of interest in growing local native plants!



Eliza Gilchrist (Seed Library coordinator) made this crafty stand to display the new Indigenous Seed Collection

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FEEDBACK:

“Your displays are SO effective - I often leave with three times as many books as I intended to! They are curated and maintained so well, I love them!”

“Can I suggest you do a project where local primary kids write and illustrate stories for your Story Walk? It would be so nice to read and enjoy their contributions.”

“Thank you so much. My daughter popped into the library today and was very excited! She loved the Big Summer Read, it really kicked along her reading. Thanks to all of you at Castlemaine Library for being so encouraging, it was such a great thing for the kids over the summer holidays.”

FEEDBACK:

“You library people are absolute saints! Where would we be without you? Is there a Show the Library Love Day, where we can sing your praise??”

(Little did she realise that she had *just* missed Library Lovers Day!)

Donna had a parent come and tell her how much she loved and valued Toddler Time - she said she had post-natal depression and found it hard to get out of the house to meet people, but that Toddler Time was such a welcoming and safe space she felt she could enjoy with her little one.

FEEDBACK:

“I just want to express my thanks and gratitude on behalf of the Carinya Kindergarten children and staff, for the magical morning today! I am moved beyond words for the beautiful event that was created especially for young children. The children were fully engaged and enthralled by all of it, and it was perfectly pitched at their level. The engaging and interactive storytelling by Lilly Pilly Green, the fruit picnic by the creek while listening to delightful music made by talented (and hilarious) insects and the fun extension of the seed balls - it was all very considered and brilliantly thought out. Oh and not to forget the lovely books the children got to take home!”

– Carolyn, Education Leader at Carinya

FEEDBACK:

“Thank you Library for having such a great photocopier machine - the quality is 5-star!”

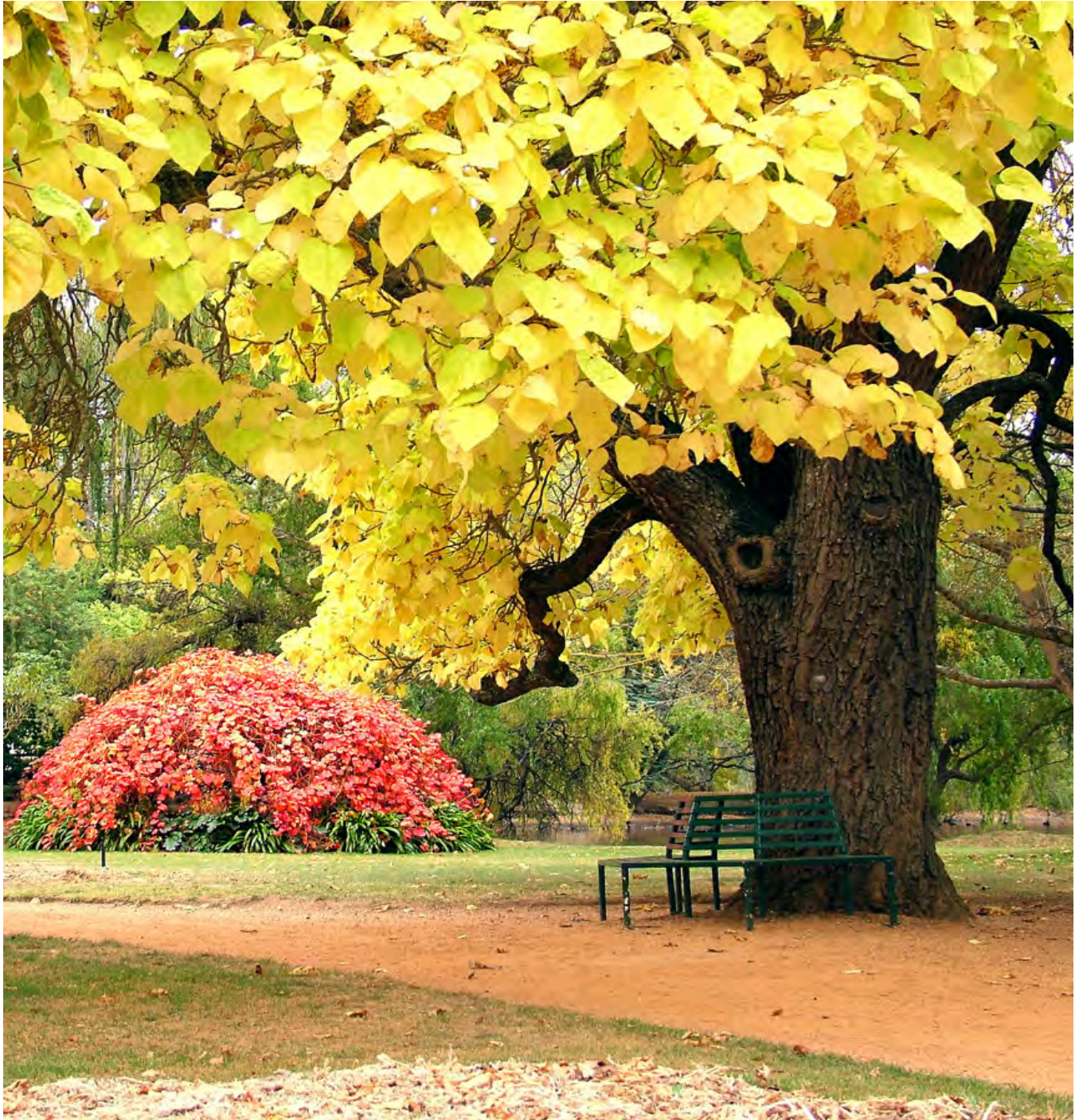
(Our IT Manager will love hearing this!)

Note / review left on Google page: Lovely library, quiet and calm, really nice vibe and helpful staff.

“This library needs more space and spaces. Especially private study/work spaces. Too tight and next to each other when working. Could we get some privacy booths? A bigger space? Please??”

– *Yes, we absolutely agree with you there...*

Mount Alexander Shire Council Budget Report 2023-2024



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Mayor's Introduction

On behalf of Council, I am pleased to release the 2023/2024 Budget. A yearly collaboration between councillors, council staff, and the community, this year's \$48.50 million budget outlines the resources required to continue delivering more than 100 services to our community, and to fund a range of capital works projects throughout the shire.

This year's budget process was the most challenging I've experienced yet. For most local governments, the reality of operating under rate-capping, with the cost of materials and services skyrocketing, and with increasing responsibilities and expectations from various levels of government, and the community, means that we do not have enough funds to do the work that everyone would like us to do. It also means that we are having to make increasingly hard decisions when developing the budget – something we have wrestled with and taken seriously.

That said, we've developed a financially sound budget that I'm proud to work with my fellow Councillors and staff to deliver. As you read this document, I hope you're able to appreciate the forest for the trees; all the good things we're funding in the year ahead - big and small.

Our budget includes an allocation of \$14.50 million for capital works, to improve infrastructure such as roads, bridges, drains, and footpaths, as well as strong investment in our community facilities.

Some highlights of the capital works program include:

- A number of recreation projects including construction of additional changerooms and installation of sports lighting at the Bill Woodfull Recreation Reserve (\$1.20m), creating a youth space at Taradale including a playground renewal (\$510k), and a lighting upgrade at the Harcourt Recreation Reserve (\$357k).
- Installation of temporary change facilities at Camp Reserve and the Campbells Creek Recreation Reserve, while we work to upgrade facilities at these sites over the next few years (\$751k). We'll also be installing a new netball court at the Campbells Creek Recreation Reserve (subject to government funding, \$649k).
- Progressing multi-year projects including commencing construction of the Castlemaine and Campbells Creek levees (\$2.27m), restoring the former Wesleyan Church in Chewton (\$409k), and the Frederick Street upgrade (\$1.64m).
- Depending on the successful receipt of grant funding, two bridges will be replaced (\$2.32m) – James Bridge on Myrtle Creek and Burgoyne Street Bridge at Vaughan over Fryers Creek.
- Continuing a number of annual renewal and replacement programs across a range of assets including community buildings (\$165k), plant and machinery (\$1.34m), swimming pools (\$135k), road resheeting and resealing (\$1.30m).
- Several minor projects, including the bell mouth sealing program (\$51k), and for Newstead, construction of a storage shed at the Recreation Reserve (\$77k). We'll also be investigating the installation of outdoor exercise equipment in Newstead and one other site across the shire (\$51k).
- Commencing investigation and design for a section of the flood levee (subject to government funding, \$92k) and replacing a flood gate (\$143k), both at Newstead.

We've again been proactive in sourcing grant income to help fund our capital works program. Council expects to receive \$6.97 million from both the State and Federal governments for a number of projects, including round 4 of the Local Roads and Community Infrastructure Program. We are very appreciative of the ongoing support of both other tiers of government that allows us to improve the services and facilities for our shire.

Council's focus for the next year will also be on delivering projects and services that continue to meet the needs of our community as identified in the Council Plan 2021-2025. This year's budget will be delivered in the third year of that plan, and the budget contains several new and continuing initiatives. These include:

- Increasing the budget allocation to a number of tree management programs, to ensure best practice tree management and to mitigate potential risks associated with trees in public places.

- Introducing new budget allocations to implement:
 - Council's Disability Action Plan (2022-2026) to improve accessibility and inclusion for people living with a disability.
 - Strategies contained within Council's Early Years Plan 2022-2026, which focuses on children aged 0-8 and their families.
- Continuing to progress Council's work on affordable housing solutions within the Shire - a priority for all Councillors!
- Delivering the bi-annual Mount Alexander Business Awards to encourage, promote, and celebrate business excellence within the shire, and hopefully entice new and varied businesses to open up here too!

One of Councillors' main roles is to listen to our community and understand the needs and priorities of those who call our Shire home. We consistently hear that services offered by Council are extremely valued by the community, but that Council also needs to be financially responsible. We will continue striving to deliver high quality, responsive, and accessible services to our community, while identifying sustainable cost savings. We will also continue our advocacy efforts to ensure we receive a fair share of State and Federal funding.

Recently, Councillors were fortunate to listen to a dozen community members and organisations at an Unscheduled Meeting of Council. We received over forty submissions to the proposed budget, and twelve individuals or organisations spoke in person to Councillors about an idea or project that is important to them and our wider community. We very much appreciate the time taken by these speakers and the insight such moments give us into the lives of others and the work they do. After considering all of the submissions received, Councillors made additional budget allocations to Business Mount Alexander, Maldon Inc., Castlemaine Fringe Festival, and Castlemaine Safe Space.

In addition, Councillors have asked that staff investigate, and report on, ways to support the objectives of the Tarrangower Cactus Control Group, as well as report on how the work done by a community volunteer to control and eradicate weeds can continue given their impending retirement. We've also asked that staff investigate our support for vulnerable community members through a hygiene station and how we can collaborate with other community organisations to make this happen.

The budget includes an increase to average rates income of 3.5%, in line with the rate cap set by the Victorian Government. Waste charges have been increased by 1.0%, to reflect the rising costs of waste management. Making decisions on rates and service charges is never easy, and Councillors have spent much time discussing, and thinking on, what is appropriate for our community and what is financially sustainable for the organisation.

While Council has proposed an increase to average rates income of 3.5%, the actual increase for each ratepayer will vary, based on the amount of their individual property valuation. The Victorian Government values all properties annually, resulting in a redistribution of rates payable, based on the change to a property's value.

The budget has been developed through a rigorous process of consultation and review by staff and Councillors, and Council endorses it as financially responsible. Our decisions were heavily informed by submissions and feedback from ratepayers and residents (as well as our obligations to meet legislative requirements, including the Fair Go Rates System).

Thank you to everyone who made a submission during our two stages of budget consultation - we appreciate your time and engagement more than you know. I am thrilled that we were able to put funds towards so many things that will make big and little differences to residents in our shire.

I encourage you to read this document to understand the significant investment in capital works and the programs and services we will deliver in the financial year ahead.

Big thank you to all the staff who have worked so tirelessly on this year's Budget, collating submissions and making it all work – it is a massive job. Thank you to my fellow Councillors – as usual, our debate was robust but respectful, and community was at the centre of all our decisions. Finally, thank you again to our community, for your engagement, your patience, and for helping us to make our shire such an incredibly special place to live.

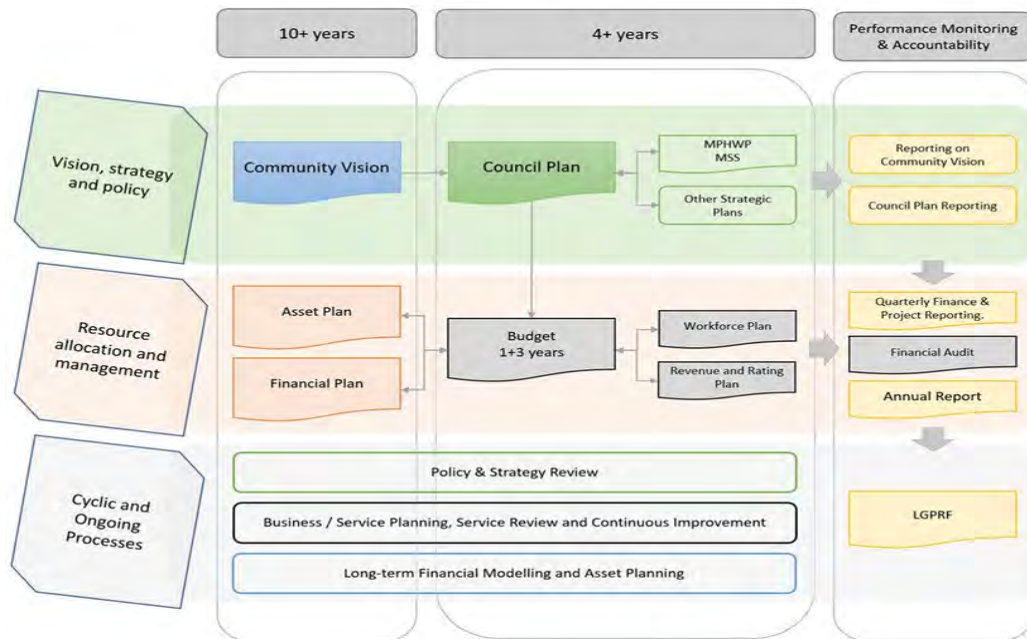
Cr Rosie Annear
Mayor

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 and Financial Plan), medium-term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short-term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative planning and accountability framework

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



Source: Department of Jobs, Precincts and Regions

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 councils adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our Vision

Working together for a healthy, connected shire

Our principles

We are engaging genuinely with the community

We are always improving

We are delivering together

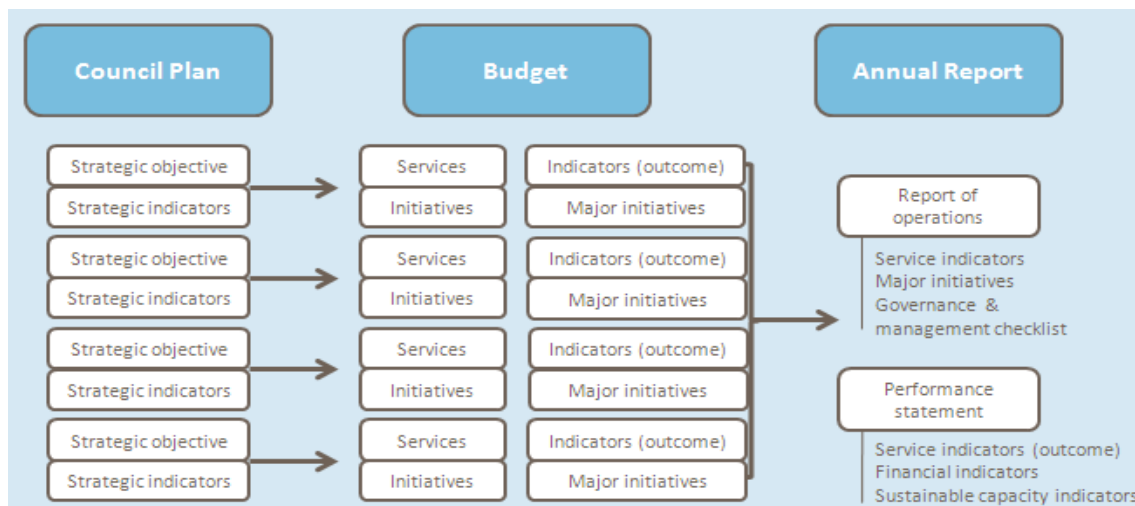
1.3 Strategic objectives

Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the pillars as set out in the four-year Council Plan 2021-2025. The three pillars described in the Council Plan are detailed below.

Strategic Objective	Description
A healthy, connected, and inclusive community	<ul style="list-style-type: none">- services in our community are accessible and coordinated- our community is inclusive and connected- our community feels safe, regardless of identity or circumstance- our community is physically and mentally healthy
An environment for people and nature	<ul style="list-style-type: none">- we are working locally to address the climate emergency- we are maintaining, improving, and celebrating our places and spaces- our community is growing in harmony with nature- we are focused on the housing affordability challenge in our community- we are facilitating managed growth of our towns while protecting natural assets
A resilient and growing local economy	<ul style="list-style-type: none">- our local economy is diverse and resilient- we are supporting continuous learning and personal growth- we are helping businesses make their work simpler and more sustainable- we are attracting and building investment in our cultural and creative community

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2023/24 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

2.1 A healthy, connected, and inclusive community

Population | Health | Wellbeing | Support | Resilience | Partnerships | Social services | Connections | Venues | Events | Safety | Communication

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Aged and Disability Services	Assesses and plans services for older people and people with disabilities to enable them to remain living independently. This includes services for home care, personal care, respite, delivered meals, home safety, as well as social support programs for isolated older people.	<i>Inc</i>	2,416	2,680	2,515
		<i>Exp</i>	(2,678)	(2,923)	(3,024)
		<i>Surplus / (deficit)</i>	(262)	(243)	(509)
Community Safety and Amenity	Improves safety and amenity in the shire by supervising school crossings, controlling domestic animals and livestock, regulating parking, issuing local law permits and infringement notices, and providing information and advice to the community.	<i>Inc</i>	344	381	439
		<i>Exp</i>	(860)	(877)	(972)
		<i>Surplus / (deficit)</i>	(516)	(496)	(533)
Communication	Provides information to the community about our programs and services through media, social media, advertising, newsletters, and web. Assists and provides advice to staff on sharing information and engaging with the community.	<i>Inc</i>	31	-	-
		<i>Exp</i>	(458)	(511)	(480)
		<i>Surplus / (deficit)</i>	(426)	(511)	(480)
Community Partnerships	Works with local residents, community organisations, and service providers to build community capacity and strengthen our engagement with the community.	<i>Inc</i>	52	50	-
		<i>Exp</i>	(652)	(718)	(669)
		<i>Surplus / (deficit)</i>	(600)	(668)	(669)

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Venue Coordination and Events	Provides hire and management services for public venues, support of events within the shire, as well as cleaning and maintenance of public restrooms.	<i>Inc</i>	52	39	12
		<i>Exp</i>	(830)	(904)	(904)
		<i>Surplus / (deficit)</i>	(778)	(865)	(892)
Customer Service	Assists customers with general enquiries, shares information, registers community requests for service, and processes payments.	<i>Inc</i>	-	-	-
		<i>Exp</i>	(433)	(455)	(461)
		<i>Surplus / (deficit)</i>	(433)	(455)	(461)
Emergency Management	Develops and implements strategies to increase the emergency management capability of the shire and community. Undertakes prevention measures to reduce risk from all natural disasters, particularly fire and flood.	<i>Inc</i>	165	129	290
		<i>Exp</i>	(387)	(365)	(524)
		<i>Surplus / (deficit)</i>	(222)	(236)	(233)
Environmental Health	Conducts inspections and maintains registrations for food and public health businesses, including registration and approval of temporary food permits, assessment of septic tank applications, as well as investigation of complaints.	<i>Inc</i>	163	166	196
		<i>Exp</i>	(305)	(372)	(353)
		<i>Surplus / (deficit)</i>	(142)	(206)	(156)
Executive	Strategically manages the organisation in keeping with the requirements of good governance, legislation and strategic policy.	<i>Inc</i>	69	-	-
		<i>Exp</i>	(1,281)	(1,423)	(1,584)
		<i>Surplus / (deficit)</i>	(1,212)	(1,423)	(1,584)
Library	Provides accessible information and resources for the recreational, cultural, educational and social development of our community. The service is provided by Goldfields Library Corporation via the library located in Castlemaine.	<i>Inc</i>	29	5	5
		<i>Exp</i>	(542)	(550)	(569)
		<i>Surplus / (deficit)</i>	(512)	(545)	(564)
Early Years	Provides consultations, information, referrals, advice and support for children from birth to school age, and their families.	<i>Inc</i>	430	366	324
		<i>Exp</i>	(435)	(745)	(473)
		<i>Surplus / (deficit)</i>	(5)	(378)	(149)
People and Culture	Provides strategic and operational organisation capability support including human resources and industrial relations strategies, policies and procedures, as well as training and development opportunities.	<i>Inc</i>	-	-	-
		<i>Exp</i>	(962)	(1,171)	(981)
		<i>Surplus / (deficit)</i>	(962)	(1,171)	(981)
Records	Receives, stores, retrieves and archives records and ensures legislative and privacy requirements are met.	<i>Inc</i>	-	-	-
		<i>Exp</i>	(317)	(313)	(322)
		<i>Surplus / (deficit)</i>	(317)	(313)	(322)
Youth Development	Works in partnership with young people and the community, organisations, and service providers to support and promote initiatives, activities, and programs that strengthen young people's connections and place within the community.	<i>Inc</i>	132	97	98
		<i>Exp</i>	(250)	(241)	(223)
		<i>Surplus / (deficit)</i>	(118)	(144)	(125)

Other Initiatives

- 1) Continuing the Federal Government funded project "Digital Inclusion" to support older residents to get online - \$66k.
- 2) As directed by the State Government, reviewing our electoral ward boundaries - \$60k.
- 3) Implementing actions from our Disability Action Plan 2023-2027 and Early Years Plan 2022-2025 - \$30k.
- 4) Finalising the State Government funded "Champions for Change" project - \$30k.
- 5) Supporting Castlemaine Safe Space to continue their work - \$30k.

Service Performance Outcome Indicators

Service	Indicator	2019/20 Actual	2020/21 Actual	2021/22 Actual
Libraries*	Participation	23.10%	20.22%	17.85%
Animal management*	Health and safety	100.00%	100.00%	100.00%
Food safety*	Health and safety	100.00%	16.22%	61.54%
Maternal and child health*	Participation	86.50%	87.34%	84.31%
Maternal and child health*	Participation	77.78%	96.77%	87.88%

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.2 An environment for people and nature

Buildings | Sport and recreation facilities | Roads | Bridges | Footpaths | Drainage | Trails | Playgrounds | Gardens | Natural environment | Waste | Recycling | Climate

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Active Communities	Provides advice on local recreational needs and facility use and planning, support for sports and recreation clubs, while running special projects and events to promote and develop healthy physical activity in the shire.	<i>Inc</i>	36	3	-
		<i>Exp</i>	(466)	(334)	(294)
		<i>Surplus/ (deficit)</i>	(430)	(331)	(294)
Community Buildings and Property Management	Prepares maintenance and management programs for our buildings, pavilions and other community assets to maximise value and use. The service also facilitates management and strategic planning for our building, land, commercial and community leases and licences.	<i>Inc</i>	241	253	184
		<i>Exp</i>	(995)	(827)	(895)
		<i>Surplus/ (deficit)</i>	(754)	(574)	(711)
Engineering	Designs, contract manages, and supervises our capital works program. Undertakes safety and condition inspections of roads, bridges, and footpaths, and maintains the asset management system while overseeing community infrastructure development.	<i>Inc</i>	2,460	285	1,346
		<i>Exp</i>	(1,339)	(989)	(913)
		<i>Surplus/ (deficit)</i>	1,121	(704)	432
Environment and Sustainability	Develops environmental policy, coordinates and implements environmental projects, and works with other services to improve our environmental performance, including climate change initiatives.	<i>Inc</i>	199	65	-
		<i>Exp</i>	(588)	(239)	(239)
		<i>Surplus/ (deficit)</i>	(389)	(174)	(239)

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual \$'000	Forecast \$'000	Budget \$'000
Parks and Gardens	Manages key parks and recreation areas including Castlemaine Botanical Gardens, Maldon Gardens, and Victory Park, as well as managing street trees, tree planting and removal, in addition to planning and strategies.	<i>Inc</i>	152	54	40
		<i>Exp</i>	(2,568)	(2,672)	(2,701)
		<i>Surplus/ (deficit)</i>	(2,415)	(2,618)	(2,661)
Recreation Facilities	Oversees the management, use and development of sports grounds and pavilions. Provides advice on recreational needs, facility use, and planning to provide access to well-maintained sporting and recreation facilities.	<i>Inc</i>	138	312	314
		<i>Exp</i>	(1,103)	(1,228)	(1,256)
		<i>Surplus/ (deficit)</i>	(966)	(916)	(942)
Operations	Undertakes maintenance and of our roads, bridges, paths and drainage. This includes maintenance grading, patrol patching, periodic gravel and bituminous resurfacing, road and intersection renewals, road markings, signage, drain clearance, and street sweeping.	<i>Inc</i>	3,618	4,998	3,026
		<i>Exp</i>	(4,204)	(7,725)	(4,571)
		<i>Surplus/ (deficit)</i>	(586)	(2,727)	(1,545)
Waste Management	Manages the waste management facilities at Castlemaine and Maldon. Provides kerbside waste and recycling collection, and develops and implements waste and resource recovery strategies.	<i>Inc</i>	505	451	394
		<i>Exp</i>	(7,249)	(3,827)	(4,529)
		<i>Surplus/ (deficit)</i>	(6,744)	(3,376)	(4,134)

Major Initiatives

- 1) Continuing the multi-year project to construct levees in Castlemaine and Campbells Creek - \$2.27 million.
- 2) Subject to government funding, replacing Burgoyne Bridge and James Bridge - \$2.32 million.
- 3) Continuing the multi-year project to improve the Frederick Street streetscape - \$1.64 million.
- 4) Construction of a netball court and supporting infrastructure at Campbells Creek Recreation Reserve - \$1.02 million.
- 5) Construction of female-friendly facilities and upgrade of sports lighting at the Bill Woodfull Recreation Reserve - \$1.20 million.
- 6) Construction of a youth space at Taradale, including renewed playground facilities - \$510k.
- 7) Annual programs to reseal local roads and resheet gravel roads - \$1.30 million.
- 8) Continue improvement works at the former Wesleyan Church in Chewton - \$409k.
- 9) Improving sports lighting at the Harcourt Recreation Reserve - \$357k.
- 10) Temporary change facilities at Camp Reserve - \$375k.
- 11) Works at Newstead including a storage shed at the Recreation Reserve, investigation into exercise equipment, levee bank design (subject to government funding), and flood levee gate replacement - \$364k.

Other Initiatives

- 12) Completing level crossing works at Maclise Street - \$19k.
- 13) Further investigation into future BMX and skate parks - \$20k.
- 14) Implementation of the Botanical Gardens Interpretation Plan - \$20k.
- 15) Participating in a local carbon offset pilot project - \$30k.
- 16) Introducing a graffiti management program - \$60k.

Service Performance Outcome Indicators

Service	Indicator	2019/20	2020/21	2021/22
		Actual	Actual	Actual
Roads*	Satisfaction	50	56	51
Waste collection*	Waste diversion	36.30%	34.08%	34.09%
Aquatic facilities*	Utilisation	0.90	0.78	1.03

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.3 A resilient and growing local economy

Business | Economy | Jobs | Education | Creativity | Innovation | Tourism | Culture | Heritage | Development | Corporate

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Building Services	Provides building compliance services including emergency management responsibilities, fire safety inspections, swimming pool barrier audits, and investigation of complaints and illegal works.	<i>Inc</i>	198	177	171
		<i>Exp</i>	(337)	(510)	(374)
		<i>Surplus/ (deficit)</i>	(139)	(332)	(203)
Cultural Development	Provides advocacy and support to help develop arts, cultural, and creative activities across the shire.	<i>Inc</i>	-	-	-
		<i>Exp</i>	(590)	(221)	(237)
		<i>Surplus/ (deficit)</i>	(590)	(221)	(237)
Economic Development	Undertakes initiatives to build the local economy including support for the growth of local businesses and industry networks along with reducing barriers for business development. Works towards creating and maintaining an environment that ensures the shire is a desirable location for people to visit, work, live and invest.	<i>Inc</i>	157	-	20
		<i>Exp</i>	(645)	(598)	(524)
		<i>Surplus/ (deficit)</i>	(489)	(598)	(504)
Financial Services	Manages finances through the preparation and monitoring of the budget, payment of accounts, procurement of services, raising and collection of rates and charges, and valuation of properties.	<i>Inc</i>	524	986	997
		<i>Exp</i>	(1,525)	(1,546)	(1,618)
		<i>Surplus/ (deficit)</i>	(1,001)	(559)	(620)
Governance	Coordinates Council meetings, Councillor related activities, and provides support and oversight of compliance with the Local Government Act.	<i>Inc</i>	42	24	-
		<i>Exp</i>	(1,631)	(1,376)	(1,831)
		<i>Surplus/ (deficit)</i>	(1,589)	(1,352)	(1,831)
Information Technology Services	Provides, supports, and maintains cost effective communications and IT systems enabling Council to deliver services in a productive and efficient way.	<i>Inc</i>	-	-	-
		<i>Exp</i>	(1,178)	(1,435)	(1,465)
		<i>Surplus/ (deficit)</i>	(1,178)	(1,435)	(1,465)
Planning Services	Manages land use and development in the municipality in accordance with the Mount Alexander Planning Scheme. The service provides planning information and advice, assesses planning permit applications, and undertakes compliance activities. Develops and implements urban and rural planning strategy and maintains an effective planning scheme through regular reviews and planning scheme amendments, while ensuring appropriate support for our heritage.	<i>Inc</i>	899	483	486
		<i>Exp</i>	(1,355)	(2,000)	(1,446)
		<i>Surplus/ (deficit)</i>	(456)	(1,518)	(960)

Service area	Description of services provided		2021/22	2022/23	2023/24
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Tourism Services	Provides visitor information, marketing and industry development for the shire. Supports economic and social benefits of tourism through operation of Visitor Information Centres in Castlemaine and Maldon. Provides accommodation and tour booking services.	<i>Inc</i>	90	119	89
		<i>Exp</i>	(387)	(396)	(372)
		<i>Surplus/ (deficit)</i>	(297)	(277)	(283)

Other Initiatives

- 1) Working with partners and continuing our investigations into social housing feasibility for the shire - \$255k.
- 2) Hosting the Mount Alexander Business Awards - \$40k.
- 3) Funding for annual Christmas celebrations and decorations - \$50k.
- 4) \$5,000 allocation for both Business Mount Alexander and Maldon Inc.
- 5) Allocation to Castlemaine Fringe Festival - \$10k.

Service Performance Outcome Indicators

Service	Indicator	2019/20	2020/21	2021/22
		Actual	Actual	Actual
Governance*	Satisfaction	49	55	50
Statutory Planning*	Decision making	33.33%	75.00%	66.67%

* refer to table at end of section 2.3 for information on the calculation of Service Performance Outcome Indicators

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Decision making	Council planning decisions upheld at VCAT	[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads	[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]
Libraries	Participation	Active library borrowers in municipality	Number of active library borrowers in the last three years / The sum of the population for the last three years] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health Participation		Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.4 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Income / Revenue
	\$'000	\$'000	\$'000
A healthy, connected, and inclusive community	(7,660)	(11,540)	3,880
An environment for people and nature	(10,094)	(15,397)	5,303
A resilient and growing local economy	(6,102)	(7,866)	1,764
Total	(23,856)	(34,803)	10,946

Expenses added in:

Depreciation	9,104
Finance costs	76
Net gain/(loss) on disposal of assets	850

Surplus/(Deficit) before funding sources (33,886)

Funding sources added in:

Rates and charges revenue	27,473
Rates interest	180
Capital works income	6,969
Unallocated Federal Financial Assistance Grant	3,975

Total funding sources 38,597

Operating surplus/(deficit) for the year 4,711

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023/24 has been supplemented with projections to 2026/27 .

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 2027

		Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
	NOTES					
Income / Revenue						
Rates and charges	4.1.1	26,454	27,473	28,176	28,985	29,817
Statutory fees and fines	4.1.2	1,054	1,350	1,370	1,394	1,419
User fees	4.1.3	1,433	1,460	1,489	1,523	1,557
Grants - operating	4.1.4	7,522	8,810	8,987	9,190	9,397
Grants - capital	4.1.4	6,853	6,969	6,068	6,440	5,995
Contributions - monetary	4.1.5	300	305	303	288	273
Contributions - non-monetary	4.1.5	-	1,000	1,050	998	1,089
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		(630)	(850)	(960)	(974)	(1,023)
Share of net profits (or loss) of associates and joint ventures		5	5	5	5	5
Other income	4.1.6	1,581	1,293	1,304	1,315	1,328
Total income / revenue		44,572	47,815	47,793	49,163	49,858
Expenses						
Employee costs	4.1.7	18,370	20,009	19,921	20,417	21,147
Materials and services	4.1.8	16,237	12,281	12,588	12,840	13,161
Depreciation	4.1.9	8,906	8,771	9,312	9,435	9,562
Amortisation - intangible assets	4.1.10	173	197	245	250	250
Amortisation - right of use assets	4.1.11	84	136	136	136	136
Bad and doubtful debts - allowance for impairment losses		6	20	20	20	20
Borrowing costs		67	65	60	55	3
Finance costs - leases		12	11	8	7	4
Other expenses	4.1.12	1,576	1,613	1,829	1,645	1,662
Total expenses		45,431	43,103	44,119	44,805	45,945
Surplus/(deficit) for the year		(859)	4,712	3,673	4,359	3,913
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		(1)	4,013	4,103	4,164	4,227
Total other comprehensive income		(1)	4,013	4,103	4,164	4,227
Total comprehensive result		(860)	8,725	7,776	8,523	8,139

Balance Sheet

For the four years ending 30 June 2027

	NOTES	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
Assets						
Current assets						
Cash and cash equivalents		1,514	3,705	9,464	10,214	11,316
Trade and other receivables		3,028	4,516	4,507	4,640	4,698
Other financial assets		28,205	22,564	18,051	17,690	18,044
Inventories		148	148	148	148	148
Other assets		568	568	568	568	568
Total current assets	4.2.1	33,463	31,501	32,738	33,260	34,774
Non-current assets						
Investments in associates, joint arrangement and subsidiaries		659	1,003	1,360	1,729	2,111
Property, infrastructure, plant & equipment		405,414	414,996	421,290	427,721	434,210
Right-of-use assets	4.2.4	575	439	368	232	96
Intangible assets		794	1,120	1,025	900	650
Total non-current assets	4.2.1	407,442	417,558	424,043	430,582	437,067
Total assets		440,905	449,059	456,781	463,842	471,840
Liabilities						
Current liabilities						
Trade and other payables		1,702	2,028	2,102	2,117	2,168
Trust funds and deposits		1,892	1,987	2,046	2,087	2,129
Unearned income/revenue		1,514	757	742	668	681
Provisions		2,951	2,998	3,046	3,095	3,144
Interest-bearing liabilities	4.2.3	126	131	1,336	141	-
Lease liabilities	4.2.4	136	134	138	141	68
Total current liabilities	4.2.2	8,321	8,035	9,410	8,248	8,190
Non-current liabilities						
Provisions		2,534	2,514	2,494	2,474	2,454
Interest-bearing liabilities	4.2.3	1,606	1,476	141	-	-
Lease liabilities	4.2.4	439	305	230	91	28
Total non-current liabilities	4.2.2	4,579	4,295	2,865	2,565	2,482
Total liabilities		12,900	12,330	12,275	10,813	10,672
Net assets		428,005	436,730	444,506	453,029	461,168
Equity						
Accumulated surplus		129,284	132,470	135,597	139,395	142,732
Reserves		298,721	304,260	308,909	313,634	318,437
Total equity		428,005	436,730	444,506	453,029	461,168

Statement of Changes in Equity
For the four years ending 30 June 2027

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023 Forecast Actual					
Balance at beginning of the financial year		420,891	103,184	290,068	27,639
Surplus/(deficit) for the year		(859)	(859)	-	-
Net asset revaluation increment/(decrement)		(1)	-	(1)	-
Transfers to other reserves		7,974	26,959	-	(18,985)
Transfers from other reserves					
Balance at end of the financial year		428,005	129,284	290,067	8,654
2024 Budget					
Balance at beginning of the financial year		428,005	129,284	290,067	8,654
Surplus/(deficit) for the year		4,712	4,712	-	-
Net asset revaluation increment/(decrement)		4,013	-	4,013	-
Transfers to other reserves	4.3.1	-	(1,526)	-	1,526
Transfers from other reserves	4.3.1				
Balance at end of the financial year	4.3.2	436,730	132,470	294,080	10,180
2025					
Balance at beginning of the financial year		436,730	132,470	294,080	10,180
Surplus/(deficit) for the year		3,673	3,673	-	-
Net asset revaluation increment/(decrement)		4,103	-	4,103	-
Transfers to other reserves		-	(546)	-	546
Transfers from other reserves					
Balance at end of the financial year		444,506	135,597	298,183	10,726
2026					
Balance at beginning of the financial year		444,506	135,597	298,183	10,726
Surplus/(deficit) for the year		4,359	4,359	-	-
Net asset revaluation increment/(decrement)		4,164	-	4,164	-
Transfers to other reserves		-	(561)	-	561
Transfers from other reserves					
Balance at end of the financial year		453,029	139,395	302,347	11,287
2027					
Balance at beginning of the financial year		453,029	139,395	302,347	11,287
Surplus/(deficit) for the year		3,913	3,913	-	-
Net asset revaluation increment/(decrement)		4,227	-	4,227	-
Transfers to other reserves		-	(576)	-	576
Transfers from other reserves					
Balance at end of the financial year		461,168	142,732	306,574	11,863

Statement of Cash Flows
For the four years ending 30 June 2027

	NOTES	Forecast	Budget	Projections		
		Actual	2023/24	2024/25	2025/26	2026/27
		2022/23	2023/24	2024/25	2025/26	2026/27
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		26,894	26,308	28,088	28,858	29,741
Statutory fees and fines		1,323	1,400	1,502	1,527	1,556
User fees		1,578	1,540	1,634	1,669	1,709
Grants - operating		5,159	8,415	8,961	9,152	9,376
Grants - capital		5,977	6,656	6,147	6,392	6,037
Contributions - monetary		300	305	303	288	273
Interest received		750	957	962	967	971
Trust funds and deposits taken		-	95	60	41	42
Other receipts		1,226	363	405	413	421
Net GST refund / payment		(2,012)	2,258	2,252	2,259	2,294
Employee costs		(16,267)	(19,926)	(19,864)	(20,354)	(21,082)
Materials and services		(17,883)	(13,242)	(13,801)	(14,090)	(14,433)
Trust funds and deposits repaid		(108)	-	-	-	-
Other payments		(8,383)	(1,772)	(2,014)	(1,863)	(1,856)
Net cash provided by/(used in) operating activities	4.4.1	(1,446)	13,358	14,636	15,258	15,051
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(10,173)	(16,472)	(12,924)	(13,196)	(13,148)
Proceeds from sale of property, infrastructure, plant and equipment		135	340	220	226	215
Payments for investments		-	-	-	(3)	(731)
Proceeds from sale of investments		7,000	5,302	4,161	-	-
Net cash provided by/ (used in) investing activities	4.4.2	(3,038)	(10,830)	(8,543)	(12,974)	(13,665)
Cash flows from financing activities						
Finance costs		(67)	(65)	(60)	(55)	(3)
Proceeds from borrowings		-	-	-	-	-
Repayment of borrowings		(207)	(125)	(130)	(1,336)	(141)
Interest paid - lease liability		(12)	(11)	(8)	(7)	(4)
Repayment of lease liabilities		(84)	(136)	(136)	(136)	(136)
Net cash provided by/(used in) financing activities	4.4.3	(370)	(337)	(334)	(1,534)	(284)
Net increase/(decrease) in cash and cash equivalents		(4,854)	2,191	5,759	750	1,102
Cash and cash equivalents at the beginning of the financial year		6,368	1,514	3,705	9,464	10,214
Cash and cash equivalents at the end of the financial year		1,514	3,705	9,464	10,214	11,316

Statement of Capital Works

For the four years ending 30 June 2027

	NOTES	Forecast	Budget	Projections		
		Actual 2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Property						
Land improvements		495	3,008	500	750	800
Buildings		3,979	3,882	2,500	2,400	2,600
Total property		4,474	6,890	3,000	3,150	3,400
Plant and equipment						
Plant, machinery and equipment		1,383	1,341	1,000	950	950
Computers and telecommunications		905	184	180	200	200
Total plant and equipment		2,288	1,525	1,180	1,150	1,150
Infrastructure						
Roads		4,806	3,115	3,400	3,400	3,400
Bridges		517	2,527	2,000	1,820	1,700
Footpaths and cycleways		1,105	207	1,037	1,285	1,303
Drainage		1,662	235	996	1,078	1,000
Waste management		80	-	-	-	-
Total infrastructure		8,170	6,084	7,433	7,583	7,403
Total capital works expenditure	4.5.1	14,932	14,499	11,613	11,883	11,953
Represented by:						
New asset expenditure		2,298	3,319	450	450	650
Asset renewal expenditure		10,374	9,798	7,767	7,905	8,140
Asset expansion expenditure		-	-	-	1,050	-
Asset upgrade expenditure		2,260	1,382	3,396	2,478	3,163
Total capital works expenditure	4.5.1	14,932	14,499	11,613	11,883	11,953
Funding sources represented by:						
Grants		6,853	6,969	4,936	5,308	4,863
Contributions		-	5	-	-	-
Council cash		8,079	7,525	6,677	6,575	7,090
Borrowings		-	-	-	-	-
Total capital works expenditure	4.5.1	14,932	14,499	11,613	11,883	11,953

Statement of Human Resources

For the four years ending 30 June 2027

	Forecast	Budget	Projections		
	Actual				
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	18,370	20,009	19,921	20,417	21,147
Employee costs - capital	1,100	1,431	1,320	1,209	1,098
Total staff expenditure	19,470	21,440	21,241	21,626	22,245
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	204.5	211.1	202.2	199.4	199.4
Total staff numbers	204.5	211.1	202.2	199.4	199.4

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
		2023/24	Full Time	Part time	
	\$'000	\$'000	\$'000	\$'000	\$'000
Communications and Customer Services	1,607	344	1,208	55	
Community Partnerships	1,495	522	794	25	154
Community Wellbeing	2,512	723	1,770	19	
Corporate Services	1,492	1,173	319		
Development Services	2,622	1,894	708	20	
Economy and Culture	487	264	223		
Engineering	649	526	123		
Executive	1,315	1,315	-		
Governance and Risk	713	568	145		
Operations	3,647	3,361	286		
Parks, Recreation and Community Facilities	2,130	1,933	197		
People and Culture	688	482	206		
Total permanent staff expenditure	19,357	13,105	5,979	119	154
Other employee related expenditure	652				
Capitalised labour costs	1,431				
Total expenditure	21,440				

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
		2023/24	Full Time	Part time	
Communications and Customer Services	18.2	3.0	14.6	0.6	
Community Partnerships	13.2	4.0	7.6	0.2	1.5
Community Wellbeing	30.2	7.0	23.0	0.2	
Corporate Services	14.3	11.0	3.3		
Development Services	27.0	18.6	8.2	0.2	
Economy and Culture	4.4	2.0	2.4		
Engineering	6.1	4.5	1.6		
Executive	7.8	7.8	-		
Governance and Risk	6.8	5.0	1.8		
Operations	40.1	36.9	3.2		
Parks, Recreation and Community Facilities	23.0	21.0	2.0		
People and Culture	6.0	3.8	2.2		
Total staff	197.1	124.6	69.8	1.2	1.5
Capitalised labour costs	14.0				
Total staff	211.1				

**Summary of Planned Human Resources Expenditure
For the four years ending 30 June 2027**

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Communications and Customer Services				
Permanent - Full time	344	354	365	376
Women	104	107	110	114
Men	142	146	151	155
Not specified	98	101	104	107
Permanent - Part time	1,208	1,220	1,256	1,294
Women	787	798	822	847
Men	386	385	397	409
Not specified	35	36	37	38
Total Communications and Customer Services	1,552	1,574	1,621	1,670
Community Partnerships				
Permanent - Full time	522	538	554	570
Women	270	278	286	295
Men	252	260	267	275
Not specified	-	-	-	-
Permanent - Part time	794	758	781	804
Women	563	520	536	552
Men	212	218	225	232
Not specified	19	20	20	21
Total Community Partnerships	1,316	1,296	1,335	1,375
Community Wellbeing				
Permanent - Full time	723	745	767	790
Women	723	745	767	790
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Permanent - Part time	1,770	1,823	1,878	1,934
Women	1,333	1,373	1,414	1,457
Men	437	450	464	478
Persons of self-described gender	-	-	-	-
Total Community Wellbeing	2,493	2,568	2,645	2,724
Corporate Services				
Permanent - Full time	1,173	1,138	1,073	1,106
Women	825	850	776	800
Men	348	288	297	306
Persons of self-described gender	-	-	-	-
Permanent - Part time	319	329	338	349
Women	319	329	338	349
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Total Corporate Services	1,492	1,467	1,412	1,454
Development Services				
Permanent - Full time	1,894	1,923	1,906	1,963
Women	1,089	1,122	1,080	1,113
Men	695	688	709	730
Not specified	110	113	117	120
Permanent - Part time	708	729	751	774
Women	388	400	412	424
Men	256	264	272	280
Not specified	64	66	68	70
Total Development Services	2,602	2,652	2,657	2,736
Economy and Culture				
Permanent - Full time	264	272	280	288
Women	264	272	280	288
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Permanent - Part time	223	230	237	244
Women	163	168	173	178
Men	-	-	-	-
Not specified	60	62	64	66
Total Economy and Culture	487	502	517	532

	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000
Engineering				
Permanent - Full time	526	542	558	575
Women	-	-	-	-
Men	471	485	500	515
Not specified	55	57	58	60
Permanent - Part time	123	127	130	134
Women	46	47	49	50
Men	77	79	82	84
Persons of self-described gender	-	-	-	-
Total Engineering	649	668	689	709
Executive				
Permanent - Full time	1,315	1,276	1,314	1,354
Women	763	708	729	751
Men	552	569	586	603
Persons of self-described gender	-	-	-	-
Permanent - Part time	-	-	-	-
Women	-	-	-	-
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Total Executive	1,315	1,276	1,314	1,354
Governance and Risk				
Permanent - Full time	568	585	603	621
Women	458	472	486	500
Men	-	-	-	-
Not specified	110	113	117	120
Permanent - Part time	145	149	154	158
Women	-	-	-	-
Men	-	-	-	-
Not specified	145	149	154	158
Total Governance and Risk	713	734	756	779
Operations				
Permanent - Full time	3,361	3,383	3,484	3,589
Women	166	92	94	97
Men	3,021	3,112	3,205	3,301
Not specified	174	179	185	190
Permanent - Part time	286	295	303	313
Women	225	232	239	246
Men	61	63	65	67
Persons of self-described gender	-	-	-	-
Total Operations	3,647	3,677	3,787	3,901
Parks, Recreation and Community Facilities				
Permanent - Full time	1,933	1,891	1,948	2,006
Women	597	615	633	652
Men	1,181	1,216	1,253	1,291
Not specified	155	60	62	63
Permanent - Part time	197	203	209	215
Women	103	106	109	113
Men	61	63	65	67
Not specified	33	34	35	36
Total Parks, Recreation and Community Facilities	2,130	2,094	2,157	2,222
People and Culture				
Permanent - Full time	481	495	510	526
Women	357	368	379	390
Men	124	128	132	135
Persons of self-described gender	-	-	-	-
Permanent - Part time	206	201	207	213
Women	64	60	62	63
Men	142	141	145	150
Persons of self-described gender	-	-	-	-
Total People and Culture	687	696	717	739
Casuals, temporary and other expenditure	275	283	292	300
Indirect costs	652	672	692	712
Capitalised labour costs	1,431	1,223	1,259	1,297
Total staff expenditure	21,441	21,382	21,849	22,505

	2023/24	2024/25	2025/26	2026/27
	FTE	FTE	FTE	FTE
Communications and Customer Services				
Permanent - Full time	3.0	3.0	3.0	3.0
Women	1.0	1.0	1.0	1.0
Men	1.0	1.0	1.0	1.0
Not specified	1.0	1.0	1.0	1.0
Permanent - Part time	14.6	13.6	13.6	13.6
Women	9.1	8.6	8.6	8.6
Men	5.1	4.6	4.6	4.6
Not specified	0.4	0.4	0.4	0.4
Total Communications and Customer Services	17.6	16.6	16.6	16.6
Community Partnerships				
Permanent - Full time	4.0	4.0	4.0	4.0
Women	2.0	2.0	2.0	2.0
Men	2.0	2.0	2.0	2.0
Not specified	-	-	-	-
Permanent - Part time	7.6	7.6	7.6	7.6
Women	5.6	5.6	5.6	5.6
Men	1.7	1.7	1.7	1.7
Not specified	0.3	0.3	0.3	0.3
Total Community Partnerships	11.6	11.6	11.6	11.6
Community Wellbeing				
Permanent - Full time	7.0	7.0	7.0	7.0
Women	7.0	7.0	7.0	7.0
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Permanent - Part time	23.0	23.0	23.0	23.0
Women	17.5	17.5	17.5	17.5
Men	5.5	5.5	5.5	5.5
Persons of self-described gender	-	-	-	-
Total Community Wellbeing	30.0	30.0	30.0	30.0
Corporate Services				
Permanent - Full time	11.0	11.0	11.0	11.0
Women	8.0	8.0	8.0	8.0
Men	3.0	3.0	3.0	3.0
Persons of self-described gender	-	-	-	-
Permanent - Part time	3.3	2.5	2.5	2.5
Women	3.3	2.5	2.5	2.5
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Total Corporate Services	14.3	13.5	13.5	13.5
Development Services				
Permanent - Full time	18.6	17.6	16.6	16.6
Women	10.6	10.6	9.6	9.6
Men	7.0	6.0	6.0	6.0
Not specified	1.0	1.0	1.0	1.0
Permanent - Part time	8.2	8.2	8.2	8.2
Women	4.5	4.5	4.5	4.5
Men	2.9	2.9	2.9	2.9
Not specified	0.8	0.8	0.8	0.8
Total Development Services	26.8	25.8	24.8	24.8
Economy and Culture				
Permanent - Full time	2.0	2.0	2.0	2.0
Women	2.0	2.0	2.0	2.0
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Permanent - Part time	2.4	2.4	2.4	2.4
Women	1.6	1.6	1.6	1.6
Men	-	-	-	-
Not specified	0.8	0.8	0.8	0.8
Total Economy and Culture	4.4	4.4	4.4	4.4

	2023/24	2024/25	2025/26	2026/27
	FTE	FTE	FTE	FTE
Engineering				
Permanent - Full time	4.5	4.5	4.5	4.5
Women	-	-	-	-
Men	4.0	4.0	4.0	4.0
Not specified	0.5	0.5	0.5	0.5
Permanent - Part time	1.6	1.6	1.6	1.6
Women	0.6	0.6	0.6	0.6
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-
Total Engineering	6.1	6.1	6.1	6.1
Executive				
Permanent - Full time	7.8	7.0	7.0	7.0
Women	5.8	5.0	5.0	5.0
Men	2.0	2.0	2.0	2.0
Persons of self-described gender	-	-	-	-
Permanent - Part time	-	-	-	-
Women	-	-	-	-
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Total Executive	7.8	7.0	7.0	7.0
Governance and Risk				
Permanent - Full time	5.0	5.0	5.0	5.0
Women	4.0	4.0	4.0	4.0
Men	-	-	-	-
Not specified	1.0	1.0	1.0	1.0
Permanent - Part time	1.8	1.8	1.8	1.8
Women	-	-	-	-
Men	-	-	-	-
Not specified	1.8	1.8	1.8	1.8
Total Governance and Risk	6.8	6.8	6.8	6.8
Operations				
Permanent - Full time	36.9	35.9	35.9	35.9
Women	2.0	2.0	2.0	2.0
Men	32.9	31.9	31.9	31.9
Not specified	2.0	2.0	2.0	2.0
Permanent - Part time	3.2	2.4	2.4	2.4
Women	1.7	1.7	1.7	1.7
Men	0.7	0.7	0.7	0.7
Not specified	0.8	-	-	-
Total Operations	40.1	38.3	38.3	38.3
Parks, Recreation and Community Facilities				
Permanent - Full time	21.0	21.0	21.0	21.0
Women	6.0	6.0	6.0	6.0
Men	13.0	13.0	13.0	13.0
Not specified	2.0	2.0	2.0	2.0
Permanent - Part time	2.0	1.6	1.6	1.6
Women	1.0	1.0	1.0	1.0
Men	0.6	0.6	0.6	0.6
Not specified	0.4	(0.0)	(0.0)	(0.0)
Total Parks, Recreation and Community Facilities	23.0	22.6	22.6	22.6
People and Culture				
Permanent - Full time	3.8	3.8	3.8	3.8
Women	2.8	2.8	2.8	2.8
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-
Permanent - Part time	2.2	2.0	2.0	2.0
Women	0.7	0.6	0.6	0.6
Men	1.5	1.4	1.4	1.4
Persons of self-described gender	-	-	-	-
Total People and Culture	6.0	5.8	5.8	5.8
Casuals and temporary staff	2.7	2.7	2.7	2.7
Capitalised labour	14.0	11.1	9.3	9.3
Total staff numbers	211.1	202.2	199.4	199.4

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 2023/24 the FGRS cap has been set at 3.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives, while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 3.50% in line with the rate cap.

This will raise total rates and charges for 2023/24 to \$27,443,179.

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

	2022/23 Forecast Actual \$'000	2023/24 Budget \$'000	Change \$'000	%
General rates*	21,568	22,603	1,035	4.80%
Waste management charge	4,764	4,840	76	1.60%
Supplementary rates and rate adjustments	117	30	(87)	-74.42%
Interest on rates and charges	180	180	-	0.00%
Total rates and charges	26,629	27,653	1,024	3.84%

*This item is 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	2022/23 cents/\$CIV	2023/24 cents/\$CIV	Change
General rate for rateable residential properties	0.25359	0.23980	-5.44%
General rate for rateable commercial properties	0.32967	0.31174	-5.44%
General rate for rateable land management properties	0.20287	-	-100.00%
General rate for rateable farm properties	0.22823	0.19184	-15.94%
General rate for rateable vacant land properties	0.50718	0.47960	-5.44%

4.1.1 Rates and charges continued

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

Type or class of land	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Residential	15,270	15,749	479	3.13%
Farm	930	2,882	1,952	209.88%
Land management	1,678	-	(1,678)	-100.00%
Commercial	1,562	1,806	244	15.64%
Vacant land	2,128	2,166	38	1.79%
Total amount to be raised by general rates	21,568	22,603	1,035	4.80%

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

Type or class of land	2022/23	2023/24	Change	
	Number	Number	Number	%
Residential	9,322	9,466	144	1.54%
Farm	402	995	593	147.51%
Land management	590	-	(590)	-100.00%
Commercial	730	696	(34)	-4.66%
Vacant land	1,250	1,212	(38)	-3.04%
Total number of assessments	12,294	12,369	75	0.61%

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

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

Type or class of land	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Residential	6,021,481	6,567,356	545,875	9.07%
Farm	407,567	1,502,233	1,094,666	268.59%
Land management	827,204	-	(827,204)	-100.00%
Commercial	473,804	579,411	105,607	22.29%
Vacant land	419,651	451,653	32,002	7.63%
Total value of land	8,149,707	9,100,653	950,946	11.67%

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

Type of charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24	Change	
	\$	\$	\$	%
Kerbside collection and recycling 80 litre bin	446	450	4	0.90%
Kerbside collection and recycling 140 litre bin	647	653	6	0.93%
Total	1,093	1,103	10	0.91%

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

Type of charge	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Kerbside collection and recycling 80 litre bin	1,442	1,534	92	6.38%
Kerbside collection and recycling 140 litre bin	3,288	3,306	18	0.55%
Total	4,730	4,840	110	2.33%

4.1.1 Rates and charges continued

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

Total rates and charges	2022/23	2023/24	\$'000	Change %
	\$'000	\$'000		
Residential	15,270	15,749	479	3.13%
Farm	930	2,882	1,952	209.88%
Land management	1,678	-	(1,678)	-100.00%
Commercial	1,562	1,806	244	15.64%
Vacant land	2,128	2,166	38	1.79%
Kerbside collection and recycling 80 litre bin	1,442	1,534	92	6.38%
Kerbside collection and recycling 140 litre bin	3,288	3,306	18	0.55%
Total Rates and charges	26,298	27,443	1,145	4.35%

4.1.1(j) Fair Go Rates System Compliance

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

	2022/23	2023/24
	Budget	Budget
Total Rates at 30 June	\$ 21,204,998	\$ 21,848,614
Number of rateable properties at 30 June	12,293	12,369
Base Average Rate	\$ 1,725	\$ 1,766
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$ 1,755	\$ 1,828
Number of rateable properties at 1 July	12,294	12,369
Maximum General Rates Revenue	\$ 21,577,841	\$ 22,613,315
Budgeted General Rates Revenue	\$ 21,568,594	\$ 22,602,788
Budgeted Supplementary Rates and Rates Adjustments	\$ 40,000	\$ 30,000
Budgeted Total Rates Revenue	\$ 21,608,594	\$ 22,632,788

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

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 (2023/24: estimated \$100,000 and 2022/23: \$100,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes commercial land and so on.

4.1.1(l) Differential rates

General rate (base rate)

Applies to residential properties and home based businesses that are conducted at residential premises. Vacant land that is not farm land and cannot be developed for residential purposes is also classified as general.

Farm rate

In 2023/2024, the farm rate is set at 80% of the general rate. Farm land means any rateable land that is :

- Not less than 2 hectares in area; and
- Used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing, or the growing of crops of any kind or for any combination of those activities; and
- Used by a business -
 - That has a significant and substantial commercial purpose or character; and
 - That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
 - That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way it is operating.

Commercial rate

Set at 130% of the general rate and applies to:

- Any land which is occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Residential properties that are predominately used for the purposes of short-term rental accommodation.

Land management rate

This differential has been available, on application, to all properties with an area greater than 20 hectares, or land defined as farm land that undertakes a range of land management activities. In 2022/2023 the rate is set at 80% of the general rate, however in 2023/2024 this differential is no longer available and all LMR properties have been transferred to the farm differential.

Vacant land rate

Applies to rateable residential land that does not have a dwelling, or to vacant commercial or industrial land, and is set at 200% of the general rate.

4.1.1(m) Trust For Nature Covenants (TFNC)

Trust For Nature Covenant (TFNC) properties receive a 100% rebate for that portion of the land covered by a TFNC.

4.1.2 Statutory fees and fines

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	\$'000	Change %
Animal control	244	253	9	3.57%
Planning permits and fees	430	475	45	10.57%
Building permits and fees	101	170	69	67.99%
Health registrations	143	173	30	21.39%
Local laws	43	39	(4)	-9.52%
Parking fines	66	172	106	160.06%
Other statutory fees and fines	27	68	40	146.71%
Total statutory fees and fines	1,054	1,350	295	28.02%

Statutory fees and fines are levied in accordance with legislation and include animal registrations, planning and building permits, public health registrations, and parking fines. Increases in the unit rate of statutory fees are made in accordance with legislative requirements. Revenue from statutory fees and fines is budgeted to increase by \$91,394 (7%) compared to the 2022/2023 budget, mainly due to an increased volume in the statutory planning area.

4.1.3 User fees

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	\$'000	Change %
Home and community care	564	630	66	11.66%
Tourism services	94	70	(24)	-25.59%
Facility hire	50	26	(24)	-48.43%
Engineering services	157	235	78	49.65%
Waste management services	420	394	(27)	-6.36%
Other user fees	128	106	(22)	-17.15%
Total user fees	1,414	1,460	47	3.29%

User fees relate to the recovery of service delivery costs by charging fees to the users of Council's services. These include the use of recreation and community facilities, and the provision of home and community care services. In setting the budget, the key principle for determining the level of user fees has been to ensure that, generally, increases do not exceed the rate cap increase. Where increases are greater than CPI, this is due to increases in the cost of service provision which is sometimes influenced by external factors. User fees are budgeted to increase by \$29,125 (2%) compared to the 2022/2023 budget.

4.1.4 Grants

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

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	\$'000	Change %
Grants were received in respect of the following:				
Commonwealth funded grants	7,358	11,636	4,278	58%
State funded grants	7,017	4,143	(2,875)	-41%
Total grants received	14,375	15,779	1,404	10%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grant	1,496	6,056	4,560	305%
Aged care	1,646	1,621	(25)	-2%
Other	4	4	0	0%
Recurrent - State Government				
Aged care	222	228	6	3%
School crossing supervisors	62	62	0	0%
Families and children	319	320	2	0%
Emergency management	120	120	0	0%
Environment	39	40	1	2%
Youth	96	96	(0)	0%
Other	23	23	0	0%
Total recurrent grants	4,027	8,569	4,543	113%
Non-recurrent - Commonwealth Government				
Digital inclusion	99	-	(99)	-100%
Non-recurrent - State Government				
Families and children	44	-	(44)	-100%
Emergency management	3,082	240	(2,842)	-92%
Environment	133	-	(133)	-100%
Community planning	30	-	(30)	-100%
Building services	75	-	(75)	-100%
Recreation	3	-	(3)	-100%
Community transport	29	-	(29)	-100%
Other	2	-	(2)	-100%
Total non-recurrent grants	3,496	240	(3,255)	-93%
Total operating grants	7,522	8,810	1,287	17%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to Recovery	1,082	1,082	0	0%
Road upgrades (Fogartys Gap Road and Spring Street)	33	-	(33)	-100%
Total recurrent grants	1,116	1,082	(33)	-3%
Non-recurrent - Commonwealth Government				
Buildings	306	-	(306)	-100%
Bridges	1,233	1,792	559	45%
Drainage	700	-	(700)	-100%
Emergency management	89	-	(89)	-100%
Local Roads and Community Infrastructure	52	1,081	1,029	1995%
Recreation	500	-	(500)	-100%
Other	118	-	(118)	-100%
Non-recurrent - State Government				
Buildings	302	-	(302)	-100%
Levees	-	1,514	1,514	100%
Environment	332	-	(332)	-100%
Roads and streetscapes	1,330	-	(1,330)	-100%
Recreation	676	1,500	824	122%
Other	100	-	(100)	-100%
Total non-recurrent grants	5,737	5,887	150	3%
Total capital grants	6,853	6,969	116	2%
Total grants	14,375	15,779	1,404	10%

4.1.4 Grants continued

Operating grants include all monies received from state and federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants will increase by \$4.6 million compared to the budget adopted in 2022/2023, mainly due to the early receipt of 75% of the 2022/2023 Financial Assistance Grants in 2021/2022.

Capital grants include all monies received from state and federal sources for the purposes of funding the capital works program. Overall capital grants will increase by \$1.3 million compared to the budget adopted in 2022/2023.

4.1.5 Contributions

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	\$'000	Change %
Monetary	300	305	5	1.67%
Non-monetary	-	1,000	1,000	0.00%
Total contributions	300	1,305	1,005	335.00%

Monetary contributions include open space contributions from developers, which are expected to increase slightly from the 2022/23 budget due to the large number of planning applications being received. Non-monetary contributions include capital assets, such as roads and footpaths, transferred to Council from developers.

4.1.6 Other income

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	\$'000	Change %
Interest	933	957	24	2.57%
Rent	158	179	21	13.32%
Other	489	158	(331)	-67.68%
Total other income	1,580	1,293	(286)	-18.12%

Council received payouts from property insurance claims that contributed to the forecast result in 2022/23.

4.1.7 Employee costs

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	\$'000	Change %
Wages and salaries	16,001	17,461	1,459	9.12%
WorkCover	303	320	17	5.66%
Superannuation	1,541	1,852	312	20.22%
Fringe Benefits Tax	50	44	(6)	-12.20%
Other	476	333	(144)	-30.18%
Total employee costs	18,371	20,009	1,638	8.92%

Employee costs include all labour related expenditure such as wages and salaries, and oncosts such as allowances, leave entitlements, employer superannuation, workers compensation insurance, and rostered days off. Employee costs are budgeted to increase by 8%, or \$1.61 million, compared to the 2022/2023 budget.

A summary of human resources expenditure and full-time equivalent (FTE) categorised according to the organisational structure of Council is included at Section 3.

4.1.8 Materials and services

	Forecast	Budget	Change	
	Actual	2023/24		
	2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
Service providers	11,455	8,272	(3,184)	-27.79%
Materials	1,676	1,071	(605)	-36.08%
Plant costs	849	682	(167)	-19.68%
Utilities	571	554	(17)	-3.06%
Office administration	437	380	(57)	-13.00%
Information technology	830	849	19	2.31%
Insurance	449	473	25	5.46%
Other	(29)	1	30	-101.71%
Total materials and services	16,237	12,281	(3,956)	-24.36%

Materials and services includes the purchase of consumables, payments to contractors for the provision of services, utility costs, software licencing, insurances, fleet, and elections etc. The 2022/2023 forecast includes costs for flood recovery works following a storm event in October 2022. These works will continue into the first half of 2023/2024, and will mostly be reimbursed by the State and Federal Governments.

4.1.9 Depreciation

	Forecast	Budget	Change	
	Actual	2023/24		
	2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
Property	2,115	2,024	(92)	-4.34%
Plant and equipment	808	722	(86)	-10.63%
Infrastructure	5,982	6,027	45	0.75%
Total depreciation	8,905	8,773	(133)	-1.49%

Depreciation is an accounting measure and is a non-cash item which attempts to allocate the depreciable value of an asset over its useful life for Council's property, plant and equipment, and infrastructure assets such as roads and drains.

4.1.10 Amortisation - Intangible assets

	Forecast	Budget	Change	
	Actual	2023/24		
	2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
Intangible assets	173	197	24	13.88%
Total amortisation - intangible assets	173	197	24	13.88%

4.1.11 Amortisation - Right of use assets

	Forecast	Budget	Change	
	Actual	2023/24		
	2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
Right of use assets	84	135	51	60.22%
Total amortisation - right of use assets	84	135	51	60.22%

4.1.12 Other expenses

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	\$'000	Change %
Audit fees	90	90	0	0.00%
Councillors' allowances	236	246	10	4.21%
Regional library contribution	550	569	19	3.50%
Contributions - fee waivers	45	47	2	4.42%
Contributions - community grants	480	491	11	2.38%
Government levies payable	46	40	(6)	-12.57%
Other	130	80	(50)	-38.52%
Total other expenses	1,576	1,563	(13)	-0.84%

Other expenses relate to a range of unclassified items including contributions to community groups, councillor allowances, auditing fees, and other miscellaneous expenditure items.

4.2 Balance Sheet

4.2.1 Assets

Current assets of cash and cash equivalents, such as petty cash or at-call bank accounts, and investments in deposits or other highly liquid investments with short term maturities are expected to increase from the 2022/23 budget by \$10.06 million.

Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are expected to have a minor increase during 2023/2024 due to rising interest rates and inflation causing cash flow challenges for households.

Non-current assets comprise property, infrastructure, plant and equipment, and is the largest component of Council's net worth and represents the value of all the land, buildings, roads, vehicles, equipment etc. which has been built up by Council over many years. The increase in this balance is attributable to the capital works program being undertaken, as well as asset revaluations as required by accounting standards.

4.2.2 Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are not expected to change significantly.

Provisions include accrued employee entitlements for long service leave and annual leave, as well as costs of landfill rehabilitation works, and these provisions are expected to decrease by \$3.59 million from the 2022/23 budget due to the completion of landfill rehabilitation works in mid-2023.

Interest bearing liabilities will decrease due to loan principal repayments being made.

4.2.3 Borrowings

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

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	Projections 2026/27 \$'000
Amount borrowed as at 30 June of the prior year	1,939	1,732	1,607	1,477	141
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	(207)	(125)	(130)	(1,336)	(141)
Amount of borrowings as at 30 June	1,732	1,607	1,477	141	-

4.2.4 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 2022/23 \$'000	Budget 2023/24 \$'000
Right-of-use assets		
Plant and equipment	575	439
Total right-of-use assets	575	439
Lease liabilities		
Current lease liabilities		
Plant and equipment	136	134
Total current lease liabilities	136	134
Non-current lease liabilities		
Plant and equipment	439	305
Total non-current lease liabilities	439	305
Total lease liabilities	575	439

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 3% or 6.1%.

4.3 Statement of changes in Equity

4.3.1 Reserves

Some cash and cash equivalents held by Council are restricted in part and are not fully available for Council's operations. The budgeted cash flow statement indicates Council estimates that at 30 June 2024 it will have cash and investments of \$26.27 million, which are restricted as shown in the following table. Included in this figure is grant funds which Council has received but not yet spent; if these were removed, unrestricted cash would decrease.

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Variance \$'000
Total cash and investments	29,719	26,269	(3,450)
Restricted cash and investments			
- Statutory reserves	1,818	1,938	120
- Trust funds and deposits	1,892	1,987	95
Unrestricted cash and investments	26,009	22,345	(3,664)
- Discretionary reserves	4,944	6,255	1,311
Unrestricted cash adjusted for discretionary reserves	21,065	16,089	(4,976)

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 representing funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. The increase in accumulated surplus results directly from the operating surplus for the year, and net result of reserve transfers.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

The net cash flows from operating activities does not equal the surplus / (deficit) for the year as the surplus / (deficit) for the year includes non-cash items which have been excluded from the Cash Flow Statement e.g. depreciation.

4.4.2 Net cash flows provided by/used in investing activities

The payments for investing activities represents the capital works expenditure as disclosed in section 4.5 of this budget report.

4.4.3 Net cash flows provided by/used in financing activities

For 2023/24 no new borrowings are proposed.

4.5 Capital works program

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

4.5.1 Summary

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Property	4,474	6,890	2,416	54.00%
Plant and equipment	2,288	1,525	(763)	-33.35%
Infrastructure	8,170	6,084	(2,086)	-25.53%
Total	14,932	14,499	(433)	-2.90%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	6,890	3,346	2,258	1,285	-	4,095	5	2,789	-
Plant and equipment	1,525	229	1,296	-	-	-	-	1,525	-
Infrastructure	6,084	409	3,646	2,030	-	2,874	-	3,210	-
Total	14,499	3,984	7,200	3,315	-	6,969	5	7,524	-

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land Improvements									
<i>Campbells Creek netball courts</i>	649	-	324	325	-	649	-	-	-
<i>Castlemaine and Campbells Creek levees</i>	2,267	2,267	-	-	-	1,514	-	753	-
<i>Newstead levee (southern section design)</i>	92	-	46	46	-	-	-	92	-
Buildings and Improvements									
<i>Bill Woodfull Recreation Reserve female friendly facilities</i>	794	794	-	-	-	500	-	294	-
<i>Bill Woodfull Recreation Reserve lighting upgrade</i>	406	-	203	203	-	200	-	206	-
<i>Camp Reserve Master Plan</i>	114	29	56	29	-	-	-	114	-
<i>Temporary change facilities at Camp Reserve and Campbells Creek Recreation Reserve</i>	751	-	375	376	-	325	-	426	-
<i>Community and recreation facilities renewal</i>	165	-	165	-	-	-	-	165	-
<i>Former Chewton Wesleyan Church</i>	409	-	409	-	-	357	-	52	-
<i>Harcourt Recreation Reserve lighting upgrade</i>	357	-	179	179	-	250	5	102	-
<i>Exercise equipment investigation</i>	51	51	-	-	-	-	-	51	-
<i>Newstead Recreation Reserve shed</i>	77	77	-	-	-	-	-	77	-
<i>Open space renewals</i>	112	-	112	-	-	-	-	112	-
<i>Swimming pools renewal</i>	135	-	135	-	-	-	-	135	-
<i>Taradale youth space (including playground renewal)</i>	510	128	254	128	-	300	-	210	-
TOTAL PROPERTY	6,890	3,346	2,258	1,285	-	4,095	5	2,789	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
<i>Plant and machinery</i>	887	153	734	-	-	-	-	887	-
<i>Vehicles</i>	454	76	378	-	-	-	-	454	-
Computers and Telecommunications									
<i>Workstation and server equipment</i>	184	-	184	-	-	-	-	184	-
TOTAL PLANT AND EQUIPMENT	1,525	229	1,296	-	-	-	-	1,525	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Roads									
<i>Gravel roads resheeting</i>	647	-	647	-	-	-	-	647	-
<i>Local roads resealing</i>	651	-	651	-	-	600	-	51	-
<i>Frederick Street streetscape</i>	1,636	409	409	818	-	482	-	1,154	-
<i>Road designs</i>	130	-	130	-	-	-	-	130	-
<i>Bell mouth sealing</i>	51	-	-	51	-	-	-	51	-
Bridges									
<i>Bridge designs</i>	206	-	206	-	-	-	-	206	-
<i>James Bridge on Myrtle Creek Road</i>	407	-	203	204	-	320	-	87	-
<i>Burgoyne Bridge at Vaughan over Fryers Creek</i>	1,914	-	957	957	-	1,472	-	442	-
Footpaths and Cycleways									
<i>Botanical Gardens path renewal</i>	28	-	28	-	-	-	-	28	-
<i>Footpath renewals</i>	179	-	179	-	-	-	-	179	-
Drainage									
<i>Drainage design</i>	92	-	92	-	-	-	-	92	-
<i>Newstead levee flood gate</i>	143	-	143	-	-	-	-	143	-
TOTAL INFRASTRUCTURE	6,084	409	3,646	2,030	-	2,874	-	3,210	-
TOTAL NEW CAPITAL WORKS	14,499	3,984	7,200	3,315	-	6,969	5	7,524	-

**Summary of Planned Capital Works Expenditure
For the years ending 30 June 2025, 2026 & 2027**

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land improvements	500	0	500	0	0	500	0	0	500	0
Buildings	2,500	0	2,210	290	0	2,500	1,150	0	1,350	0
Total Property	3,000	0	2,710	290	0	3,000	1,150	0	1,850	0
Plant and Equipment										
Plant, machinery and equipment	1,000	0	1,000	0	0	1,000	0	0	1,000	0
Computers and telecommunications	180	0	180	0	0	180	0	0	180	0
Total Plant and Equipment	1,180	0	1,180	0	0	1,180	0	0	1,180	0
Infrastructure										
Roads	3,400	0	2,350	1,050	0	3,400	1,730	0	1,670	0
Bridges	2,000	0	500	1,500	0	2,000	1,500	0	500	0
Footpaths and cycleways	1,037	450	427	160	0	1,037	160	0	877	0
Drainage	996	0	600	396	0	996	396	0	600	0
Total Infrastructure	7,433	450	3,877	3,106	0	7,433	3,786	0	3,647	0
Total Capital Works Expenditure	11,613	450	7,767	3,396	0	11,613	4,936	0	6,677	0

2025/26	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land improvements	750	0	750	0	0	750	0	0	750	0
Buildings	2,400	0	2,400	0	0	2,400	1,100	0	1,300	0
Total Property	3,150	0	3,150	0	0	3,150	1,100	0	2,050	0
Plant and Equipment										
Plant, machinery and equipment	950	0	950	0	0	950	0	0	950	0
Computers and telecommunications	200	0	200	0	0	200	0	0	200	0
Total Plant and Equipment	1,150	0	1,150	0	0	1,150	0	0	1,150	0
Infrastructure										
Roads	3,400	0	2,350	0	1,050	3,400	1,730	0	1,670	0
Bridges	1,820	0	480	1,340	0	1,820	1,340	0	480	0
Footpaths and cycleways	1,285	450	325	510	0	1,285	510	0	775	0
Drainage	1,078	0	450	628	0	1,078	628	0	450	0
Total Infrastructure	7,583	450	3,605	2,478	1,050	7,583	4,208	0	3,375	0
Total Capital Works Expenditure	11,883	450	7,905	2,478	1,050	11,883	5,308	0	6,575	0

Summary of Planned Capital Works Expenditure continued
For the years ending 30 June 2025, 2026 & 2027

2026/27	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land improvements	800	0	800	0	0	800	0	0	800	0
Buildings	2,600	0	2,320	280	0	2,600	1,200	0	1,400	0
Total Property	3,400	0	3,120	280	0	3,400	1,200	0	2,200	0
Plant and Equipment										
Plant, machinery and equipment	950	0	950	0	0	950	0	0	950	0
Computers and telecommunications	200	0	200	0	0	200	0	0	200	0
Total Plant and Equipment	1,150	0	1,150	0	0	1,150	0	0	1,150	0
Infrastructure										
Roads	3,400	0	2,600	800	0	3,400	1,580	0	1,820	0
Bridges	1,700	0	500	1,200	0	1,700	1,200	0	500	0
Footpaths and cycleways	1,303	650	320	333	0	1,303	333	0	970	0
Drainage	1,000	0	450	550	0	1,000	550	0	450	0
Total Infrastructure	7,403	650	3,870	2,883	0	7,403	3,663	0	3,740	0
Total Capital Works Expenditure	11,953	650	8,140	3,163	0	11,953	4,863	0	7,090	0

5a. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators - Service

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	54	55	55	56	57	58	+
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	97%	98%	97%	97%	97%	97%	o
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	56%	32%	35%	50%	55%	60%	+
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	34%	34%	35%	40%	45%	50%	+

Notes to indicators

1. Satisfaction with community consultation and engagement

Target has been set as a minimum, with a view to revisit in future. The 2021/2022 average for all councils was 55.15.

2. Sealed local roads below the intervention level

Target has been set as a minimum, with a view to revisit in future.

3. Planning applications decided within the relevant required time

Target has been set as a minimum, with a view to revisit in future.

4. Kerbside collection waste diverted from landfill

Target has been set as a minimum, with a view to revisit in future.

5a. Targeted performance indicators continued

Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
Liquidity									
Working Capital	Current assets / current liabilities	5	186%	402%	392%	348%	403%	425%	+
Obligations									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	82%	142%	127%	120%	110%	118%	+
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	7	62%	68%	69%	69%	69%	70%	+
Efficiency									
Expenditure level	Total expenses / no. of property assessments		\$3,711	\$3,695	\$3,485	\$3,497	\$3,551	\$3,642	+

Notes to indicators

5. Working Capital

The proportion of current assets allocated to the repayment of current liabilities. With the imminent completion of landfill cell capping works, as current liabilities decrease this ratio is expected to increase.

6. Asset renewal

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

7. Rates concentration

This measure highlights Council reliance on rates as its main source of revenue.

5b. Financial performance indicators

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

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2021/22	2023/24	2023/24	2024/25	2025/26	2026/27	+o/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	8	-123%	-20%	-6%	-6%	-5%	-5%	+
Liquidity									
Unrestricted cash	Unrestricted cash / current liabilities	9	21%	253%	200%	178%	201%	214%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	10	9%	8%	7%	6%	1%	0%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		6%	1%	1%	1%	6%	1%	o
Indebtedness	Non-current liabilities / own source revenue		17%	17%	16%	10%	9%	8%	+
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.32%	0.26%	0.24%	0.25%	0.24%	0.24%	o
Efficiency									
Revenue level	General rates and municipal charges / no. of property assessments		\$1,711	\$1,754	\$1,827	\$1,841	\$1,905	\$1,971	+

Key to Forecast Trend:

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

Notes to indicators

8. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide services and meet its objectives. Continued underlying deficits mean reliance on Council's cash reserves or increased debt to maintain services.

9. Unrestricted Cash

Some cash held by Council is restricted in part and is not fully available for Council's operations. The measure improves over time as current liabilities reduce.

10. Debt compared to rates

These measures reflect the reduction in loan liabilities over time, with no new borrowings currently proposed.

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 items during the 2023/2024 financial year.

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, legislation, or correction of errors.

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %	
Communications and Customer Services							
<i>Venue Coordination</i>							
Outdoor venue bond for event 100-500 people	Per Hire	Non-Taxable	1,000.00	1,035.00	35.00	3.5%	Discretionary
Outdoor venue bond for event 50-100 people	Per Hire	Non-Taxable	500.00	517.50	17.50	3.5%	Discretionary
Town Hall, Phee Broadway Theatre or Market Building- alcohol bond	Per Hire	Non-Taxable	1,000.00	1,035.00	35.00	3.5%	Discretionary
Town Hall, Phee Broadway Theatre or Market Building- non alcohol bond	Per Hire	Non-Taxable	500.00	517.50	17.50	3.5%	Discretionary
Town Hall general use private/commercial	Hourly	Taxable	90.20	93.40	3.20	3.5%	Discretionary
Town Hall general use community	Hourly	Taxable	27.65	28.60	0.95	3.4%	Discretionary
Town Hall stage lighting extra charge	Hourly	Taxable	13.80	14.30	0.50	3.6%	Discretionary
Town Hall kitchen private/commercial	Hourly	Taxable	21.00	21.75	0.75	3.6%	Discretionary
Town Hall kitchen community	Hourly	Taxable	14.50	15.00	0.50	3.4%	Discretionary
Grand piano	per use	Taxable	273.90	283.50	9.60	3.5%	Discretionary
Portable stage (all sections)	per use	Taxable	135.35	140.10	4.75	3.5%	Discretionary
Portable stage (per section)	per use	Taxable	27.90	28.90	1.00	3.6%	Discretionary
Cleaner	Hourly	Taxable	73.75	76.30	2.55	3.5%	Discretionary
Portable PA	Hourly	Taxable	6.50	6.70	0.20	3.1%	Discretionary
Picket fencing	per use	Taxable	137.35	142.20	4.85	3.5%	Discretionary
Market Building private/commercial day	Hourly	Taxable	26.30	27.20	0.90	3.4%	Discretionary
Market Building community day	Hourly	Taxable	20.40	21.10	0.70	3.4%	Discretionary
Market Building private/commercial week	per use	Taxable	405.60	419.80	14.20	3.5%	Discretionary
Market Building community week	per use	Taxable	326.50	337.90	11.40	3.5%	Discretionary
Market Building private/commercial month	per use	Taxable	1,085.05	1,123.00	37.95	3.5%	Discretionary
Market Building community month	per use	Taxable	863.75	893.98	30.23	3.5%	Discretionary
Outdoor space - event more than 50 people	per use	Taxable	231.80	239.90	8.10	3.5%	Discretionary
Small venues private/commercial	Hourly	Taxable	45.00	46.60	1.60	3.6%	Discretionary
Small venues community	Hourly	Taxable	29.00	30.00	1.00	3.4%	Discretionary
Phee Broadway Theatre private/commercial base rate	Hourly	Taxable	62.70	64.90	2.20	3.5%	Discretionary

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease	
			\$	\$	\$	%	
Phee Broadway Theatre community base rate	Hourly	Taxable	31.10	32.20	1.10	3.5%	Discretionary
Phee Broadway Theatre private/commercial casual additional charge	Hourly	Taxable	31.60	32.70	1.10	3.5%	Discretionary
Phee Broadway Theatre private/commercial verified booking rate	Hourly	Taxable	62.70	64.90	2.20	3.5%	Discretionary
Supervising Technician	Hourly	Taxable	55.85	57.80	1.95	3.5%	Discretionary
Phee Broadway Theatre performance	per use	Taxable	142.25	147.20	4.95	3.5%	Discretionary
Community Partnerships							
<i>Emergency Management</i>							
Administration and reinspection fee	Per client	Non-Taxable	187.95	194.50	6.55	3.5%	Discretionary
Permit to Burn - during fire danger period	Per client	Non-Taxable	173.50	179.60	6.10	3.5%	Discretionary
Property clearance charges (reimbursement)	Per client	Taxable	3,098.30	3,206.70	108.40	3.5%	Discretionary
Community Wellbeing							
<i>Community Services - Brokerage</i>							
Brokerage - Delivered meals (weekday 7.30 am to 7.30 pm)	Per Meal	Taxable	27.55	28.50	0.95	3.4%	Discretionary
Brokerage - Foot Care Program podiatry kit	Per Kit	Taxable	44.60	46.20	1.60	3.6%	Discretionary
Brokerage - Home care (weekday 7.30 am to 7.30 pm)	Per Hour	Taxable	63.40	65.60	2.20	3.5%	Discretionary
Brokerage - Home care (weekends / public holidays)	Per Hour	Taxable	106.50	110.20	3.70	3.5%	Discretionary
Brokerage - Personal care (weekday 7.30 am to 7.30 pm)	Per Hour	Taxable	72.45	75.00	2.55	3.5%	Discretionary
Brokerage - Personal care (weekends / public holidays)	Per Hour	Taxable	110.00	113.90	3.90	3.5%	Discretionary
Brokerage - Planned activity group (weekday 7.30 am to 7.30 pm)	Per Week	Taxable	26.75	27.70	0.95	3.6%	Discretionary
Brokerage - Post Acute Care	Per Hour	Taxable	67.85	70.20	2.35	3.5%	Discretionary
Brokerage - Property Maintenance (weekday 7.30 am to 7.30 pm)	Per Hour	Taxable	89.55	92.70	3.15	3.5%	Discretionary
Brokerage - Respite care (weekday 7.30 am to 7.30 pm)	Per Hour	Taxable	72.45	75.00	2.55	3.5%	Discretionary
Brokerage - Respite care (weekends / public holidays)	Per Hour	Taxable	110.00	113.90	3.90	3.5%	Discretionary
Brokerage - Travel	Per km	Taxable	1.10	1.10	0.00	0.0%	Discretionary
<i>Community Services - CHSP</i>							
Bus hire community transport	Per Trip	Taxable	3.55	3.70	0.15	4.2%	Discretionary
Delivered meals - High income	Per Meal	Non-Taxable	26.65	27.60	0.95	3.6%	Discretionary
Delivered meals - Low income	Per Meal	Non-Taxable	11.40	11.75	0.35	3.1%	Discretionary
Delivered meals - Medium income	Per Meal	Non-Taxable	15.15	15.70	0.55	3.6%	Discretionary
Flexible respite care - High income	Per Hour	Non-Taxable	64.90	67.20	2.30	3.5%	Discretionary
Flexible respite care - Low income	Per Hour	Non-Taxable	4.05	4.20	0.15	3.7%	Discretionary
Flexible respite care - Medium income	Per Hour	Non-Taxable	15.75	16.35	0.60	3.8%	Discretionary
Foot Care Program podiatry kit	Per Kit	Non-Taxable	44.35	45.90	1.55	3.5%	Discretionary

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee	
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$	\$	\$	%		
Group social support - High income	Per Activity	Non-Taxable	26.65	27.60	0.95	3.6%	Discretionary	
Group social support - Low income	Per Activity	Non-Taxable	15.05	15.60	0.55	3.7%	Discretionary	
Group social support - Medium income	Per Activity	Non-Taxable	15.35	15.90	0.55	3.6%	Discretionary	
Home care - High income (M-F)	Per Hour	Non-Taxable	60.85	63.00	2.15	3.5%	Discretionary	
Home Care - Low Income	Per Hour	Non-Taxable	7.75	8.00	0.25	3.2%	Discretionary	
Home care - Medium income	Per Hour	Non-Taxable	19.45	20.15	0.70	3.6%	Discretionary	
Home maintenance - High income	Per Hour	Non-Taxable	81.20	84.05	2.85	3.5%	Discretionary	
Home Maintenance - Low income	Per Hour	Non-Taxable	14.55	15.05	0.50	3.4%	Discretionary	
Home maintenance - Medium income	Per Hour	Non-Taxable	25.55	26.45	0.90	3.5%	Discretionary	
Home Modifications - Low Income	per Job	Non-Taxable	Costed per job					Discretionary
Individual social support - High income	Per Hour	Non-Taxable	60.85	63.00	2.15	3.5%	Discretionary	
Individual social support - Low income	Per Hour	Non-Taxable	7.75	8.00	0.25	3.2%	Discretionary	
Individual social support - Medium income	Per Hour	Non-Taxable	19.45	20.15	0.70	3.6%	Discretionary	
Personal care - High income (M-F)	Per Hour	Non-Taxable	64.90	67.20	2.30	3.5%	Discretionary	
Personal care - Low income	Per Hour	Non-Taxable	5.90	6.10	0.20	3.4%	Discretionary	
Personal care - Medium income	Per Hour	Non-Taxable	17.10	17.70	0.60	3.5%	Discretionary	
<i>Community Services - HACC</i>								
Bus hire community transport	Per Trip	Taxable	3.55	3.70	0.15	4.2%	Discretionary	
Delivered meals - High income	Per Meal	Non-Taxable	26.65	27.60	0.95	3.6%	Discretionary	
Delivered meals - Low income	Per Meal	Non-Taxable	11.40	11.80	0.40	3.5%	Discretionary	
Delivered meals - Medium income	Per Meal	Non-Taxable	15.15	15.70	0.55	3.6%	Discretionary	
Foot Care Program podiatry kit	Per Kit	Non-Taxable	44.35	45.90	1.55	3.5%	Discretionary	
Home care - High income (M-F)	Per Hour	Non-Taxable	60.85	63.00	2.15	3.5%	Discretionary	
Home care - Low income	Per Hour	Non-Taxable	7.75	8.00	0.25	3.2%	Discretionary	
Home care - Medium income	Per Hour	Non-Taxable	19.45	20.10	0.65	3.3%	Discretionary	
Personal care - High income (M-F)	Per Hour	Non-Taxable	64.90	67.20	2.30	3.5%	Discretionary	
Personal care - Low income	Per Hour	Non-Taxable	5.90	6.10	0.20	3.4%	Discretionary	
Personal care - Medium income	Per Hour	Non-Taxable	17.10	17.70	0.60	3.5%	Discretionary	
Planned Activity Group - High income	Per Activity	Non-Taxable	26.65	27.60	0.95	3.6%	Discretionary	
Planned Activity Group - Low income	Per Activity	Non-Taxable	15.05	15.60	0.55	3.7%	Discretionary	
Planned Activity Group - Medium income	Per Activity	Non-Taxable	15.35	15.90	0.55	3.6%	Discretionary	
Planned Activity Group - Transport	Per Trip	Taxable	3.55	3.70	0.15	4.2%	Discretionary	
Property maintenance - High income	Per Hour	Non-Taxable	81.20	84.00	2.80	3.4%	Discretionary	

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee	
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %		
Property maintenance - Low income	Per Hour	Non-Taxable	14.55	15.10	0.55	3.8%	Discretionary	
Property maintenance - Medium income	Per Hour	Non-Taxable	25.55	26.40	0.85	3.3%	Discretionary	
Respite care - High income (M-F)	Per Hour	Non-Taxable	64.90	67.20	2.30	3.5%	Discretionary	
Respite care - Low income	Per Hour	Non-Taxable	4.05	4.20	0.15	3.7%	Discretionary	
Respite care - Medium income	Per Hour	Non-Taxable	15.75	16.30	0.55	3.5%	Discretionary	
<i>Community Services - Other</i>								
Bus hire community groups only	Per km	Taxable	1.05	1.10	0.05	4.8%	Discretionary	
<i>Community Services - Veterans</i>								
Veterans Home Care	Per Hour	Non-Taxable	5.00	5.00	0.00	0.0%	Statutory	
Veterans Personal Care	Per Hour	Non-Taxable	5.00	5.00	0.00	0.0%	Statutory	
Veterans Property Maintenance	Per Hour	Non-Taxable	5.00	5.00	0.00	0.0%	Statutory	
Veterans Respite Care	Per Hour	Non-Taxable	No charge to customer					Statutory
Corporate Services								
<i>Financial Services</i>								
Dishonoured cheque administration fee	Per Fee	Non-Taxable	26.85	27.80	0.95	3.5%	Discretionary	
Dishonoured direct debit administration fee	Per Fee	Non-Taxable	26.85	27.80	0.95	3.5%	Discretionary	
Land Information Certificate	Per Certificate	Non-Taxable	27.80	27.80	0.00	0.0%	Statutory	
Rate enquiries/ rate book search	Per Hour	Non-Taxable	61.95	64.10	2.15	3.5%	Discretionary	
Development Services								
<i>Building Services</i>								
Amendment to permit only	Per Amendment	Taxable	221.20	228.90	7.70	3.5%	Discretionary	
Approval of temporary occupation of a building	Per Building	Taxable	381.35	394.70	13.35	3.5%	Discretionary	
Building Commission Levy for building works > \$10000 = .128% or \$1.28 per \$1000	Per Levy	Non-Taxable	0.00	0.00			Statutory	
Building information certificates - Building Regulation 52	Per Permit	Non-Taxable	48.80	48.80	0.00	0.0%	Statutory	
Building permits - private lodgement	Per Permit	Non-Taxable	125.80	125.80	0.00	0.0%	Statutory	
Change of use - class 10A to class 1A	Per Request	Taxable	1,019.65	1,055.30	35.65	3.5%	Discretionary	
Change of use - class 1A to class 1B	Per Request	Taxable	960.85	994.50	33.65	3.5%	Discretionary	
Change of use - class 2 to 9 buildings	Per Request	Taxable	1,699.25	1,758.70	59.45	3.5%	Discretionary	
Class 1 - Alterations & additions (\$50,000 to \$150,000)	Per Request	Taxable	2,036.30	2,107.60	71.30	3.5%	Discretionary	
Class 1 - Alterations & additions (up to \$50,000)	Per Permit	Taxable	1,810.85	1,874.20	63.35	3.5%	Discretionary	
Class 1 - Dwellings, relocation of dwellings, and units (per individual unit), additions and alterations	Per Request	Taxable	2,373.40	2,456.50	83.10	3.5%	Discretionary	
Class 1 - Restumping and underpinning	Per Permit	Taxable	916.45	948.50	32.05	3.5%	Discretionary	

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease	
			\$	\$	\$	%	
Class 10 - Fences, masts & miscellaneous structures	Per Permit	Taxable	713.25	738.20	24.95	3.5%	Discretionary
Class 10 - Outbuildings, garages, sheds	Per Permit	Taxable	960.85	994.50	33.65	3.5%	Discretionary
Class 10 - Swimming Pools	Per Permit	Taxable	783.80	811.20	27.40	3.5%	Discretionary
Commercial building works to \$50,000	Per Permit	Taxable	1,802.50	1,865.60	63.10	3.5%	Discretionary
Commercial building works > \$150,000	Per Permit	Taxable	2,361.70	2,444.40	82.70	3.5%	Discretionary
Commercial building works > \$50,000 to \$150,000	Per Permit	Taxable	2,026.75	2,097.70	70.95	3.5%	Discretionary
Demolition/removal permit - class 1 to 10	Per Permit	Taxable	718.45	743.60	25.15	3.5%	Discretionary
Demolition/removal permit - class 2 to 9 buildings	Per Permit	Taxable	1,071.45	1,109.00	37.55	3.5%	Discretionary
Extension of building permit - one-year maximum	Per Extension	Taxable	287.65	297.70	10.05	3.5%	Discretionary
Hourly rate - administration staff	Per Hour	Taxable	109.60	113.40	3.80	3.5%	Discretionary
Hourly rate - Building Inspector/Building Surveyor	Per Hour	Taxable	156.20	161.70	5.50	3.5%	Discretionary
Hourly rate - Municipal Building Surveyor	Per Hour	Taxable	238.10	246.40	8.30	3.5%	Discretionary
Inspection on works when building permit has lapsed or expired (incl additional or contract inspection)	Per Inspection	Taxable	221.20	228.90	7.70	3.5%	Discretionary
Miscellaneous permits - occupation permits for places of public entertainment in a building	Per Permit	Non-Taxable	718.45	743.60	25.15	3.5%	Discretionary
Miscellaneous permits - occupation permits for places of public entertainment in an open area	Per Permit	Non-Taxable	718.45	743.60	25.15	3.5%	Discretionary
Miscellaneous permits - siting of temporary structures	Per Permit	Non-Taxable	381.35	394.70	13.35	3.5%	Discretionary
Rectification of illegal works - as per new works fee schedule	Per Rectification	Non-Taxable	0.00	0.00	0.00	0.0%	Statutory
Rectification of illegal works -as per new works fee structure	Per Application	Non-Taxable	0.00	0.00	0.00	0.0%	Statutory
Registration of a swimming pool and spa constructed or construction started prior to 1 November 2020	Per Pool/Spa	Non-Taxable	32.90	32.90	0.00	0.0%	Statutory
Registration of a swimming pool and spa where a building permit was issued on or after 1 November 2020 or where the permit was issued before 1 November 2020 but construction started on or after 1 November 2020.	Per Pool/Spa	Non-Taxable	32.90	32.90	0.00	0.0%	Statutory
Report & Consent - Consent under Part 5, 6, 10 of the Regulations	Per Application	Non-Taxable	299.80	299.80	0.00	0.0%	Statutory
Report & Consent - Consent under Part 7 of the Regulations	Per Request	Non-Taxable	304.30	304.30	0.00	0.0%	Statutory
Report & Consent - Consent under Section 29A of the Act (Demolition) - Form A	Per Application	Non-Taxable	87.90	87.90	0.00	0.0%	Statutory
Request for copying of permits and plans	Per Copy	Taxable	89.55	92.70	3.15	3.5%	Discretionary
Special services - assistance for applications to Building Appeals Board	Per Hour	Taxable	210.70	218.10	7.40	3.5%	Discretionary
Special services - renewal of expired building permits	Per Renewal	Taxable	508.85	526.70	17.85	3.5%	Discretionary
Swimming Pool / Spa - information fee	Per Pool/Spa	Non-Taxable	48.80	48.80	0.00	0.0%	Statutory
Swimming Pool / Spa - registration - lodgement of certificate barrier compliance	Per Pool/Spa	Non-Taxable	21.10	21.10	0.00	0.0%	Statutory

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %	
Swimming Pool / Spa - registration - lodgement of certificate barrier non-compliance	Per Pool/Spa	Non-Taxable	397.50	397.50	0.00	0.0%	Statutory
Variation to approved documents - minor works under \$5,000	Per Variation	Taxable	221.20	228.90	7.70	3.5%	Discretionary
Variation to approved documents - works over \$5,000	Per Variation	Taxable	386.65	400.20	13.55	3.5%	Discretionary
<i>Community Safety and Amenity</i>							
Animal registration - cat - full fee	Per Animal	Non-Taxable	150.00	155.30	5.30	3.5%	Discretionary
Animal registration - cat - full fee (pensioner)	Per Animal	Non-Taxable	75.00	77.60	2.60	3.5%	Discretionary
Animal registration - cat - reduced fee	Per Animal	Non-Taxable	50.00	51.80	1.80	3.6%	Discretionary
Animal registration - cat - reduced fee (pensioner)	Per Animal	Non-Taxable	25.00	25.90	0.90	3.6%	Discretionary
Animal registration - cats - foster care fee initial rego	per Animal	Non-Taxable	4.00	4.10	0.10	2.5%	Discretionary
Animal registration - dog - full fee	Per Animal	Non-Taxable	150.00	155.30	5.30	3.5%	Discretionary
Animal registration - dog - full fee (pensioner)	Per Animal	Non-Taxable	75.00	77.60	2.60	3.5%	Discretionary
Animal registration - dog - reduced fee	Per Animal	Non-Taxable	50.00	51.80	1.80	3.6%	Discretionary
Animal registration - dog - reduced fee (pensioner)	Per Animal	Non-Taxable	25.00	25.90	0.90	3.6%	Discretionary
Animal registration - dogs - foster care fee initial rego	per Animal	Non-Taxable	4.00	4.10	0.10	2.5%	Discretionary
Animal trap hire	Per Trap	Taxable	11.20	11.60	0.40	3.6%	Discretionary
Animal trap hire - bond	Per Trap	Non-Taxable	22.40	23.20	0.80	3.6%	Discretionary
Compulsory animal microchipping	Per Animal	Non-Taxable	59.00	61.10	2.10	3.6%	Discretionary
Fee - Animal Business Registration Compliance Inspection	Per Inspection	Non-Taxable	103.00	106.60	3.60	3.5%	Discretionary
Fee - Failure to Comply with Notice to Comply Administrative Fee (Major Works)	Per Infringement	Non-Taxable	103.00	106.60	3.60	3.5%	Discretionary
Fee - Failure to Comply with Notice to Comply Administrative Fee (Minor Works)	Per Infringement	Non-Taxable	27.00	27.90	0.90	3.3%	Discretionary
Fee - Impounded Sundry Item Reclaim	Per Item	Non-Taxable	167.00	172.80	5.80	3.5%	Discretionary
Fee - Impounded Vehicle Reclaim	Per Vehicle	Non-Taxable	206.00	213.20	7.20	3.5%	Discretionary
Fee - Impounding - Sustenance (Large Animal)	Per Day	Non-Taxable	13.50	14.00	0.50	3.7%	Discretionary
Fee - Impounding - Transport Costs (Vehicle Only)	Per km	Non-Taxable	2.00	2.10	0.10	5.0%	Discretionary
Fee - Officer Inspection for Permit (Initial Permit)	Per Permit	Non-Taxable	82.00	84.90	2.90	3.5%	Discretionary
Fee - Officer Inspection for Permit (Permit Renewal)	Per Permit	Non-Taxable	41.00	42.40	1.40	3.4%	Discretionary
Fee - Officer Time to Attend and Impound Animals (After Hours)	Per Hour	Non-Taxable	88.00	91.10	3.10	3.5%	Discretionary
Fee - Officer Time to Attend and Impound Animals (Business Hours)	Per Hour	Non-Taxable	52.00	53.80	1.80	3.5%	Discretionary
Fee - Pound - Cat (Per Day After 3 days)	Per Day	Non-Taxable	21.00	21.70	0.70	3.3%	Discretionary
Fee - Pound - Dog (Per Day After 3 days)	Per Day	Non-Taxable	26.00	26.90	0.90	3.5%	Discretionary
Fee - Property Inspection for Dangerous and Restricted Breed Dogs	Per Inspection	Taxable	67.00	69.30	2.30	3.4%	Discretionary

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee	
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$	\$	\$	%		
Impounding - Sustenance fee small or medium animals	Per Animal per day	Non-Taxable	6.00	6.20	0.20	3.3%	Discretionary	
Impounding - Transport costs (vehicle and float)	Per km	Non-Taxable	3.00	3.10	0.10	3.3%	Discretionary	
Impounding - Transport costs (vehicle and stock trailer)	Per km	Non-Taxable	3.00	3.10	0.10	3.3%	Discretionary	
Impounding - transport costs by external provider (100% cost recovery)	Per Impounding	Non-Taxable	0.00	0.00	0.00	0.0%	Discretionary	
Impounding fee large animals	Per Animal per day	Non-Taxable	6.00	6.20	0.20	3.3%	Discretionary	
Impounding fee medium animals (sheep/goats)	Per Animal per day	Non-Taxable	3.00	3.10	0.10	3.3%	Discretionary	
Impounding fee small animals (rabbits/poultry)	Per Animal per day	Non-Taxable	1.00	1.00	0.00	0.0%	Discretionary	
Infringement - Animal - 1.5 Penalty Units Statutory	Per Infringement	Non-Taxable	277.00	277.00	0.00	0.0%	Statutory	
Infringement - Animal - 2.0 Penalty Units Statutory	Per Infringement	Non-Taxable	370.00	370.00	0.00	0.0%	Statutory	
Infringement - Local Law - Statutory	Per Infringement	Non-Taxable	200.00	200.00	0.00	0.0%	Statutory	
Infringement - Parking - 0.6 Penalty Unit Statutory	Per Infringement	Non-Taxable	111.00	111.00	0.00	0.0%	Statutory	
Infringement - Parking - 1.0 Penalty Unit statutory	Per Infringement	Non-Taxable	185.00	185.00	0.00	0.0%	Statutory	
Infringement - Parking - RR168(1)(a) Stopped Contrary to a No Parking Sign - 0.5 Penalty Unit	Per Penalty	Non-Taxable	92.00	92.00	0.00	0.0%	Statutory	
Infringement - Parking - RR205 Parked for Period Longer Than Indicated - 0.5 Penalty Unit	Per Penalty	Non-Taxable	92.00	92.00	0.00	0.0%	Statutory	
Infringement - Parking - RR209(2) Contrary to Requirements of Parking Area - 0.5 Penalty Unit	Per Penalty	Non-Taxable	92.00	92.00	0.00	0.0%	Statutory	
Infringement - Parking - RR211(2) Not Completely within a Parking Bay - 0.5 Penalty Unit	Per Penalty	Non-Taxable	92.00	92.00	0.00	0.0%	Statutory	
Infringement - Planning Compliance - 5 Penalty Units (Natural Person)	Per Infringement	Non-Taxable	925.00	925.00	0.00	0.0%	Statutory	
Magistrates Court (per application)	Per Application	Non-Taxable	0.00	0.00	0.00	0.0%	Discretionary	
Permit - Accessible (Disabled) Parking Permit (Replacement - Lost of Damaged)	Per Replacement	Non-Taxable	21.00	21.70	0.70	3.3%	Discretionary	
Permit - Camping on Private Land Permit (Extension)	Per Application	Non-Taxable	41.00	42.40	1.40	3.4%	Discretionary	
Permit - Camping on Private Land Permit (Initial - Up to Six Months)	Per Application	Non-Taxable	82.00	84.90	2.90	3.5%	Discretionary	
Permit - Advertising Sign / A-Frame (Annual)	Per Sign	Non-Taxable	66.00	68.30	2.30	3.5%	Discretionary	
Permit - Busk	Per Application	Non-Taxable	0.00	0.00	0.00	0.0%	Discretionary	
Permit - Camping on Public Place	Per Day	Non-Taxable	26.00	26.90	0.90	3.5%	Discretionary	
Permit - Camping on Public Place	Per Month	Non-Taxable	156.00	161.50	5.50	3.5%	Discretionary	
Permit - Camping on Public Place	Per Week	Non-Taxable	78.00	80.70	2.70	3.5%	Discretionary	
Permit - Conduct Activity in Public Place	Per Day	Non-Taxable	66.00	68.30	2.30	3.5%	Discretionary	
Permit - Conduct Works in Public Place	Per Day	Non-Taxable	92.00	95.20	3.20	3.5%	Discretionary	
Permit - Droving	Per Application	Non-Taxable	165.00	170.80	5.80	3.5%	Discretionary	

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %	
Permit - Event Sign	Per Sign	Non-Taxable	31.00	32.10	1.10	3.5%	Discretionary
Permit - Footway occupation fee per other street furniture	Per furniture	Non-Taxable	104.00	107.60	3.60	3.5%	Discretionary
Permit - Footway Occupation - Goods	Per Day	Non-Taxable	66.00	68.30	2.30	3.5%	Discretionary
Permit - Footway Occupation - Street Furniture (Non-Dining)	Per Application	Non-Taxable	28.00	29.00	1.00	3.6%	Discretionary
Permit - Footway Occupation (Licensed Premises)	Per Seat	Non-Taxable	22.00	22.80	0.80	3.6%	Discretionary
Permit - Footway Occupation (Not a Licensed Premises)	Per Seat	Non-Taxable	6.00	6.20	0.20	3.3%	Discretionary
Permit - Footway Occupation	Per Table	Non-Taxable	3.00	3.10	0.10	3.3%	Discretionary
Permit - Gate or Opening in a Fence on the Boundary of a Public Place	Per Application	Non-Taxable	91.00	94.20	3.20	3.5%	Discretionary
Permit - Hoarding	Per Month	Non-Taxable	350.00	362.30	12.30	3.5%	Discretionary
Permit - Hoarding	Per Fortnight	Non-Taxable	210.00	217.40	7.40	3.5%	Discretionary
Permit - Hoarding	Per Week	Non-Taxable	125.00	129.40	4.40	3.5%	Discretionary
Permit - Itinerant Trading	Per Year	Non-Taxable	520.00	538.20	18.20	3.5%	Discretionary
Permit - Itinerant Trading	Per Day	Non-Taxable	66.00	68.30	2.30	3.5%	Discretionary
Permit - Keep More Than the Permitted Number of Animals	Per Excess Animal	Non-Taxable	51.00	52.80	1.80	3.5%	Discretionary
Permit - Occupy All or Part of a Public Place (Per Day)	Per Application	Non-Taxable	275.00	284.60	9.60	3.5%	Discretionary
Permit - Parking - Works / Trade	Parking Bay/mth	Non-Taxable	300.00	310.50	10.50	3.5%	Discretionary
Permit - Parking - Works / Trade	Parking Bay/day	Non-Taxable	32.00	33.10	1.10	3.4%	Discretionary
Permit - Parking - Works / Trade	Parking Bay/wk	Non-Taxable	146.00	151.10	5.10	3.5%	Discretionary
Permit - Place Obstruction in Public Place (Per Day)	Per Receptacle	Non-Taxable	82.10	85.00	2.90	3.5%	Discretionary
Permit - Real Estate Agency Directional Sign (Per Franchise)	Per Year	Non-Taxable	225.00	232.90	7.90	3.5%	Discretionary
Permit - Remove Tree, Vegetation or Timber	Per Application	Non-Taxable	222.00	229.80	7.80	3.5%	Discretionary
Permit - Resident Parking	Per Permit	Non-Taxable	51.70	53.50	1.80	3.5%	Discretionary
Permit - Roadside Grazing	Per Application	Non-Taxable	167.00	172.80	5.80	3.5%	Discretionary
Permit - Skip Bin / Bulk Rubbish Container	Per 7 Day Period	Non-Taxable	48.00	49.70	1.70	3.5%	Discretionary
Permit - Skip Bin / Bulk Rubbish Container	Per Year	Non-Taxable	410.00	424.40	14.40	3.5%	Discretionary
Permit - Store Building Goods on Council Land	Per Application	Non-Taxable	91.00	94.20	3.20	3.5%	Discretionary
Purchase Copy of General Local Law 2020	Per Booklet	Taxable	11.00	11.40	0.40	3.6%	Discretionary
Registration - Domestic Animal Business	Per Business	Non-Taxable	254.00	262.90	8.90	3.5%	Discretionary
Seized Animals - Pound Accommodation	Per Animal/Day	Non-Taxable	52.80	54.60	1.80	3.4%	Discretionary
State Government Levy - Domestic Animal Business Registration (Per Business)	Per Application	Non-Taxable	20.00	20.00	0.00	0.0%	Statutory
<i>Development Services</i>							
Planning Compliance Fines - 10 Penalty Units (Body Corporate)	Per Infringement	Non-Taxable	1,849.00	1,849.00	0.00	0.0%	Statutory

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %	
<i>Environmental Health</i>							
Accommodation registration transfer fee - per premises	Per Transfer	Non-Taxable	182.85	189.20	6.35	3.5%	Discretionary
Class 1 aquatic facilities	Per Application	Non-Taxable	122.10	126.40	4.30	3.5%	Discretionary
Class 1 food registration	Per Premises	Non-Taxable	578.35	598.60	20.25	3.5%	Discretionary
Class 2A food registration	Per Premises	Non-Taxable	888.20	919.30	31.10	3.5%	Discretionary
Class 2B food registration	Per Premises	Non-Taxable	516.40	534.50	18.10	3.5%	Discretionary
Class 2C food registration	Per Premises	Non-Taxable	237.60	245.90	8.30	3.5%	Discretionary
Class 2D food registration	Per Premises	Non-Taxable	108.45	112.20	3.75	3.5%	Discretionary
Class 3A food registration	Per Premises	Non-Taxable	309.85	320.70	10.85	3.5%	Discretionary
Class 3B food registration	Per Premises	Non-Taxable	227.20	235.20	8.00	3.5%	Discretionary
Class 3C food registration	Per Premises	Non-Taxable	108.45	112.20	3.75	3.5%	Discretionary
Food registration transfer fee	Per Premises	Non-Taxable	185.90	192.40	6.50	3.5%	Discretionary
Food stalls registration (Class 2 or 3) - not-for-profit organisations only	Per Event	Non-Taxable	53.70	55.60	1.90	3.5%	Discretionary
General accommodation registration	Per Premises	Non-Taxable	211.75	219.20	7.45	3.5%	Discretionary
Hairdressing and temporary makeup - one-off registration	Per Registration	Non-Taxable	211.75	219.20	7.45	3.5%	Discretionary
Health registration transfer fee	Per Premises	Non-Taxable	182.85	189.20	6.35	3.5%	Discretionary
Immunisation request for records	Per Request	Non-Taxable	36.10	37.40	1.30	3.6%	Discretionary
New accommodation premises application fee	Per Premises	Non-Taxable	173.50	179.60	6.10	3.5%	Discretionary
New food premises application fee (in addition to initial registration fee)	Per Application	Non-Taxable	284.00	293.90	9.90	3.5%	Discretionary
New health premises application fee (in addition to initial registration fee - not for ongoing)	Per Premises	Non-Taxable	173.50	179.60	6.10	3.5%	Discretionary
Prescribed accommodation (rooming house) registration	Per Premises	Non-Taxable	211.75	219.20	7.45	3.5%	Discretionary
Public health & wellbeing - skin penetration, tattooing colonic irrigation (multiple activities)	Per Application	Non-Taxable	258.25	267.30	9.05	3.5%	Discretionary
Public health & wellbeing - skin penetration, tattooing, colonic irrigation (1 activity)	Per Application	Non-Taxable	232.40	240.50	8.10	3.5%	Discretionary
Septic - variable application (reduced fee)	Per Application	Non-Taxable	235.25	243.50	8.25	3.5%	Discretionary
Septic tank application - alteration minor - per alteration	Per Alternation	Non-Taxable	263.35	569.55	306.20	116.3%	Statutory
Septic tank application - new or major alteration - per application	Per Application	Non-Taxable	736.55	747.37	10.82	1.5%	Statutory
Septic tank permit - amendment to permit	Per Application	Non-Taxable	185.90	192.40	6.50	3.5%	Discretionary
Septic tank permit - renew expired permit	Per Application	Non-Taxable	125.25	129.60	4.35	3.5%	Discretionary
Septic tank permit - transfer permit	Per Application	Non-Taxable	149.65	154.90	5.25	3.5%	Discretionary
Septic tank request for records	Per Request	Non-Taxable	61.95	64.10	2.15	3.5%	Discretionary
Special request for inspection - food premises	Per Inspection	Non-Taxable	258.25	267.30	9.05	3.5%	Discretionary
Special request for inspection health registration	Per Inspection	Non-Taxable	154.95	160.40	5.45	3.5%	Discretionary

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %	
<i>Statutory Planning</i>							
Advertising for planning permit application - public notification - administration fee	Per Advertising	Non-Taxable	21.65	22.40	0.75	3.5%	Discretionary
Advertising for planning permit application - public notification	Per Letter	Non-Taxable	3.10	3.20	0.10	3.2%	Discretionary
Advertising for planning permit application - site notice	Per Advertising	Non-Taxable	105.30	109.00	3.70	3.5%	Discretionary
Alteration of a certified plan of subdivision	Per Application	Non-Taxable	114.70	114.70	0.00	0.0%	Statutory
Amend or end a Section 173 agreement	Per Application	Non-Taxable	680.40	680.40	0.00	0.0%	Statutory
Amendment of a certified plan of subdivision	Per Application	Non-Taxable	145.30	145.30	0.00	0.0%	Statutory
Certificate of compliance	Per Application	Non-Taxable	336.40	336.40	0.00	0.0%	Statutory
Certify a plan of subdivision including issuing a statement of compliance	Per Application	Non-Taxable	180.40	180.40	0.00	0.0%	Statutory
Class 1 application for use of land only (permit/amendment)	Per Application	Non-Taxable	1,360.80	1,360.80	0.00	0.0%	Statutory
Class 10 - VicSmart application other than a class 7, 8 or 9 (permit/amendment)	Per Application	Non-Taxable	206.40	206.40	0.00	0.0%	Statutory
Class 11 - all other developments - up to \$100,000 (permit/amendment)	Per Application	Non-Taxable	1,185.00	1,185.00	0.00	0.0%	Statutory
Class 12 - all other developments - \$100,001 to \$1 million (permit/amendment)	Per Application	Non-Taxable	1,597.80	1,597.80	0.00	0.0%	Statutory
Class 13 - all other developments - \$1 million to \$5 million (permit/amendment)	Per Application	Non-Taxable	3,524.30	3,524.30	0.00	0.0%	Statutory
Class 14 - all other developments - \$5 million to \$15 million (amendment)	Per Application	Non-Taxable	3,524.30	3,524.30	0.00	0.0%	Statutory
Class 14 - all other developments - \$5 million to \$15 million (permit)	Per Application	Non-Taxable	8,982.90	8,982.90	0.00	0.0%	Statutory
Class 15 - all other developments - \$15 million to \$50 million (amendment)	Per Application	Non-Taxable	3,524.30	3,524.30	0.00	0.0%	Statutory
Class 15 - all other developments - \$15 million to \$50 million (permit)	Per Application	Non-Taxable	26,489.90	26,489.90	0.00	0.0%	Statutory
Class 16 - all other developments - more than \$50 million (amendment)	Per Application	Non-Taxable	3,524.30	3,524.30	0.00	0.0%	Statutory
Class 16 - all other developments - more than \$50 million (permit)	Per Application	Non-Taxable	59,539.30	59,539.30	0.00	0.0%	Statutory
Class 17 - Subdivision of an existing building (permit/amendment)	Per Application	Non-Taxable	1,360.80	1,360.80	0.00	0.0%	Statutory
Class 18 - Subdivide land into 2 lots (permit/amendment)	Per Application	Non-Taxable	1,360.80	1,360.80	0.00	0.0%	Statutory
Class 19 - Realignment of common boundary or consolidate 2 or more lots (permit/amendment)	Per Application	Non-Taxable	1,360.80	1,360.80	0.00	0.0%	Statutory
Class 2 - single dwelling permit applications - up to \$10,000 (permit/amendment)	Per Application	Non-Taxable	206.40	206.40	0.00	0.0%	Statutory
Application to change or allow a new use of the land (amendment)	Per Application	Non-Taxable	1,360.80	1,360.80	0.00	0.0%	Statutory
Class 20 - To subdivide land (\$1,360.80 for each 100 lots created) (permit/amendment)	Per Application	Non-Taxable	1,360.80	1,360.80	0.00	0.0%	Statutory
Class 21 - create, vary or remove restriction, right of way, easement etc. (permit/amendment)	Per Application	Non-Taxable	1,360.80	1,360.80	0.00	0.0%	Statutory
Class 22 - permit not otherwise provided listed (permit/amendment)	Per Application	Non-Taxable	1,360.80	1,360.80	0.00	0.0%	Statutory
Class 3 - single dwelling permit applications - \$10,001 to \$100,000 (permit/amendment)	Per Application	Non-Taxable	649.80	649.80	0.00	0.0%	Statutory

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %	
Class 4 - single dwelling permit applications - \$100,001 to \$500,000 (permit/amendment)	Per Application	Non-Taxable	1,330.20	1,330.20	0.00	0.0%	Statutory
Class 5 - single dwelling permit applications - \$500,001 to \$1 million (permit/amendment)	Per Application	Non-Taxable	1,437.30	1,437.30	0.00	0.0%	Statutory
Class 6 - single dwelling permit applications - \$1 million to \$2 million (permit/amendment)	Per Application	Non-Taxable	1,544.30	1,544.30	0.00	0.0%	Statutory
Class 7 - VicSmart permit applications - up to \$10,000 (permit/amendment)	Per Application	Non-Taxable	206.40	206.40	0.00	0.0%	Statutory
Class 8 - VicSmart permit applications - more than \$10,000 (permit/amendment)	Per Application	Non-Taxable	443.40	443.40	0.00	0.0%	Statutory
Class 9 - VicSmart application to subdivide or consolidate land (permit/amendment)	Per Application	Non-Taxable	206.40	206.40	0.00	0.0%	Statutory
Development Plan lodgement fee (for approval)	Per Amendment	Non-Taxable	568.05	587.90	19.85	3.5%	Discretionary
Planning - Amendment of endorsed plans (secondary consent)	Per Plan	Non-Taxable	146.60	151.70	5.10	3.5%	Discretionary
Planning - Application for property information	Per Plan	Non-Taxable	86.80	89.80	3.00	3.5%	Discretionary
Planning - Determination of existing use rights	Per Plan	Non-Taxable	325.30	336.70	11.40	3.5%	Discretionary
Planning - Extension of time - first request	Per Extension	Non-Taxable	386.25	399.80	13.55	3.5%	Discretionary
Planning - Extension of time - second request	Per Extension	Non-Taxable	470.90	487.40	16.50	3.5%	Discretionary
Planning - Extension of time - third and subsequent requests	Per Extension	Non-Taxable	565.95	585.80	19.85	3.5%	Discretionary
Planning - Request for written planning advice (multiple property requests, per property)	Per Plan	Non-Taxable	107.40	111.20	3.80	3.5%	Discretionary
Planning - Request for written planning advice (single property)	Per Plan	Non-Taxable	88.80	91.90	3.10	3.5%	Discretionary
Request for archive search for planning and building permits and plans (permit less than 7 years old)	Per Plan	Non-Taxable	89.85	93.00	3.15	3.5%	Discretionary
Request for archive search for planning and building permits and plans (permit older than 7 years)	Per Request	Non-Taxable	128.10	132.60	4.50	3.5%	Discretionary
Satisfaction matters - Where a planning scheme specifies that a matter must be done to the satisfaction	Per Application	Non-Taxable	336.40	336.40	0.00	0.0%	Statutory
Strategic Planning							
Administration fee to prepare hard copy(ies) and Council website for exhibition of private proponent	Per Application	Non-Taxable	147.65	152.80	5.15	3.5%	Discretionary
Amendment Tracking System (ATS) authoring fee (technical)	Per Amendment	Non-Taxable	206.55	213.80	7.25	3.5%	Discretionary
Heritage advice - site meeting or inspection	Per Inspection	Taxable	170.45	176.40	5.95	3.5%	Discretionary
Private Proponent amendment - Fee per notice in Government Gazette	Per Amendment	Non-Taxable	103.30	106.90	3.60	3.5%	Discretionary
Private Proponent amendment - Fee per notice in Newspaper	Per Amendment	Non-Taxable	211.75	219.20	7.45	3.5%	Discretionary
Private Proponent amendment - Notice letter by mail (to all parties)	Per Amendment	Non-Taxable	3.10	3.20	0.10	3.2%	Discretionary
Regulation 7 - requesting Minister for planning scheme amendment	Per Amendment	Non-Taxable	4,128.30	4,128.30	0.00	0.0%	Statutory
Regulation 8 - requesting Minister for planning scheme amendment	Per Amendment	Non-Taxable	993.90	993.90	0.00	0.0%	Statutory
Stage 1 - Planning Scheme Amendments	Per Amendment	Non-Taxable	3,149.70	3,149.70	0.00	0.0%	Statutory

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %	
Stage 2 - Planning Scheme Amendments (1 to 10 submissions)	Per Amendment	Non-Taxable	15,611.10	15,611.10	0.00	0.0%	Statutory
Stage 2 - Planning Scheme Amendments (11 to 20 submissions)	Per Amendment	Non-Taxable	31,191.60	31,191.60	0.00	0.0%	Statutory
Stage 2 - Planning Scheme Amendments (more than 20 submissions)	Per Amendment	Non-Taxable	41,695.80	41,695.80	0.00	0.0%	Statutory
Stage 3 - Planning Scheme Amendments	Per Amendment	Non-Taxable	496.90	496.90	0.00	0.0%	Statutory
Stage 4 - Planning Scheme Amendments	Per Amendment	Non-Taxable	496.90	496.90	0.00	0.0%	Statutory
Engineering							
<i>Engineering Services</i>							
Asset Protection Permit	Per Permit	Non-Taxable	199.35	206.30	6.95	3.5%	Discretionary
Bond - Asset Protection Permit	Per Permit	Non-Taxable	1,000.00	1,035.00	35.00	3.5%	Discretionary
Infrastructure - Request for written information	Per Request	Non-Taxable	265.45	274.70	9.25	3.5%	Discretionary
Metcalfe Water Supply Syndicate	Per Assessment	Non-Taxable	214.40	221.90	7.50	3.5%	Discretionary
Road Licencing - Basic	Per Request	Non-Taxable	55.75	57.70	1.95	3.5%	Discretionary
Road Licencing - Complex	Per Request	Non-Taxable	111.50	115.40	3.90	3.5%	Discretionary
Road Licencing - Transfer	Per Request	Non-Taxable	111.50	115.40	3.90	3.5%	Discretionary
Storm Water Legal Point of Discharge issued under the Building Act 1993 Building Regulations 2018 (Reg 36(4))	Per Request	Non-Taxable	149.40	149.40	0.00	0.0%	Statutory
Subdivision Plan checking and supervision fees (% of construction)	Per Request	Non-Taxable	0.00	0.00	0.00	0.0%	Statutory
Subdivision Plan checking and supervision fees (% of construction) [total income]	Per Request	Non-Taxable	1.00	1.00	0.00	0.0%	Statutory
Water - Avdata key	Per Request	Non-Taxable	36.10	37.40	1.30	3.6%	Discretionary
Water cost - Avdata key (replacement)	Per Request	Non-Taxable	27.90	28.90	1.00	3.6%	Discretionary
Water cost	Per Kilolitre	Non-Taxable	3.60	3.60	0.00	0.0%	Discretionary
Works Within Road Reserve - Rural Major (Off Road)	Per Request	Non-Taxable	199.35	359.32	159.97	80.2%	Statutory
Works Within Road Reserve - Rural Major (On Road)	Per Request	Non-Taxable	199.35	659.00	459.65	230.6%	Statutory
Works Within Road Reserve - Rural Minor (Off Road)	Per Request	Non-Taxable	199.35	91.74	-107.61	(54.0%)	Statutory
Works Within Road Reserve - Rural Minor (On Road)	Per Request	Non-Taxable	199.35	142.20	-57.15	(28.7%)	Statutory
Works Within Road Reserve - Urban Major (Off Road)	Per Request	Non-Taxable	199.35	91.74	-107.61	(54.0%)	Statutory
Works Within Road Reserve - Urban Major (On Road)	Per Request	Non-Taxable	199.35	142.20	-57.15	(28.7%)	Statutory
Works Within Road Reserve - Urban Minor (Off Road)	Per Request	Non-Taxable	199.35	91.74	-107.61	(54.0%)	Statutory
Works Within Road Reserve - Urban Minor (On Road)	Per Request	Non-Taxable	199.35	142.20	-57.15	(28.7%)	Statutory
Operations							
<i>Waste and Recycling</i>							
Asbestos (packaged domestic)	Per Cubic Tonne	Taxable	254.40	263.30	8.90	3.5%	Discretionary
Cardboard - Commercial loads cubic metre	Per Load	Taxable	20.65	21.40	0.75	3.6%	Discretionary

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %	
Cardboard - Trailer (6' x 4') equivalent to 0.7m3	Per Trailer	Taxable	15.45	16.00	0.55	3.6%	Discretionary
E-waste - Category 1 (per item) Extra Large/kg (solar panels, printer, large TV, fridge)	Per Item	Taxable	21.15	21.90	0.75	3.5%	Discretionary
E-waste - Category 2 (per item) Large e.g. (fridge, air con, plasma)	Per Item	Taxable	10.90	11.30	0.40	3.7%	Discretionary
E-waste - Category 3 (per item) Medium e.g. (computer, small TV)	Per Item	Taxable	5.20	5.40	0.20	3.8%	Discretionary
E-waste - Category 4 (per item) Small e.g. (mobile phone, mouse, electric cords, small computers)	Per Item	Taxable	1.05	1.10	0.05	4.8%	Discretionary
Gas bottle (any size)	Per Item	Taxable	11.90	12.30	0.40	3.4%	Discretionary
General waste - commercial/industrial	Per Tonne	Taxable	223.85	231.70	7.85	3.5%	Discretionary
General waste - trailer (8' x 5') heaped equivalent to 2.4 cubic metres	Per Trailer	Taxable	168.90	174.80	5.90	3.5%	Discretionary
General waste- trailer (6' x 4') heaped equivalent to 1.5 cubic metres	Per Trailer	Taxable	106.85	110.60	3.75	3.5%	Discretionary
General waste - trailer (8' x 5') equivalent to 1.2 cubic metres	Per Trailer	Taxable	84.45	87.40	2.95	3.5%	Discretionary
General waste per cubic metre	Per Cubic Tonne	Taxable	70.20	72.70	2.50	3.6%	Discretionary
General waste	Per Tonne	Taxable	199.45	206.40	6.95	3.5%	Discretionary
General waste trailer (6' x 4') equivalent to 0.7 cubic metres	Per Trailer	Taxable	48.50	50.20	1.70	3.5%	Discretionary
Green waste	Per Cubic Metre	Taxable	23.20	24.00	0.80	3.4%	Discretionary
Green waste - Trailer (6' x 4') equivalent to 0.7 cubic metres	Per Trailer	Taxable	15.95	16.50	0.55	3.4%	Discretionary
Green waste - Trailer (6' x 4') heaped equivalent to 1.5 cubic metres	Per Trailer	Taxable	34.10	35.30	1.20	3.5%	Discretionary
Green waste	Per Tonne	Taxable	44.35	45.90	1.55	3.5%	Discretionary
Mattresses or bed bases (any size)	Per Item	Taxable	27.35	28.30	0.95	3.5%	Discretionary
Motor bike and car tyres (includes 4x4 and small truck)	Per Tyre	Taxable	10.90	11.30	0.40	3.7%	Discretionary
Motor bike and car tyres on rims	Per Tyre	Taxable	31.05	32.10	1.05	3.4%	Discretionary
Oil for recycling	per Litre	Taxable	0.50	0.50	0.00	0.0%	Discretionary
Tractor tyres	Per Tyre	Taxable	77.45	80.20	2.75	3.6%	Discretionary
Truck tyre (large) on rim	Per Tyre	Taxable	45.30	46.90	1.60	3.5%	Discretionary
Truck tyres (large)	Per Tyre	Taxable	37.15	38.50	1.35	3.6%	Discretionary
Parks, Recreation & Community Facilities							
<i>Active Communities - Facilities</i>							
Harcourt Recreation Reserve - Community - East room	Per Use	Taxable	31.05	32.10	1.05	3.4%	Discretionary
Harcourt Recreation Reserve - Community - Hall/Kitchen - 1 bay	Per Use	Taxable	61.95	64.10	2.15	3.5%	Discretionary
Harcourt Recreation Reserve - Community - Hall/Kitchen - 2 bays	Per Use	Taxable	72.35	74.90	2.55	3.5%	Discretionary
Harcourt Recreation Reserve - Community - Hall/Kitchen - 3 bays	Per Use	Taxable	93.00	96.30	3.30	3.5%	Discretionary
Harcourt Recreation Reserve - Community - Hall/Kitchen - Whole	Per Use	Taxable	129.10	133.60	4.50	3.5%	Discretionary
Harcourt Recreation Reserve - Community - Main Hall - 1 bay	Per Use	Taxable	41.30	42.70	1.40	3.4%	Discretionary

Description of Fees and Charges	Unit of Measure	GST Status	2022/2023	2023/2024	Fee	Fee	Basis of Fee
			Fee incl GST \$	Fee incl GST \$	Increase / Decrease \$	Increase / Decrease %	
Harcourt Recreation Reserve - Community - Main Hall - 2 bays	Per Use	Taxable	51.70	53.50	1.80	3.5%	Discretionary
Harcourt Recreation Reserve - Community - Main Hall - 3 bays	Per Use	Taxable	67.15	69.50	2.35	3.5%	Discretionary
Harcourt Recreation Reserve - Community - Main Hall - Whole	Per Use	Taxable	103.30	106.90	3.60	3.5%	Discretionary
Harcourt Recreation Reserve - Community - Meeting room < 2 hrs	Per Use	Taxable	15.45	16.00	0.55	3.6%	Discretionary
Harcourt Recreation Reserve - Private - Hall/Kitchen - 1 bay	Per Use	Taxable	77.45	80.20	2.75	3.6%	Discretionary
Harcourt Recreation Reserve - Private - Hall/Kitchen - 2 bays	Per Use	Taxable	87.80	90.90	3.10	3.5%	Discretionary
Harcourt Recreation Reserve - Private - Hall/Kitchen - 3 bays	Per Use	Taxable	108.45	112.20	3.75	3.5%	Discretionary
Harcourt Recreation Reserve - Private - Hall/Kitchen - Whole	Per Use	Taxable	180.70	187.00	6.30	3.5%	Discretionary
Harcourt Recreation Reserve - Private - Main Hall - 1 bay	Per Use	Taxable	51.70	53.50	1.80	3.5%	Discretionary
Harcourt Recreation Reserve - Private - Main Hall - 2 bays	Per Use	Taxable	61.95	64.10	2.15	3.5%	Discretionary
Harcourt Recreation Reserve - Private - Main Hall - 3 bays	Per Use	Taxable	77.45	80.20	2.75	3.6%	Discretionary
Harcourt Recreation Reserve - Private - Main Hall - Whole	Per Use	Taxable	154.95	160.40	5.45	3.5%	Discretionary
Harcourt Recreation Reserve - Private - Meeting room/kitchen for parties	Per Use	Taxable	41.30	42.70	1.40	3.4%	Discretionary
Swimming Pool - Adult	Per Adult	Taxable	5.10	5.30	0.20	3.9%	Discretionary
Swimming Pool - Adult - concession card holder	Per Adult	Taxable	4.05	4.20	0.15	3.7%	Discretionary
Swimming Pool - Child Season Ticket (Child < 2 free when accompanied by a paying adult)	Per Ticket	Taxable	49.35	51.10	1.75	3.5%	Discretionary
Swimming Pool - Child Ticket (Child < 2 free when accompanied by a paying adult)	Per Child	Taxable	3.55	3.70	0.15	4.2%	Discretionary
Swimming Pool - Family season ticket - concession card (2 adults and dependent children < 16 years of age)	Per Ticket	Taxable	135.85	140.60	4.75	3.5%	Discretionary
Swimming Pool - Family season ticket (2 adults and dependent children < 16 years of age)	Per Ticket	Taxable	161.25	166.90	5.65	3.5%	Discretionary
Swimming Pool - Family Ticket (2 adults and dependent children < 16 years of age)	Per Day	Taxable	13.55	14.00	0.45	3.3%	Discretionary
Swimming Pool - School Entry	Per Child	Taxable	2.00	2.10	0.10	5.0%	Discretionary
Swimming Pool - Single season ticket	Per Ticket	Taxable	72.95	75.50	2.55	3.5%	Discretionary
Swimming Pool - Single season ticket - concession card	Per Ticket	Taxable	59.50	61.60	2.10	3.5%	Discretionary
Building and Property - Facilities							
Property Rentals - Not for Profit; Volunteer and Community Service Groups	Per Year	Taxable	156.70	162.20	5.50	3.5%	Discretionary
People and Culture							
Occupational Health and Safety							
Permit insurance - Public Liability Insurance	Per Permit	Non-Taxable	25.45	26.30	0.85	3.3%	Discretionary
Venue hire - Public Liability Insurance - max 52 visits per venue	Per Annum, Per Venue	Taxable	21.35	22.10	0.75	3.5%	Discretionary

6a. Approved Community Organisations

Following the adoption of Council's General Local Law 2020, clause 26(3) states that an Approved Community Organisation (ACO) does not need a permit under clause 26(1) being conducting any activity, works, or placing an obstruction in a public place. An ACO is defined under the Local Law as an organisation, registered charity, or not-for-profit organisation recognised by Council to provide community benefit and is included on Council's Approved Community Organisation Register.

Anglican Church Castlemaine and Friends of Anglicare	Guildford Grumpies Car Club Inc.
Australian Red Cross	Harcourt Applefest
Bendigo TAFE	Harcourt Preschool
Big Morning Tea - Fundraiser	Maldon BSA Rally (Lions Club)
Buda Traditional Fair	Maldon Easter Fair (Lions Club)
Campbells Creek Antique and Collectables	Maldon Folk Festival Inc.
Campbells Creek Football and Netball Club	Maldon Lions Club
Campbells Creek Primary School	Maldon Neighbourhood Centre Inc.
Castlemaine and District Agricultural Society Inc.	Maldon RSL
Castlemaine Access Chaplaincy Support Group	Mount Alexander Vintage Engine Club
Castlemaine Angling Club	Metcalfe Tractor Pull and Woodchop
Castlemaine Billy Cart Challenge	Mt Alexander Seniors Expo
Castlemaine Fire Brigade	Mt Tarrengower Hill Climb
Castlemaine Fringe Festival	Muckleford Cricket Club
Castlemaine Girl Guides	Newstead Live
Castlemaine Jazz Festival	Royal Children's Good Friday Appeal
Castlemaine Kindergarten	Run The Maine
Castlemaine Legacy Group	Small Business Victoria
Castlemaine Lions Club Swap Meet	South Castlemaine Kindergarten
Castlemaine Pride	Sports Events Projects
Castlemaine Primary School	Taradale Mineral Springs Festival
Castlemaine Rotary Club	The Cancer Council
Castlemaine RSL	The Main Game
Castlemaine RSL - Woman's Auxiliary	The Maldon Classic
Castlemaine Salvation Army	The Xtreme Inc.
Castlemaine State Festival Ltd	Three's a Crowd Musical Theatre Inc.
Castlemaine Uniting Church	Very Special Kids
Castlemaine Evening View Club	Victorian Seekers Club Inc.
Elphinstone Primary School	Wide Open Road Art
Friends of Castlemaine Art Museum	
Guildford Banjo Jamboree	



Service and Funding Agreement

2019 to 2023

Greater Bendigo City Council
Mount Alexander Shire Council
Macedon Ranges Shire Council
Loddon Shire Council

and

The North Central Goldfields Regional Library Corporation

trading as

Goldfields Library Corporation

Schedule A: General Conditions

Schedule B: Funding Arrangements

The Agreement:

This Service and Funding Agreement is made on THIRD MAY 2019

BETWEEN

The Greater Bendigo City Council, a body corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of Lyttleton Terrace, Bendigo:

Signed on behalf of

[Signature] CHIEF EXECUTIVE OFFICER
Signature Position

Date 3 May 2019

The Mount Alexander Shire Council, a body corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of 25 Lyttleton Street, Castlemaine:

Signed on behalf of

[Signature] Darren Fuzzard
Signature Position
Chief Executive Officer

Date 10/5/19

Macedon Ranges Shire Council, a Body Corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of 129 Mollison Street, Kyneton:

Signed on behalf of

[Signature] CHIEF EXECUTIVE OFFICERS
Signature Position

Date 02 MAY 2019

Loddon Shire Council, a Body Corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of 41 High Street, Wedderburn

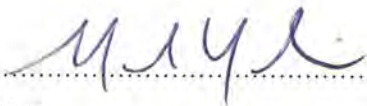
Signed on behalf of

[Signature] Chief Executive Officer
Signature Position

Date 3rd May 2019

AND

The North Central Goldfields Regional Library Corporation, trading as Goldfields Library Corporation
Signed on behalf of the Goldfields Regional Library Corporation


.....
Signature Position
Date 16.5.19

Witnessed by

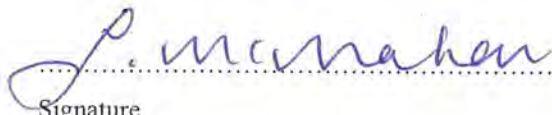

.....
Signature Position
Date 16.5.19
Manager People
and Development

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Introduction:

This Service and Funding Agreement details the responsibilities and obligations of the Goldfields Library Corporation and the four councils served by the Corporation. The Agreement is an extension to the Regional Library Agreement and constitutes a legally binding contract between the parties to the Agreement. This Service and Funding Agreement should be read in conjunction with the NCGRL's Regional Library Agreement, 2019-2023.

Background:

The North Central Goldfields Regional Library Corporation (NCGRL), trading as Goldfields Library Corporation was established in January 1996 to provide library and information services to the Greater Bendigo City Council, Loddon Shire Council, Macedon Ranges Shire Council and Mount Alexander Shire Council.

Roughly based along the Calder Highway and extending outwards, the service covers an area of 12,979 square kilometers, one of the largest library regions in the State of Victoria. The service reaches a population of over 174,000, has a collection of over 300,000 items, has over 1.1 million visits a year, over 1.4 million loans a year and employs approximately 48 full time staff.

The Goldfields Library Corporation comprises ten libraries - at Bendigo, Castlemaine, Eaglehawk, Gisborne, Heathcote, Kangaroo Flat, Kyneton, Romsey and Woodend. Agencies deliver services in activity centres with smaller populations that are a substantial distance from static libraries, including Pyramid Hill, Inglewood, Wedderburn, Boort, Elmore, Axedale, Tarnagulla and Dingee A Home Library service also provides some services to major special accommodation centres and housebound patrons.

The library Board is responsible for the provision of the best library service outcomes for the communities of the four member Councils. The Board comprises two representatives from each of the four member Councils and meet at least once every three months. The Corporation is managed by the Chief Executive Officer appointed by the Library Board.

The Library priorities are aligned to the priorities of the councils and the regional partnership.

- Sense of *community* and *liveability* of the region
- *Economic prosperity* and *employment*
- *Literacy, learning* and *education*
- Community *health, wellbeing* and *fairness*
- Responsible *governance* and sustainable *decision making*

Recitals:

1. The Greater Bendigo City Council, the Loddon Shire Council, the Macedon Ranges Shire Council and the Mount Alexander Shire Council (the member councils) established the North Central Regional Library Corporation (NCGRL) on 12th January 1996 and are signatories to the Regional Library Agreement.
2. The Regional Library Agreement establishes the NCGRL as an independent corporate entity, sets out the parameters within which the NCGRL may operate, establishes an obligation to comply with the relevant sections of the *Local Government Act 1989* and Corporations law, and prescribes a number of key reporting and operating requirements.
3. The member councils contribute funds to the NCGRL to provide public library services across their municipalities. In aggregate, library services are provided across an area of 12,979 square kilometers to a population of over 175,000 people.
4. The member councils provide, maintain and, where necessary, replace buildings, suitable for the delivery of library services. The member councils also secure, clean and maintain these assets, including associated areas, such as gardens, paths, exterior signs and parking areas.

Scope of Service and Funding Agreement:

1. This Agreement operates in conjunction with and supports the underlying principles and objectives of the Regional Library Agreement.
2. This Agreement comprises two principal parts. These are:
 - (a) Schedule A which details the general conditions of this Agreement.
 - (b) Schedule B which details the funding arrangements.
3. This Service and Funding Agreement will apply until 30th June 2023.

SCHEDULE A: GENERAL CONDITIONS

This schedule sets out the general conditions that will apply to all member councils and the NCGRL in relation to the provision of public library services.

1. Library Board:

Persons accepting a position on the Library Board will:

- Participate in an induction program to acquire the understanding of library operations necessary to effectively fulfil the duties of a Board member.
- Become an active and visible supporter of the library service.
- Consider matters before the Board from a regional perspective, as well as from the perspective of the member council represented.
- Make full and accurate reports of Board and NCGRL matters to the member council represented.
- Act as an advocate for the NCGRL to influence the allocation of resources and service delivery in all dealings with external parties, including the member council represented.

2. Strategic Planning:

The Library Plan determines the direction of the corporation and will be approved by the Library Board. The Library Plan sets the direction for library services and programs and is responsive to: social trends, community demographics and community needs and aspirations. The Library Plan will align to best practice nationally and internationally and provides a pathway for corporation to achieve best practice within budget.

3. Policies and Standards:

The NCGRL will provide and manage library services that conform to relevant national, state and local government policies and standards, as well as those policies and standards set by the NCGRL Board.

If, for any reason, this is not achievable, the NCGRL will report those areas of non-conformance to the Library Board and recommend appropriate strategies to achieve conformance. Where the non-conformance creates or may create a public or occupational health and safety risk, the NCGRL will take immediate action to eliminate the risk, including the temporary or permanent closure of library services if appropriate.

4. Advocacy:

The NCGRL will act as advocate for existing and prospective library users and will make representations to councils, government bodies and other organisations and individuals to influence the allocation of resources assigned to the NCGRL and the public library sector generally.

5. Accountability and Reporting:

The NCGRL will comply with all direct and indirect accountability and reporting requirements imposed legislatively or through agreements entered into by, or on behalf of, the NCGRL. These agreements include, but are not limited to:

- The *Local Government Act 1989*.
- The Regional Library Agreement.
- The Funding and Service Agreements between the NCGRL and the Department of Environment, Land, Water & Planning.
- This Service and Funding Agreement.

6. Insurance:

6.1 The NCGRL will ensure that adequate and current insurance cover is maintained for:

- Work Cover
- Public Liability.
- Professional Indemnity.
- Industrial Special Risk.
- Contents.
- Motor Vehicles.
- Other insurances as required.

6.2 The member councils are responsible for insuring buildings, fixed assets and fixtures used by the NCGRL, but owned and maintained by those councils, while the NCGRL is responsible for staff, patrons, furniture and equipment, materials, motor vehicles and other non-fixed assets which are owned and maintained by the NCGRL.

6.3 By agreement NCGRL's insurance can be arranged through the member councils

7. Agreement Review:

The Agreement will be reviewed at least once every four years, six months prior to the end of each period. However, where changes to the *Local Government Act 1989* have a significant impact on the Agreement, such changes are to be accommodated within the Agreement at the earliest opportunity.

SCHEDULE B: FUNDING ARRANGEMENTS

This schedule expands on clause 9 of the Regional Library Agreement and establishes the responsibilities of the member councils with respect to funding current and future library operations.

1. Source of Funds:

The NCGRL may fund its operations from a variety of sources, including:

- (a) Contributions by the member councils are based proportionally on population levels, as approved by the Library Board and each member council contributes the same per capita amount. The per capita amount should be calculated based on the following criteria:
 - a. Census data and confirmed estimates on population
 - b. Inflation rates
 - c. Proposed business initiatives that are beyond current service levels but are approved as part of the Annual Library Plan.

Councils will have the right to set a per capita amount that takes into account the above factors in a way that provides for a financially sustainable Corporation, with no commitment to fully accommodating inflation or business planning outcomes.
- (b) A government contribution in the form of the State Government's Public Libraries Grant and other specific funding programs which apply from time to time. Such contributions will be paid directly to the NCGRL.
- (c) Revenues earned from charges.
- (d) Interest on investments.
- (e) Donations in the form of bequests and contributions.
- (f) Borrowings in accordance with the conditions imposed by section 197A of the *Local Government Act 1989*.
- (g) Contributions by member Councils for services that are planned for and approved by all member Councils as part of an increased or additional level of service.

In addition to the above sources, funds may also be drawn down from accumulated reserves if deemed appropriate by the Library Board.

2. Application of Funds:

The funds available to the NCGRL will be applied to:

- (a) The operating costs of the library service, which will include expenditures in relation to service points and headquarters.
- (b) The capital requirements of the library service which will include the amount required to maintain the NCGRL's materials collection in accordance with the Collection Management Policy and the amount required for the acquisition of other library assets, whether new or replacement.
- (c) Ensure that adequate provision is made to meet the NCGRL's future obligations with respect to staff entitlements for sick leave, annual leave and long service leave, and that payment is made in accordance with statutory requirements to approved superannuation funds.
- (d) Invest in financial instruments authorised by the *Local Government Act 1989* and other governing agreements.
- (e) Repay borrowed funds.

- (f) Retain funds for future purposes.

3. Specific Funding Requirements:

Funds will not be applied to severance payments incurred as a result of decisions made by a member council(s) to restructure branch operations. Although severance payments (as specified by the current Enterprise Agreement) will be disbursed by the NCGRL, the member council(s) will be wholly responsible for funding such payments.

4. Funding Formula:

Clause 9.2 of the Regional Library Agreement requires the Library Board to agree on a funding formula to determine the financial contributions to be made by the member councils. The agreed funding formula must ensure each member council contributes the same per capita amount.

5. Timing of Contributions:

Member councils will remit their financial contributions in four quarterly instalments payable on the first day of July, October, January and April of each year.

5.1 If the financial contributions payable by the member councils have not been finalised and approved by each Council prior to 1st July of each year, the first instalment shall be the same amount as was paid by Council for the previous quarter. Adjustments will be incorporated in the second instalment.

5.2 All other contributions received by the member councils on behalf of the NCGRL will be remitted to the NCGRL no later than one month following receipt of such contributions. Wherever practicable, the member councils will make arrangements for contributions intended for the NCGRL to be paid directly to the NCGRL.

APPENDIX 1

Key Public Library Principles

The following statements and principles have been drawn from the UNESCO Public Library Manifestoes (1973 and 1995) and from the Australian Library and Information Association statements and policies. The Corporation adopts these principles as fundamental statements about the services, to be used to inform, as appropriate corporation plans, tender documentation, users' charters and other key policies, plans, statements documents and processes.

1. Freedom, prosperity and the development of society and of individuals are fundamental human values. The public library, by providing free access to knowledge, thought, culture and information, enhances the potential for constructive participation in society and the development of democracy.
2. The library services has a role as an independent learning centre, a popular materials library, a reference library, a children's door to learning, a community information centre, a community activities centre a formal education support centre and a research centre.
3. The services of the library are provided on the basis of equality of access for all, regardless of age, race, sex, religion, nationality, language or social status.
4. Notwithstanding the commitment to universal access and equity the library service has a particular responsibility to encourage in children an enthusiasm for books, reading and the habit of using libraries and their resources.
5. All age groups must find material relevant to their needs. Collections and services have to include all types of appropriate media and modern technologies as well as traditional materials. High quality and relevance to local needs and conditions are fundamental. Materials must reflect current trends and the evolution of society, as well as the memory of human endeavour and imagination.
6. Collections and services should not be subject to any form of ideological, political or religious censorship, nor commercial pressures.
7. The library service will strive to provide the highest level of service through well-located and attractive libraries, appropriate and usefully organised collections, equitable and accessible services and policies, skillful, accurate and unbiased responses to all legitimate requests for assistance and efficient and effective management.
8. The library services will be active and positive in its outlook, demonstrating the value of its services and encouraging their use.
9. The library service will nurture the state, national and international network of libraries and information providers through cooperation and the professional exchange of knowledge and information, and through the training and development of librarians and people working in libraries.
10. Each library user's privacy will be protected with respect to information sought or received, and materials consulted or borrowed. Personal details of users will not be released to any party for any purpose without the express permission of the individual/s concerned.





Service and Funding Agreement

July 1 2023 to June 30 2025

Greater Bendigo City Council
Mount Alexander Shire Council
Macedon Ranges Shire Council
Loddon Shire Council

and

The North Central Goldfields Regional Library Corporation

trading as

Goldfields Library Corporation

Schedule A: General Conditions

Schedule B: Funding Arrangements

The Agreement:

This Service and Funding Agreement is made on.....,

BETWEEN

The Greater Bendigo City Council, a body corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of Lyttleton Terrace, Bendigo:

Signed on behalf of

.....

Signature

Position

Date

The Mount Alexander Shire Council, a body corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of 25 Lyttleton Street, Castlemaine:

Signed on behalf of

.....

Signature

Position

Date

Macedon Ranges Shire Council, a Body Corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of 129 Mollison Street, Kyneton:

Signed on behalf of

.....

Signature

Position

Date

Loddon Shire Council, a Body Corporate established under an Order-in- Council made pursuant to the *Local Government Act 1989*, of 41 High Street, Wedderburn

Signed on behalf of

.....

Signature

Position

Date

AND

The North Central Goldfields Regional Library Corporation, trading as Goldfields Library Corporation
Signed on behalf of the Goldfields Regional Library Corporation

.....

Signature

Position

Date

Witnessed by

.....

Signature

Position

Date

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Introduction:

This Service and Funding Agreement details the responsibilities and obligations of the Goldfields Library Corporation and the four councils served by the Corporation. The Agreement is an extension to the Regional Library Agreement and constitutes a legally binding contract between the parties to the Agreement. This Service and Funding Agreement should be read in conjunction with the NCGRL's Regional Library Agreement.

Background:

The North Central Goldfields Regional Library Corporation (NCGRL), trading as Goldfields Library Corporation was established in January 1996 to provide library and information services to the Greater Bendigo City Council, Loddon Shire Council, Macedon Ranges Shire Council and Mount Alexander Shire Council.

The service covers an area of 12,979 square kilometers, one of the largest library regions in the State of Victoria. The service reaches a growing population of over 200,000, has a collection of almost 300,000 items, has over 1.1 million visits a year, over 1.4 million loans a year and employs approximately 48 full time staff.

The Goldfields Library Corporation comprises nine libraries - at Bendigo, Castlemaine, Eaglehawk, Gisborne, Heathcote, Kangaroo Flat, Kyneton, Romsey and Woodend. Library agencies deliver services in activity centres with smaller populations that are a substantial distance from libraries, including Pyramid Hill, Inglewood, Wedderburn, Boort, Elmore, Axedale, Tarnagulla and Dingee. A Home Library service also provides some services to major special accommodation centres and housebound patrons.

The Goldfields Library Board is responsible for the provision of the best library service outcomes for the communities of the four member Councils. The Board comprises two representatives from each of the four member Councils and meet at least once every three months. The Corporation is managed by the Chief Executive Officer appointed by the Library Board.

The Library priorities are aligned to the priorities of member councils and regional partnership priorities. These are:

Children and Young People- supporting childhood and adolescent development

Lifelong Learning- encouraging learning at any age or stage

Safety and Inclusion- a welcoming and accessible service

A Sustainable Future- playing our part in action against climate change

An Informed Community- an engaged, creative, informed community

Connecting People- providing opportunity for connection both digital and physical

Respecting First Nations Peoples and Culture- celebrating the nation's first culture

A Learning Organisation- learning and growing with our community

Recitals:

1. The Greater Bendigo City Council, the Loddon Shire Council, the Macedon Ranges Shire Council and the Mount Alexander Shire Council (the member councils) established the North Central Regional Library Corporation (NCGRL) on 12th January 1996 and are signatories to the Regional Library Agreement.
2. The Regional Library Agreement establishes the NCGRL as an independent corporate entity, sets out the parameters within which the NCGRL may operate, establishes an obligation to comply with the relevant sections of the *Local Government Act 1989*, *relevant sections of the Local Government Act 2020* and Corporations law, and prescribes a number of key reporting and operating requirements.
3. The member councils contribute funds to the NCGRL to provide public library services across their municipalities. In aggregate, library services are provided across an area of 12,979 square kilometers to a population of over 200,000 people.
4. The member councils provide, maintain and, where necessary, replace buildings, suitable for the delivery of library services. The member councils also secure, clean and maintain these assets, including associated areas, such as gardens, paths, exterior signs and parking areas.

Scope of Service and Funding Agreement:

1. This Agreement operates in conjunction with and supports the underlying principles and objectives of the Regional Library Agreement.
2. This Agreement comprises two principal parts. These are:
 - (a) Schedule A which details the general conditions of this Agreement.
 - (b) Schedule B which details the funding arrangements.
3. This Service and Funding Agreement will apply until 30th June 2024 with the option to roll over the agreement for a further year by collective agreement to finish on 30th June 2025.

SCHEDULE A: GENERAL CONDITIONS

This schedule sets out the general conditions that will apply to all member councils and the NCGRL in relation to the provision of public library services.

1. Library Board:

Persons accepting a position on the Library Board will:

- Participate in an induction program to acquire the understanding of library operations necessary to effectively fulfil the duties of a Board member.
- Become an active and visible supporter of the library service.
- Consider matters before the Board from a regional perspective, as well as from the perspective of the member council represented.
- Make full and accurate reports of Board and NCGRL matters to the member council represented.
- Act as an advocate for the NCGRL to influence the allocation of resources and service delivery in all dealings with external parties, including the member council represented.

2. Strategic Planning:

The Library Plan determines the direction of the corporation and will be approved by the Library Board. The Library Plan sets the direction for library services and programs and is responsive to: social trends, community demographics and community needs and aspirations. The Library Plan will align to best practice nationally and internationally and provides a pathway for the Corporation to achieve best practice within budget.

3. Policies and Standards:

The Corporation will provide and manage library services that conform to relevant national, state and local government policies and standards, as well as those policies and standards set by the Board.

If, for any reason, this is not achievable, the Corporation will report those areas of non-conformance to the Library Board and recommend appropriate strategies to achieve conformance. Where the non-conformance creates or may create a public or occupational health and safety risk, the Corporation will take immediate action to manage, reduce or eliminate the risk, including the temporary or permanent closure of library services if appropriate.

4. Advocacy:

The Corporation will act as advocate for existing and prospective library users and will make representations to councils, government bodies and other organisations and individuals to influence the allocation of resources assigned to the Corporation and the public library sector generally.

5. Accountability and Reporting:

The Corporation will comply with all direct and indirect accountability and reporting requirements imposed legislatively or through agreements entered into by, or on behalf of, the Corporation. These agreements include, but are not limited to:

- The *Local Government Act 1989*.
- *The Local Government Act 2020*
- The Regional Library Agreement.
- The Funding and Service Agreements between the Corporation and the Department of Jobs, Precincts and Regions.
- This Service and Funding Agreement.

6. Insurance:

6.1 The Corporation will ensure that adequate and current insurance cover is maintained for:

- Work Cover
- Public Liability.
- Professional Indemnity.
- Industrial Special Risk.
- Contents.
- Motor Vehicles.
- Other insurances as required.

6.2 The member councils are responsible for insuring buildings, fixed assets and fixtures used by the Corporation, but owned and maintained by those councils, while the Corporation is responsible for staff, patrons, furniture and equipment, materials, motor vehicles and other non-fixed assets which are owned and maintained by the Corporation.

6.3 By agreement, the Corporation's insurance can be arranged through the member councils.

7. Agreement Review:

The Agreement will be reviewed at least once every four years, prior to the end of each period. However, where changes to the *Local Government Act 1989* have a significant impact on the Agreement, such changes are to be accommodated within the Agreement at the earliest opportunity.

SCHEDULE B: FUNDING ARRANGEMENTS

This schedule expands on clause 9 of the Regional Library Agreement and establishes the responsibilities of the member councils with respect to funding current and future library operations.

1. Source of Funds:

The NCGRL may fund its operations from a variety of sources, including:

- (a) Contributions by the member councils are based proportionally on population levels, as approved by the Library Board and each member council contributes the same per capita amount. The per capita amount should be calculated based on the following criteria:
 - a. Census data and confirmed estimates on population
 - b. Inflation rates
 - c. Proposed business initiatives that are beyond current service levels but are approved as part of the Annual Library Plan.Councils will have the right to set a per capita amount that takes into account the above factors in a way that provides for a financially sustainable Corporation, with no commitment to fully accommodating inflation or business planning outcomes.
- (b) A government contribution in the form of the State Government's Public Libraries Grant and other specific funding programs which apply from time to time. Such contributions will be paid directly to the Corporation.
- (c) Revenues earned from charges.
- (d) Interest on investments.
- (e) Donations in the form of bequests and contributions.
- (f) Borrowings in accordance with the conditions imposed by section 197A of the *Local Government Act 1989*.
- (g) Contributions by member Councils for services that are planned for and approved by all member Councils as part of an increased or additional level of service.

In addition to the above sources, funds may also be drawn down from accumulated reserves if deemed appropriate by the Library Board.

2. Application of Funds:

The funds available to the Corporation will be applied to:

- (a) The operating costs of the library service, which will include expenditures in relation to service points and headquarters.
- (b) The capital requirements of the library service which will include the amount required to maintain the Corporation's materials collection in accordance with the Collection Management Policy and the amount required for the acquisition of other library assets, whether new or replacement.

- (c) Ensure that adequate provision is made to meet the Corporation's future obligations with respect to staff entitlements for sick leave, annual leave and long service leave, and that payment is made in accordance with statutory requirements to approved superannuation funds.
- (d) Invest in financial instruments authorised by the *Local Government Act 1989* and other governing agreements.
- (e) Repay borrowed funds.
- (f) Retain funds for future purposes.

3. Specific Funding Requirements:

Funds will not be applied to severance payments incurred as a result of decisions made by a member council(s) to restructure branch operations. Although severance payments (as specified by the current Enterprise Agreement) will be disbursed by the Corporation, the member council(s) will be wholly responsible for funding such payments.

4. Funding Formula:

Clause 9.2 of the Regional Library Agreement requires the Library Board to agree on a funding formula to determine the financial contributions to be made by the member councils. The agreed funding formula must ensure each member council contributes the same per capita amount.

5. Timing of Contributions:

Member councils will remit their financial contributions in four quarterly instalments payable on the first day of July, October, January and April of each year.

- 5.1 If the financial contributions payable by the member councils have not been finalised and approved by each Council prior to 1st July of each year, the first instalment shall be the same amount as was paid by Council for the previous quarter. Adjustments will be incorporated in the second instalment.
- 5.2 All other contributions received by the member councils on behalf of the Corporation will be remitted to the Corporation no later than one month following receipt of such contributions. Wherever practicable, the member councils will make arrangements for contributions intended for the Corporation to be paid directly to the Corporation.

APPENDIX 1

Key Public Library Principles

The following statements and principles have been drawn from the UNESCO Public Library Manifestoes (1973 and 1995) and from the Australian Library and Information Association statements and policies. The Corporation adopts these principles as fundamental statements about the services, to be used to inform, as appropriate corporation plans, tender documentation, users' charters and other key policies, plans, statements documents and processes.

1. Freedom, prosperity and the development of society and of individuals are fundamental human values. The public library, by providing free access to knowledge, thought, culture and information, enhances the potential for constructive participation in society and the development of democracy.
2. The library services has a role as an independent learning centre, a popular materials library, a reference library, a children's door to learning, a community information centre, a community activities centre a formal education support centre and a research centre.
3. The services of the library are provided on the basis of equality of access for all, regardless of age, race, sex, religion, nationality, language or social status.
4. Notwithstanding the commitment to universal access and equity the library service has a particular responsibility to encourage in children an enthusiasm for books, reading and the habit of using libraries and their resources.
5. All age groups must find material relevant to their needs. Collections and services have to include all types of appropriate media and modern technologies as well as traditional materials. High quality and relevance to local needs and conditions are fundamental. Materials must reflect current trends and the evolution of society, as well as the memory of human endeavour and imagination.
6. Collections and services should not be subject to any form of ideological, political or religious censorship, nor commercial pressures.
7. The library service will strive to provide the highest level of service through well-located and attractive libraries, appropriate and usefully organised collections, equitable and accessible services and policies, skillful, accurate and unbiased responses to all legitimate requests for assistance and efficient and effective management.
8. The library services will be active and positive in its outlook, demonstrating the value of its services and encouraging their use.
9. The library service will nurture the state, national and international network of libraries and information providers through cooperation and the professional exchange of knowledge and information, and through the training and development of librarians and people working in libraries.
10. Each library user's privacy will be protected with respect to information sought or received, and materials consulted or borrowed. Personal details of users will not be released to any party for any purpose without the express permission of the individual/s concerned.



Your Potential Realised

Goldfields Libraries Strategy
2021-2025

Goldfields Libraries acknowledge the traditional country of First Nations Peoples. We recognise and respect their cultural heritage, beliefs and continuing relationship with the land.

We pay respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all our First Nations Peoples.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.

● Detail of artwork commissioned as part of the new Kangaroo Flat Library and created by local indigenous artist Daikota Nelson.

Goldfields Libraries is committed to the safety and wellbeing of children and young people.



OUR VISION:

Your Potential Realised.

OUR MISSION:

You belong as you are.

We want you to belong, just as you are, and to know your story is heard.

We start where you are.

Whatever your age or background we aim to have a positive, healthy influence and help you realise your potential. Whether you have big goals or little steps, it's all important, and you can start with us.

A learning journey with you.

We support a lifetime of learning through connecting you to ideas and stories and fostering your curiosity and creativity.

Let's make it fun.

We want you to enjoy yourself, have some fun, just relax. Libraries aren't all serious.

OUR VALUES

Inclusion and Safety

We uphold the principles of a just society, including the fundamental human right to respect, dignity, safety, and equity. We engage our community in open, meaningful dialogue and deepen our understanding of their needs and experience to inform library practice and create an environment that is inclusive and safe.

Curiosity and Inquiry

Our team is high performing and valued because we continue to learn. We stretch our knowledge and do not settle for what we already know. We explore new ideas with our community, consider fresh perspectives, and seek to innovate. We experiment and celebrate curiosity throughout life.

Collaboration and Cooperation

Our decisions are better and our impact greater when we work collaboratively and in cooperation with our colleagues, our community, and our partners. We respect one another, share ideas and look for partnership opportunities that add value for community.



OUR FOCUS IS YOUR WELLBEING

The Five Ways to Wellbeing is an internationally recognised, yet simple approach that supports positive mental and physical health and is backed by extensive research.

Goldfields Libraries embraces this approach and has these five simple actions as a guide to our mission and commitment to you.

<p>CONNECT with the people around you – family and friends, at home, at work, in the local community.</p> <p>THE LIBRARY is a place where you can feel safe, relaxed, and welcomed with a warm smile and a chat. You can catch up with friends and family or with people who have similar interests. Book clubs, knitting groups or just hanging out after school– it's all good.</p>	<p>LEARN something new or reignite an old interest. Sign up for a course or attend a free seminar. Challenge yourself and don't worry about failing.</p> <p>THE LIBRARY is all about being curious and learning, with accessible information and no tests at the end!. Learn at your pace, mistakes are welcomed. Read a book, attend a program, ask questions or access information on the internet.</p>	<p>TAKE NOTICE of the world around you. Be curious, remark on the unusual and savour the moment.</p> <p>THE LIBRARY is a place where you can explore the world at your pace in your own way. We want to encourage creativity and curiosity and can help open doors to many worlds and ways of being and seeing.</p>	<p>BE ACTIVE by doing what you can, step outside, find joy in movement. Discover the activity you enjoy, that suits you, and make it a habit.</p> <p>THE LIBRARY will help with information on health – healthy eating, physical activity, how to connect. We also run physical activity classes as part of our programs where you can come and just have a go.</p>	<p>GIVE by contributing to something or helping someone. Create connection with people around you by joining a community group. Thank someone. Smile.</p> <p>THE LIBRARY hosts many community groups that make significant contribution for their communities. We foster creativity, contribution and connection and want to welcome you to the library as a safe and friendly place.</p>
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You can learn more about the five ways to wellbeing at 5waystowellbeing.org.au

WE WORK ALONGSIDE OUR COUNCILS

Our Library Plan is informed by the priorities of our four member councils and of Regional Development Victoria's Loddon Campaspe Regional partnership, as they relate to libraries.

Library Priorities

Children and Young People – supporting childhood and adolescent development

Lifelong Learning – encouraging learning at any age or stage

Safety and Inclusion – a safe, welcoming and accessible service

A Sustainable Future – playing our part in action against climate change

An Informed Community – an engaged, creative, informed community

Connecting People – providing opportunity for connection both digital and physical

Respecting First Nations Peoples and Culture – celebrating our nation's first culture

A Learning Organisation – learning and growing with our community

Regional Partnership Priorities

A Growing Economy – A strong, diverse economy that enables people to actively contribute to their community

Healthy Heart of Victoria – Active communities, healthy settings and productive lives at all stages

Create the Best Start for Every Child – Families and communities that give children the best start in life

Youth Our Critical Asset – Safe, supported and engaged young people

A Great Environment to Live – Our culture, heritage and environment is protected and enjoyed

A Connected Region – All people in the Loddon Campaspe Region benefit from economic activity and access to services

COUNCIL PLAN PRIORITIES

MACEDON RANGES

Connecting communities: Council will maintain buildings and open spaces in our built environment in a financially, **environmentally and socially sustainable way.**

Healthy environment, healthy people: Council aims to **support mental health**, prevent violence against women, and improve healthy lifestyles, **social connection and inclusion**, community safety, and arts and culture.

Business and tourism: Council will provide an economic environment that **promotes information technology** and communications, and employment opportunities.

MOUNT ALEXANDER

Community is connected to each other.

Inclusive community where everybody has access to services.

Preserving natural environment means **living sustainably and caring for country.**

A vibrant place that draws upon its **creative** spirit.

LODDON

Liveability: Develop attractive, vibrant and well served communities.

Economic Prosperity: Support the development of a **prosperous and diverse economy.**

High Performance Organisation: Frameworks which enable **sound decision making.**

Population: Grow and invigorate Loddon population

GREATER BENDIGO

Healthy, liveable spaces and places.

Aboriginal reconciliation.

A **climate resilient built** and natural environment.

A vibrant, **creative community.**

A **safe welcoming and fair community.**

OUR PURPOSE

We are committed to:
Supporting literacy and a joy of reading.

Having fun! Libraries aren't all about achieving or personal improvement. They're also about relaxing, playing, laughing, daydreaming or sometimes being a bit noisy.

Learning with and from our community, as we design our services.

Playing our part in supporting an informed and healthy community.

Providing access to information, in all its forms, as a fundamental human right.

Reducing the digital divide by providing great internet access with support to access it.

Celebrating local stories to enhance a sense of place and pride.





WHAT WE WANT FOR PEOPLE IN OUR LIBRARIES.

We want people to be healthy, thriving and inquisitive – ready to reach their potential.

We want people to enjoy their libraries – to relax in the simple pleasure of being somewhere safe and welcoming.

We want people to be curious learners but never feel tested, assessed, or judged.

We want people of all walks of life to intersect and gain deeper understanding of each other and empathy for one another.

We want people to find meaning and connection with friends, family and community in libraries.

We want to see children smile as they read or listen to stories. We want to see children who can't wait to find out what happens next!

We want people of all ages, abilities and backgrounds to find their place and space.

We want people to visit as often as they like, to be welcomed with a smile and to feel less isolated and more connected.

OUR EIGHT PRIORITIES FOR 2021 TO 2025

Children and Young People

Supporting children, their curiosity and their joy of reading. We will support the brain development of babies, support parents as baby's first teacher and invest in best practice services for our youngest citizens. We will welcome and present opportunities for young people to have a voice, as they move toward adulthood.

Lifelong Learning

Engaging with people on their learning journey, at any and every age or ability. We will support those involved in school-based or self-directed learning. We want people use the library at any stage in life- and to have fun doing it! We will encourage different ways to learn and create at any age or ability level. Big dreams or small achievements can all start with us.

Safety and Inclusion

Offering safe spaces and resources that let people know they are important and at the centre of our service. We encourage a sense of library community and facilitate respectful interactions in our shared spaces – people relax in our libraries. We want to keep improving functional access to our libraries for people of all ages, abilities, cultural backgrounds and identities.

An Informed Community

Offering information that enhances literacy beyond reading that includes health, financial, digital, environmental and cultural. We will help connect people with information in a variety of ways – inside our libraries, reaching outside our libraries through other services and places, and through our digitally based resources.

Connecting People

Creating opportunities for people to socialise and share ideas, culture and stories. We will provide avenues for both personal and virtual connection through our programs, spaces and technology. We offer an antidote to isolation and loneliness.

Respecting First Nations Peoples and Culture

Building knowledge of and relationships with First Nations Peoples and culture. We will introduce appropriate signage and cultural references into our spaces as well as deliver programs and collections that celebrate the stories and traditions of Aboriginal and Torres Strait Islander people.

A Learning Organisation

Learning from and with our communities to develop skills, innovation and new approaches. Our team are high performing professionals and continue challenging themselves to extend knowledge and experiences. We will focus on being able to change with our community and engage with them in shaping our service

A Sustainable Future

Working toward a positive and sustainable future with our communities. We will provide opportunities to understand the local and global environment, learn about sustainability innovations and empower community to take action to mitigate climate change. And protect our natural environment we commit to sustainable use of resources for our operations.



OUR 2021-2022 PRIORITY INITIATIVES

Priority	Initiative	What does this look like if we are achieving it?	Resource Lead
Children and Young People	Create dedicated child friendly and parent/carer welcoming spaces in all libraries. Include features that support curiosity and inquiry based play.	Children feel welcomed and safe, parents and carers feel welcomed and valued. Parents can socially connect and parenting groups meet and feel welcome in the library. Libraries are promoted as breastfeeding friendly areas.	Operations
	Upgrade and promote the parenting collection and selected children's collections such as graded readers, award winning books and themed collections around key issues.	Better informed parents and carers and an easily accessible collection.	Collection
	Remove fines on all picture books, junior collections and young adult collections.	Reduced barriers and more borrowing of collection in our children's and adolescent areas.	Collection
	Develop specialisation opportunities in work plans to support Children and YA engagement.	Organisational drivers and champions for children and youth.	People and Development
	Deliver programming focused on enjoyment of reading, building literacy and the fostering of enquiry and curiosity.	Development of reading habits, literacy, learning and school readiness. Storytime programs continue to engage families across the region.	Engagement

Priority	Initiative	What does this look like if we are achieving it?	Resource Lead
Children and Young People continued	Develop programs and events for young people with partners in the youth sector.	Engagement of young people that shape library experiences to their needs and wants.	Engagement
	Align professional development opportunities to sector-wide standards reflected in early years development and youth engagement.	Skilled staff supporting best practice.	People and Development
	Develop partnerships with the Early Years sector and position libraries within a continuum of service delivery.	Valued partnerships that impact on school readiness and Australian Early Development Census outcomes.	Engagement
	Assess children's e-resources for gaps within current offerings with the possibility of adjusting to add new or consolidate existing selection.	Improved access to valuable children's e-resources supporting literacy, learning and mental health.	Collection
	Undertake outreach activities that focus on communities with less access to library services.	Informed families that are aware of children's library services and can easily gain access.	Collection, Operations and Engagement



OUR 2021-2022 PRIORITY INITIATIVES

Priority	Initiative	What does this look like if we are achieving it?	Resource Lead
Lifelong Learning	Deliver programs that can connect to our online resources and collection.	Community connected with a variety of learning experiences.	Engagement and Collection
	Develop partnerships that link learning opportunities and pathways outside of the library.	Community supported to progress learning via multiple avenues.	Engagement
	Develop online resources to support learning and free access to information.	Facilitated learning pathways both through library programs and resources and other online resources.	Information Technology and Collection
	Review the makeup of our collection to maximise local use.	Improved use and access to local collection.	Collection
	Review access to collections across the state through an interlibrary loan system.	Improved access to a state-wide collection for local patrons.	Collection
	Provide access to collections to those who would otherwise miss out through newspapers, DVD's, streamed content and traditional collection.	Reduced financial and social barriers to accessing learning opportunities. Reduce financial and social barriers to accessing learning opportunities.	Operations
	Work with partners to offer introductory sessions in subjects or topics that lead to further learning pathways in other institutions.	Developed partnerships with TAFE, Universities, training providers.	Programs and Engagement

OUR 2021-2022 PRIORITY INITIATIVES

Priority	Initiative	What does this look like if we are achieving it?	Resource Lead
Safety and Inclusion	Engage specific parts of community that may benefit from, but not currently use, library services through targeted outreach activities.	An Outreach Plan that extends library benefits to a broader population.	Engagement and Operations
	Partner with appropriate service providers in the delivery of early years, digital literacy and home library services to isolated community members.	Targeted library services offered in accessible locations and formats.	Engagement and Operations
	Establish protocols to ensure mixed use of spaces with an understanding of mutual respect for user safety.	A safe environment where expected conduct is understood by both patrons and staff.	People and Development and Operations
	Develop staff expertise and knowledge in current social issues and initiatives. (e.g., Gender Equality, Cultural Inclusion, Mental Health)	An informed staff able to respond to current social challenges.	People and Development
	Promote and support human rights of equity and dignity in all its forms.	Puts people at the centre of our libraries and supports a civil and just society.	Engagement
	Represent the diversity of human experience through our collection and program offerings.	Access to stories that reflect the diversity of humanity and our ways of life.	Collection and Engagement

Priority	Initiative	What does this look like if we are achieving it?	Resource Lead
An Informed Community	Prioritise access to highest business standard free internet and Wi-Fi across all branches.	Nationally benchmarked Wi-Fi access and internet speeds being used by all who require it. Providing access for those that would otherwise miss out.	Information Technology, Operations and Engagement
	Provide digital literacy support through skilled staff, dedicated programs and access to technology.	A more digitally informed and connected community. Helping those who cannot bridge the digital divide on their own.	All
	Develop financial, cultural and health literacies by working with partners in these sectors.	An integrated approach to community health and wellbeing, working with various partners.	Engagement
	Promote use of library spaces for community groups to gather and work.	Volunteers and groups supported to share information and serve their communities.	Operations
	Provide programs that broaden horizons, explain the facts and teach new skills.	Supporting access to a breadth of information from reputable sources.	Engagement
	Provide programs that directly promote exercise and diet as the two key determinants in physical health.	A welcoming environment where people can learn new physical skills.	Engagement



OUR 2021-2022 PRIORITY INITIATIVES

Priority	Initiative	What does this look like if we are achieving it?	Resource Lead
Connecting People	Undertake feasibility work to consider extension extension or flexibility of opening hours.	Being available when our community needs us.	Operations, People and Development
	Develop our infrastructure to include more incidental meeting spaces, seating and desks.	Flexible spaces offered for study, meeting and work, as habits and modes continue to shift and change.	Operations
	Provide an environment to support micro business and local community economic development.	A comfortable environment for remote working, commuter working and microbusiness.	Operations and Information Technology
	Develop programs that address intergenerational connection, social isolation and loneliness.	Connecting isolated people with new people and new ideas. Facilitated intergenerational connections are delivered.	Engagement
	Create opportunities to integrate sharing food in social settings within libraries.	Tea and coffee or café style service in libraries or planned for library spaces.	Operations
	Redevelop website to enhance accessibility and ease of use.	Deliver an online presence that is inclusive and easily navigated to connect to services.	Engagement

OUR 2021-2022 PRIORITY INITIATIVES

Priority	Initiative	What does this look like if we are achieving it?	Resource Lead
Respecting First Nations Peoples and Culture	Present images and signage that acknowledge and celebrate First Nations Peoples and cultures.	Appropriate First Nations acknowledgment. Provision of culturally safe spaces. Adherence to Child Safe standards.	Operations and Engagement
	Work with local Aboriginal and Torres Strait Islander communities with regard to opportunities for programs across all age groups.	First Nations stories, perspectives and skills celebrated and shared appropriately.	Engagement
	Continue developing staff awareness and skills in First Nations culture and heritage.	Provision of culturally safe and welcoming spaces and services.	People and Development
	Develop library website with elements of culture and language embedded as part of an overall campaign to highlight Aboriginal and Torres Strait Islander heritage.	A website that embeds First Nations culture and language across a range of areas.	Communications, Collection and Information Technology
	Work with local Aboriginal and Torres Strait Islander communities on program delivery.	Programs that celebrate and highlight First Nations stories and culture.	Engagement
	Ensure collection reflects First Nations story and authorship across a diverse range of areas and subjects.	Awareness of First Nations story and culture embedded in a range of subjects offered in collection.	Collection

Priority	Initiative	What does this look like if we are achieving it?	Resource Lead
A Learning Organisation	Develop an enquiry based organisational culture that fosters curiosity, questions established approaches and seeks to broaden knowledge.	Staff that are supported and engaged in continual learning and development.	People and Development
	Invest in business and information technology systems that deliver efficient and effective communications.	Provide technology that is seamless and easy to use and build staff competencies and confidence.	Information Technology, People and Development
	Develop our regional strength in scale and strategy whilst maintaining a local culture within each branch.	Localised services and efficiencies of scale.	People and Development and Operations
	Understanding each other and creating a supportive and collaborative work culture.	People performing at their best as a team, sharing ideas safely, with respectful interactions.	People and Development Leadership Team
	Establishing a solution focused culture.	Taking a solutions focus that supports our capacity to openly present problems and constructively develop solutions.	People and Development Leadership Team

OUR 2021-2022 PRIORITY INITIATIVES

Priority	Initiative	What does this look like if we are achieving it?	Resource Lead
A Sustainable Future	Work with partner Councils to work toward a carbon neutral operation with a focus on installation of solar panels batteries and efficient lighting wherever practical.	Reduced emissions, reduced running costs and observance of regional Climate Action plans.	Operations
	Make sustainability a consideration in all areas of operations.	Becoming an example to our community and telling our story of improved environmental sustainability.	All
	Build environmental literacy by providing community access to accurate information and inspiration by showcasing local and global environmental initiatives.	Inspire and inform local community and build awareness around local action.	Engagement and Operations
	Move fleet toward hybrid or electric technologies.	Reduced emissions, reduced running costs and observance of regional Climate Action plans.	Operations
	Promote relevant collection focused around environmental awareness initiatives and celebration of local flora/fauna.	Communities informed by science and reputable sources on matters of environment and sustainability.	Collections
	Integrate library services into broader emergency management plans.	Libraries are a community resource for access to information during extreme weather and emergency events. We will provide additional opening hours and access to power and internet where practical.	Operations and People and Development

The Green Wall





Goldfields
Library
Corporation

North Central Goldfields Regional Library Corporation
(trading as Goldfields Library Corporation)

Administration Hub:
251-259 Hargreaves Street
Bendigo, Victoria, 3550

PO Box 887, Bendigo, 3552

Phone (03) 5449 2700

www.ncgrl.vic.gov.au

Agreement For
North Central Goldfields Regional Library
Corporation

Trading as
Goldfields Library Corporation

2019-2023

Regional Library Agreement



This AGREEMENT is made on the.....

BETWEEN :

Greater Bendigo City Council, a Body Corporate established under an Order-in- Council made pursuant to the *Local Government Act 1989*, of Lyttleton Terrace, Bendigo:

Mount Alexander Shire Council, a Body Corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of 25 Lyttleton Street, Castlemaine:

Macedon Ranges Shire Council, a Body Corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of 129 Mollison Street, Kyneton:

Loddon Shire Council, a Body Corporate established under an Order-in-Council made pursuant to the *Local Government Act 1989*, of 41 High Street, Wedderburn.

RECITALS

- a. The Councils have entered into an agreement to operate a Regional Library, under section 196 of the *Local Government Act, 1989*, to service the area comprising their municipal districts.
- b. The Councils have agreed on the assets they will provide for the use of, or, transfer to the ownership of, the Regional Library.
- c. The Councils have agreed to contribute certain sums of money annually for the purposes of the Regional Library.
- d. This Agreement should be read in conjunction with the NCGRL's Service and Funding Agreement, 2019-2023.
- e. The- Revised Agreement dated 2014 is amended by this Agreement.

AGREEMENT

1. DEFINITIONS

In the interpretation of this Agreement, including the Recitals, except where the context otherwise requires -

- a. the following words shall have the following meaning -

"Act" means the *Local Government Act 1989*;

“Asset” means defined resources made available to the Corporation by member Councils to assist in the provision of library services and consisting of such items as real property, machinery, furniture, fittings and equipment.

"Board" means the governing body of the Regional Library established under clause 3.1;

"Chief Executive Officer" means the person appointed in accordance with the Act;

"Council" means a party to this Agreement;

"Local Law" means a Local Law made in accordance with Part 5 of the Act;

"Minister" means the Victorian Government Minister responsible for administering *Local Government Act 1989*;

"Regional Library" means the regional library corporation established under this Agreement;

- b. words denoting the singular shall include the plural and vice versa;
- c. words denoting any gender include all genders;
- d. headings are for convenience only and shall not affect the interpretation of this Agreement.

2. CREATION OF THE REGIONAL LIBRARY

The North Central Goldfields Regional Library Corporation (Trading as Goldfields Library Corporation) has been constituted as a regional library corporation for the purposes of section 196 of the Act to -

- a. provide, subject to any conditions attached to any State government library subsidies and grants to the Regional Library or the Councils, a regional library service for Councils' municipal districts as determined by the Board;
- b. make Local Laws relating to the Regional Library;
- c. perform any other functions which are conferred on the Regional Library under this Agreement or the Act, including defining overall policy objectives, developing strategic policy and approving a Library Plan and an Annual Operating Plan; and
- d. to do all things necessary or expedient in accordance with this Agreement and the Act for the carrying out of its functions.

3. MEMBERSHIP OF THE BOARD

- 3.1 The Board of the Regional Library shall consist of the following members –
- (a) One (1) Councillor appointed by each Council
 - (b) One (1) other person appointed by each Council
- 3.2 A Council may appoint a councillor, or other person to act as deputy in place of its appointed members.
- 3.3 A member and deputy shall hold office until the term of his/her appointment expires, until removed or the person resigns or ceases to be a councillor or member of council staff, whichever occurs first.
- 3.4 A Council may remove from office its appointed member or deputy.
- 3.5 A Council must fill a vacancy in its members as soon as possible and notify the Board in writing of the new member.
- 3.6 The office of a member automatically becomes vacant if he/she is absent for three consecutive meetings without the leave of the Board.

4. PROCEEDINGS OF THE BOARD

- 4.1 The Board shall hold an ordinary meeting at least once in every three months.
- 4.2 If a special meeting is called, it must be called by the Chief Executive Officer on the request of the Chairperson or three members of the Board.
- 4.3 The Board shall elect a member to be Chairperson and a member to be Deputy Chairperson of the Board and they shall hold office for twelve months, unless they go out of office earlier in accordance with Clause 3.3 of this Agreement.
- 4.4 a. The election for the Chairperson and Deputy Chairperson of the Board shall be held by the Board at its first meeting after the general election of councillors for a Council and will be for a period of one year.
- b. Where there is no general election of Council, the election for the Chairperson and Deputy Chairperson of the Board shall be held by the Board at its first meeting after the Statutory Meetings of the Councils each year and will be for a period of one year.

- 4.5 The Chairperson or, in the absence of the Chairperson, the Deputy Chairperson shall preside at a meeting of the Board.
- 4.6 In the absence of the Chairperson and Deputy Chairperson from a Board meeting, the remaining members of the Board may elect one of their number to preside at that meeting.
- 4.7 If a Member is unable to attend a Board meeting, he or she may delegate a proxy for that Member. The proxy is entitled to vote on behalf of that Member.
- 4.8 An item of business may not be transacted at a general meeting unless a quorum is present when the meeting proceeds to consider it.
- 4.9 Any five members of the Board constitute a quorum to allow the transaction of business at a meeting of the committee.
- 4.10 If a quorum is present at the beginning of a meeting it is taken to be present throughout the meeting unless the Chairperson of the meeting on their own motion or at the request of a Member, proxy who is present, declares otherwise.
- 4.11 If within thirty minutes after the time appointed for a general meeting a quorum is not present, the meeting:
- a. if convened by, or on requisition of, Members is dissolved; and
 - b. in any other case stands adjourned to the next meeting, or to such other day, time and place as the Chairperson appoints by notice to the Members and others entitled to notice of the meeting.
- 4.12 Notice of motion to recommend amendment of this Agreement and notice of motion for the adoption or amendment of Local Laws by the Board shall be given in writing to Councils at least one month before the meeting of the Board at which the motion is to be discussed.
- 4.13 Each Council agrees to indemnify the Regional Library in respect of any liability incurred as a consequence of the operation of section 76 of the Act in relation to each of its appointed members.

5. CHIEF EXECUTIVE OFFICER

- 5.1 The Board shall appoint a Chief Executive Officer of the Regional Library.
- 5.2 In addition to any responsibilities imposed on a Chief Executive Officer in the Act, the Chief Executive Officer shall be responsible to the Board for the finances and administration of the Regional Library including the implementation of the Library Plan, delivery of the service and administrative

support for the Board, employment and management of staff and any other duties specified by the Board subject to CEO delegation.

6. EQUITY AND OPERATING COSTS

- 6.1 The Chief Executive Officer shall maintain a register of the assets provided for the use of the Regional Library by Councils. This register must indicate which Council owns each asset.
- 6.2 The Chief Executive Officer shall maintain a register of assets owned by the Regional Library.
- 6.3 Respective Asset Registers must be updated by 1 March each year.
- 6.4 A Council must, unless otherwise agreed by Councils, give one clear financial year's notice in writing to the Chief Executive Officer of its intention to withdraw assets from the use of the Regional Library.
- 6.5 The Regional Library shall, unless otherwise agreed by Councils, be responsible for the maintenance, repair, replacement and operating costs of assets owned by the Regional Library.
- 6.6. Each Council shall, unless otherwise agreed by Councils, be responsible for the maintenance, repair, replacement and operating costs of assets owned by it but provided for the use of the Regional Library.
- 6.7 The Regional Library shall, unless otherwise agreed by Councils and subject to clauses 6.5 and 6.6, be responsible for its own operating costs.

7. STRATEGIC PLANNING

- 7.1 The Chief Executive Officer shall be responsible for preparing a Library Plan for approval by the Board within six months of each general election at member Councils in accordance with section 125 of the Local Government Act.
- 7.2 The Chief Executive Officer shall by 1 June each year prepare and provide each Council with a proposed Annual Operating Plan for the financial year commencing 1 July.
- 7.3 The Annual Operating Plan shall include a program for the delivery of services by the Regional Library which identifies the nature and extent of proposed services and an estimate of the costs of the provision of those services.
- 7.4 The Regional Library must adopt a Library Plan and an Annual Operating Plan by the date specified in the Act for the adoption of its annual Budget.

- 7.5 The Corporation must consider whether the Library Plan requires any adjustment at least once a year.

8. ANNUAL BUDGET

- 8.1 The Chief Executive officer shall by 1 June each year provide each Council with a copy of the Regional Library's proposed annual Budget prepared in accordance with section 127 of the Act.
- 8.2 The proposed annual Budget shall include -
- a. the amount of funds currently held by the Regional Library;
 - b. the amount of each Council's proposed financial contribution to the Regional Library for the financial year commencing 1 July;
 - c. the amount of funds to be received from any other source by the Regional Library in the financial year commencing 1 July;
 - d. standard statements and description of activities and initiatives to be funded in the budget;
 - e. a statement as to how activities and initiatives will contribute to the achievement of strategic objectives in the Library Plan; and
 - f. key strategic activities and performance targets and measures.

9. ANNUAL FINANCIAL CONTRIBUTIONS

- 9.1 The amount to be contributed to the Regional Library by each Council during each financial year shall be calculated taking into account the sum of -
- a. the amount specified in the Regional Library's adopted annual budget;
 - b. all State Government library subsidies and grants received by the Council for the library services; and
 - c. funds received by the Council from any other source for library services.
- 9.2 The Councils must agree on a funding formula for the purpose of making annual financial contributions to the Regional Library under clause 9.1.
- 9.3 Each Council's financial contribution to the Regional Library shall be paid in quarterly instalments on the first day in July, October, January and April of each year.
- 9.4 All instalments shall be paid in equal instalments.

- 9.5 All other Council contributions under clause 9.1 shall be paid within one month of receipt of a tax invoice from the Regional Library.
- 9.6 In addition to the contributions payable under this clause, a Council shall be responsible for the Regional Library's costs in providing any additional service or resources requested by the Council and such costs are to be paid within 30 days of the Council receiving an invoice from the Regional Library.
- 9.7 Interest shall be paid on any amount payable under clause 9 which is not received by the Chief Executive Officer within 14 days of the due date at the rate fixed by the Governor in Council for the purposes of section 172 of the Act and calculated monthly from the date the amount became due until the date it is received by the Chief Executive Officer.

10. ANNUAL REPORTING AND ACCOUNTS

- 10.1 The Chief Executive Officer shall, within three months of the end of the financial year, provide each Council with a copy of the Regional Library's Annual Report prepared in accordance with section 131 of the Act.
- 10.2 The books of accounts and all other financial records of the Regional Library shall be available for inspection at all reasonable times by any councillor, or person authorised by a Council, or, by any person authorised by the Secretary of the Department responsible for administering State Government library subsidies and grants from which the Regional Library or Councils receive funds.

11. ENTRY AND EXIT OF PARTIES

- 11.1 A Council which is not a party to this Agreement may, by supplementary agreement with the Councils, be admitted as a party to this Agreement and subject to the provisions of the supplementary agreement, shall have the same rights, duties and obligations of the Councils under this Agreement.
- 11.2 A Council may withdraw from this Agreement having given not less than one clear financial year's notice in writing to the Chief Executive Officer of its intention to do so.
- 11.3 A Council which has given notice under clause 11.2 must, unless otherwise agreed by the Councils, withdraw from this agreement on 30 June in any year.
- 11.4 A Council which withdraws from this Agreement shall be entitled to a portion of the net assets of the Regional Library as at the date of its withdrawal from the Agreement, less an amount which represents the full costs to the Regional Library of the withdrawal.
- 11.5 The portion of net assets to which a Council is entitled under clause 11.4 -

- a. shall be calculated according to the value of the assets as disclosed by the relevant audited financial statements;
 - b. shall be in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement;
 - c. may be taken in such combination of property and cash as agreed between the Council and the Board, and if it is agreed that a Council is entitled to library materials, the cost of removing them shall be paid for by the Council.
- 11.6 A Council which withdraws from this Agreement shall be liable for a portion of the liabilities, including contingent liabilities, of the Regional Library as at the date of its withdrawal from the Agreement.
- 11.7 The portion of the liabilities and contingent liabilities to which a Council is liable under clause 11.6 -
- a. shall be calculated according to the liabilities and contingent liabilities as disclosed by the relevant audited financial statements and reports, and any notes attached to them;
 - b. shall be in the same proportion as its financial contribution to the Regional Library bears to all the member Council's financial contributions to the Regional Library over the duration of this Agreement; and
 - c. in the event of the withdrawal resulting in staff redundancies the cost of such redundancies will be paid for by the withdrawing Council or Councils.

12. DISSOLUTION OF REGIONAL LIBRARY

- 12.1 Subject to section 197G of the Act, the Regional Library may be dissolved by agreement of at least three quarters of the parties to this Agreement including those admitted as a party by supplementary agreement.
- 12.2 If the Regional Library is dissolved under this clause -
- a. each Council shall be entitled to a portion of the Regional Library's assets in the same proportion as its financial contribution to the Regional Library bears to all the member Councils' financial contributions to the Regional Library over the duration of this Agreement; and
 - b. each Council shall be liable for a proportion of the liabilities and contingent liabilities of the Regional Library in the same proportion as

its financial contribution to the Regional Library bears to all member Councils' financial contributions to the Regional Library over the duration of this agreement.

13. DISPUTE RESOLUTION

13.1 If there is any dispute or difference between a Council and the Regional Library or between any of the Councils which arises out of this Agreement or concerns the Regional Library; the matter shall be determined as a dispute under the *Commercial Arbitration Act 1984* and the arbitrator's decision shall be final and binding on the parties to the dispute.

13.2 The parties to the arbitration shall -

- a. be responsible for their own arbitration costs; and
- b. unless otherwise determined by the arbitrator, share the arbitrator's costs equally.

14. AGREEMENT AMENDMENT

An amendment to this Agreement has no effect unless it is -

- a. in writing and signed by all parties to the Agreement; and
- b. approved by the Minister by notice published in the Government Gazette.

15. AGREEMENT REVIEW

The parties shall, together with the Board, review the operation of this Agreement at least once every four years.

16. CONDITIONS PRECEDENT

This Agreement has no effect as between the parties unless it is approved by the Minister in accordance with section 196(2) of the Act.

EXECUTED AS AN AGREEMENT

IN WITNESS WHEREOF

THE COMMON SEAL of the Greater Bendigo City Council

was hereunto affixed on this

.....day of in the presence of -

Councillor :

Councillor :

Chief Executive Officer:

Date:

In accordance with a resolution of the Council made on.....

THE COMMON SEAL of the Mount Alexander Shire Council

was hereunto affixed on this

.....day of in the presence of -

Councillor :

Councillor :

Chief Executive Officer:

Date:

In accordance with a resolution of the Council made on.....

THE COMMON SEAL of the Macedon Ranges Shire Council

was hereunto affixed on this

.....day of in the presence of -

Councillor :

Councillor :

Chief Executive Officer:

Date:

In accordance with a resolution of the Council made on.....

THE COMMON SEAL of the Loddon Shire Council

was hereunto affixed on this

.....day of in the presence of -

Councillor :

Councillor :

Chief Executive Officer:

Date:

In accordance with a resolution of the Council made on.....

Attachment 1: The current and proposed amendment to Local Law 13

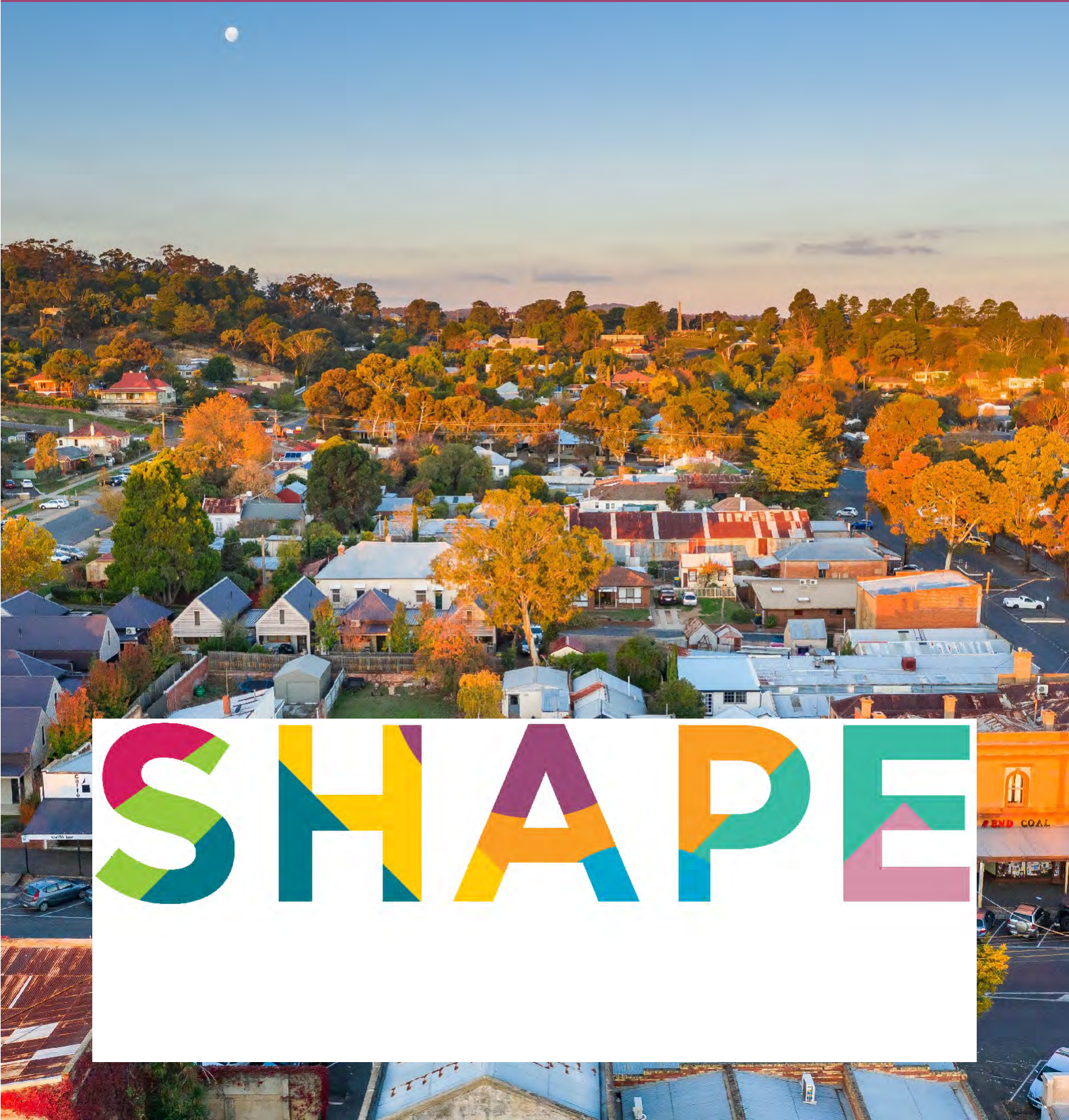
Current	Proposed amendment
Local Law 13. Camping on private property	Local Law 13. Camping on private property
<p>1. A person must not without a permit camp or occupy a caravan or tiny house on wheels on property where there is no dwelling.</p> <p>2. A person must not without a permit camp or occupy a caravan or tiny house on wheels on property on which there is a dwelling for any period exceeding 6 weeks in any 12 month period.</p>	<p>No change</p> <p>2. A person may without a permit camp or occupy one caravan or tiny house on wheels on property on which there is a dwelling.</p>
Max penalty: 10 Penalty Units	No change
<p>3. A permit issued under subclause (1) must comply with conditions of subclause (5) and must not exceed one application of:</p> <p>(a) a maximum of 6 consecutive months on the property; or</p> <p>(a) if there is a current valid building permit for a dwelling on the property;</p> <p>(i) 12 consecutive months on the property; or</p> <p>(ii) such longer time as approved by Council if Council is satisfied as to</p>	No change
the progress of the construction of the dwelling .	
<p>4. A permit issued under subclause (2) must comply with conditions of subclause (5) and must not exceed one application of:</p>	<p>4. person camping under subclause (2) must comply with conditions of subclause (5).</p>

<p>(c) a maximum of 6 consecutive months on the property; or</p> <p>(d) if special circumstances can be demonstrated a permit may be granted in 6 monthly increments up to a maximum of 24 consecutive months.</p>	<p>Remove</p> <p>Remove</p>
<p>5. When considering an application for a permit under subclause (1) or (2) Council must consider all of the following:</p> <p>(a) the provision of adequate sanitary facilities are provided for any occupant;</p> <p>(b) wastewater, sewage and domestic refuse is properly managed on the property;</p> <p>(c) occupation does not adversely affect or cause a nuisance to the occupants of other properties;</p> <p>(d) all weather access is provided to enable the removal of the caravan or tiny house on wheels;</p> <p>(e) the camping, caravan or tiny house on wheels is only for private use and not commercial purposes;</p> <p>(f) the Scheme.</p>	<p>5. When considering an application for a <i>permit</i> under subclause (1) Council must consider all of the following:</p> <p>No change</p> <p>No change</p> <p>No change</p> <p>No change</p> <p>No change</p> <p>No change</p>
<p>N/A</p>	<p>6. When a <i>person camps</i> under subclause (2) <i>Council</i> and the <i>person</i> must consider all of the following:</p> <p>(a) the provision of adequate sanitary facilities are provided for any occupant;</p>

	<p>(b) wastewater, sewage and domestic refuse is properly managed on the property;</p> <p>(c) occupation does not adversely affect or cause a nuisance to the occupants of other properties;</p> <p>(d) all weather access is provided to enable the removal of the caravan or tiny house on wheels;</p> <p>(e) the camping, caravan or tiny house on wheels is only for private use and not commercial purposes;</p> <p>(f) the Scheme.</p>
<p>6. Subclause (1) and (2) does not apply if the property is a licensed caravan park under the Residential Tenancies Act 1997.</p>	<p>7. No change</p>

Local Law 13:

The proposed amendment involving the removal of the requirement for a permit to camp or occupy a caravan or tiny house on wheels on property where there is a dwelling.



Local Law 13

The community was invited to provide feedback on a proposed amendment to Local law 13. Specifically the removal of the requirement for a permit to camp or occupy a caravan or tiny house on wheels on property where there is a dwelling. The high level of interest in this issue made this consultation the largest to date on our Shape platform. Support for the proposed amendment was clear.

4 200 page views
3 089 unique visitors
1 616 contributions



91%

Supported the proposed amendments to Local law 13
6% were opposed to the amendment;
3% were maybe/other responses.

92% of contributors were first time users of Shape.

What we heard

Environmental impact/sustainability



34%

547 Contributions

Housing affordability



23%

375 Contributions

Regulation concerns



20%

325 Contributions

Social Impact



13%

208 Contributions

Safety/health impact



13%

208 Contributions

The community's concern about local housing affordability and the housing crisis were the overwhelming themes driving the support for changes to Local Law 13. Particular concern was expressed for young people, the elderly, women, and victims of domestic violence.

The promotion of a more sustainable/small footprint lifestyle was also cited as a reason to support the change with the notion that it promotes sharing of resources, extended families staying together and enhanced social connections

However, 46% of contributors were concerned with how camping may be regulated and issues of safety and amenity addressed if they arose.

Responses on Shape and through community consultation both for and against the amendment varied in their levels of understanding of what changes to local law 13 could and may achieve. This was due to varying levels of understanding of definitions in the planning scheme such as “camping” and “tiny homes” and what constituted a “temporary” or “independent” dwelling.

There was also concerns about the potential use of camping or tiny homes to be used as Air B n B's with landlords charging high amounts. No financial exchange is allowed under the law.

There was a frustration with many contributors that the provision of services including sewerage and the management of waste water was out of scope with the changes suggested. As these rules are enforced by state law and cannot be contravened by the local law they were outside the scope of the consultation.

Access to safe and affordable housing was a key concern of the contributions with most applauding the council for acting in this space. Those who understood the limitations of local law 13 in solving the housing crisis and the complexity of the issue expressed their wish to see the council do more. The clear win is for those who wanted friends and family to be able to stay without triggering the need for a permit. Changes to local law 13 will allow young people to live at home for longer and cater to those families wishing to provide space for an older relative.

Climate Change Strategy

Working together for a healthy, connected shire



Acknowledgement of country

Mount Alexander Shire Council acknowledges that the traditional custodians of this land, the Dja Dja Wurrung and Taungurung peoples, proudly survive. We acknowledge their continued practise of custom and their close cultural, spiritual, physical, social, historical and economic relationship with the land and waters that make up their Country, which includes Mount Alexander Shire.

Council recognises the Victorian Government's Recognition and Settlement with both the Dja Dja Wurrung Clans Aboriginal Corporation and the Taungurung Land and Waters Council.



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Mayor's message



Councillor Rosie Annear
Mayor

Mount Alexander Shire Council

On behalf of Council, I'm pleased to present our Climate Change Strategy, which sets the direction for our climate action now and into the future.

Climate change affects all of us, and we can all contribute to the solutions.

In 2019, Mount Alexander Shire Council declared a climate emergency, recognising the need for urgent and ongoing action, and responding to community advocacy.

This strategy will guide the way we operate, communicate, and collaborate to achieve outcomes for and with our community and partners. The best outcomes will happen when we work with our community to build and support connections, resilience and action.

This strategy builds on our strengths and work to date. We are proud to have:

- developed the Mount Alexander Shire Council Roadmap to Carbon Neutrality, committing to becoming carbon neutral by 2025
- achieved 100% renewable electricity for Council operations and upgraded street lighting to low-energy LED across the shire
- commenced the transition to an electric fleet

- capped the local landfill and prepared to flare emissions
- participated in the Elevating Environmentally Sustainable Development Targets Planning Policy Amendment project
- advocated for an increase in energy efficiency standards for new homes through the National Construction Code
- responded to climate change in our Municipal Public Health and Wellbeing Plan, Mount Alexander Municipal Emergency Management Plan, and Municipal Heatwave Plan.

Ultimately, the most effective and cost-efficient way Council can act on climate change is to incorporate it into the way we work. Already, we have come a long way in embedding consideration of climate change across our operations and service delivery. This integration can be seen in our Municipal Public Health and Wellbeing Plan, how we are tackling waste and our approach to economic development.

To further strengthen our action, this strategy sets six long-term climate change response goals. These focus on integrating climate action, supporting just and equitable transitions, enhancing our natural environment, incorporating climate into our infrastructure planning and renewal, supporting community connections, and moving toward a circular economy. Council's role in fulfilling these goals is clarified through action areas.

People living and working in our shire have a proud history of creating amazing sustainability projects and responding to climate change. On behalf of Council, thank you for your contribution and for your input into this strategy.

We look forward to continuing to work in partnership with our community, organisations, and all levels of government to respond to climate change and achieve our community vision, together.



Our Climate Change Strategy

We are already feeling the impacts of climate change. Our land, our health and our economy are being severely harmed. Our very way of life is under threat. Hotter and more extreme weather, intense heat waves, bushfires, drought, storms and flooding are here to stay unless urgent action is taken.¹

This strategy describes how Council will:

- respond to climate change in our own operations
- partner with our community to respond to climate change
- advocate to support our response to climate change.

In Mount Alexander Shire, we are already taking action but there is more we can do. With this strategy, Council commits to using our legislated powers to take action on climate change. Together, we can continue to build our resilience. We can strengthen our connections and climate-readiness across the shire we all love.

Community vision



Climate action is essential to achieve our Community Vision 2021-2031

After extensive community engagement, the community of Mount Alexander Shire produced the following 10-year vision, which represents our aspirations for the next decade:

In 2031, our community is connected to each other, and comes together to build and celebrate an inclusive, creative shire. We are a healthy community that values the natural beauty of the Djaara Country we live on. We know that preserving our natural environment means living sustainably and caring for country. We are protecting our shire from the threat of climate change by working together at a local level.

We are a welcoming community where everybody has access to services and supports, and opportunities for housing, education, employment and creative and social pursuits. We're known as a vibrant place which draws upon its creative spirit and shared heritage. We're building a place where everyone can enjoy the beauty, history and friendliness of the shire.

Three core pillars of the Council Plan 2021-2025 will help achieve our Community Vision. Each pillar:

- is threatened by climate change
- presents opportunities for our whole community to respond to climate change.

Our vision: Working together for a healthy, connected shire

Our principles: How we will work

We are genuinely engaging with the community
 We are always improving
 We are delivering together



Our pillars: What we want to achieve



A healthy, connected and inclusive community



An environment for people and nature



A resilient and growing economy



A healthy, connected and inclusive community

Threats

Climate change affects our health and wellbeing through:

- increased intensity and frequency of extreme weather, including heatwaves, drought, floods and bushfires
- reduced air quality when bushfires are present
- changes in the spread of vector, water and food borne disease
- risks to food availability and reduced water quality
- changing rainfall patterns impacting the availability of fresh food
- social isolation
- poor mental health, like stress and anxiety, including ecological and climate anxiety
- an increase in family violence associated with extreme weather events
- disrupted social systems as competition for resources increases.

Climate change is also an equity issue. Some people in our community may be more affected than othersⁱⁱ, including:

- children, women, older people, people with disabilities and First Nations people
- those experiencing homelessness and people who rent their homes
- those who are experiencing cost of living pressures and cannot afford utility bills or sustainable technologies
- those who do not speak English or know how to navigate our social support systems.

Opportunities

Communities with strong social and physical connections are more resilient. When we know each other, we can work together and look after each other.

Continuing to build and connect our community will help keep us all safe and well in a changing climate.

We can also build climate-resilient physical infrastructure to help us stay connected. For example, footpaths that are walkable and usable by all can be designed to withstand floods and extreme heat.

We can involve climate-sensitive community groups to a greater degree in the planning and implementing of our responses.

We can seek opportunities to ensure those most vulnerable to climate change impacts have the support they need.

By supporting our local farmers and food systems, we can increase food security.

Our vibrant creative community can help illustrate and unite us behind our vision for the future.



An environment for people and nature

Threats

Climate change is affecting the natural environment that we love through:

- tree dieback
- changes to water flows
- reduced water quality
- loss of fire-sensitive vegetation
- loss of drought-sensitive vegetation
- less successful breeding in native species
- loss of vulnerable aquatic species
- increased spread of plant diseases
- changes to the timing of life-cycle events
- changes to species distribution and numbers
- increased spread of invasive species
- loss of culturally significant places.

Opportunities

We can use nature-based solutions to tackle climate change problems.

Nature-based solutions harness the power and resilience of nature to solve challenges. Examples include:

- planting indigenous and climate adapted trees to help cool our homes and townships
- DJAARA's cultural burning practices that heal Country and balance fire in our landscapes
- planting fire retardant trees to help protect our places from bushfires
- restoring waterways, expanding green surfaces and delivering water sensitive urban design to reduce flood risk
- protecting and restoring trees and habitat in a way that helps keep our waterways healthy
- using compost made from our food scraps and garden clippings to regenerate soils.

We can buy less, reuse, recycle and repurpose materials rather than using virgin materials.



A resilient and growing local economy

Threats

Climate change affects our economy through:

- changing weather patterns impacting farm productivity
- extreme weather damaging property and infrastructure
- increasing insurance costs
- disruption to our tourism and creative industries
- interrupted supply chains leading to a shortage of goods.

Opportunities

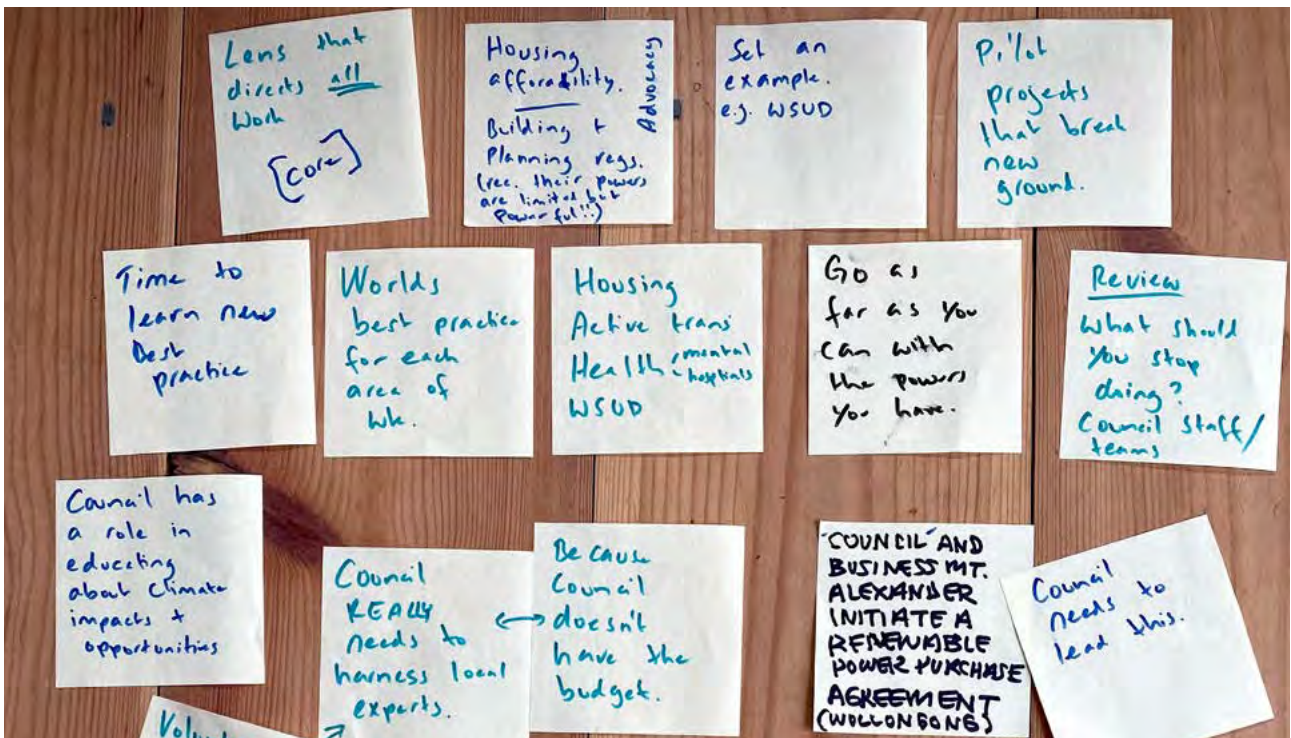
We can use local solutions to tackle climate change problems. Examples include:

- growing our local businesses and industries to help protect us from supply chain interruptions
- ensuring local businesses and community organisations adapt to climate change
- supporting local farmers, food businesses and urban agriculture.

We can increase our popularity as a tourism destination by:

- enhancing our natural environment
- creating cooler, greener townships
- protecting our agricultural land
- promoting renewable energy and other zero-net carbon initiatives in the shire.

Every action we take to tackle climate change brings us a step closer to reaching our Community Vision.



Council's role in climate action

Mount Alexander Shire Council has been taking action long before we were legally required. We take action because it is critical for the health of our community, our land and our economy now and into the future.

There are many reasons why climate change is a critical factor for Council to consider. These include:

- prioritising best outcomes for our community, including future generations
- supporting economic, social and environmental sustainability across our shire
- Council's financial sustainability; small investments today will avoid larger costs in the future
- the planning for and mitigation of climate change risks
- strong community expectation that local governments are preparing for climate change
- the co-benefits of adaptation responses. These include improved health and wellbeing, lower energy bills, and lower maintenance costs
- rising insurance premiums and liability issues.

Through this strategy, Council is looking to maximise our impact for the benefit of our community. To do this, we must recognise:

- where we have the powers, connections and resources to deliver strong, meaningful outcomes
- where other levels of government or organisations are better placed to effect real change
- where we can best partner with our community and other organisations to deliver impact.

We also recognise responding to climate change is an ongoing process, not a set of one-off actions or projects. Every day our organisation makes decisions that have consequences for the short and the long term. Today's climate impacts are already more frequent and intense than in previous decades. Every decision or project must seek to increase our well-being today and in the future.

The goals and action areas outlined in this strategy describe Council's role in responding to climate change. While Council cannot do it all, we commit to using our connections and resources to their full effect.

To maximise our impact Council will



Inwards

Look inwards to ensure that over time, all our own operations and decisions drive an effective climate response.



Outwards

Work in partnership with, and draw on, the expertise of our community.

We will collaborate with Traditional Custodians.



Sideways

Collaborate with, and learn from, other Councils (e.g. via Central Victorian Greenhouse Alliance).



Upwards

Advocate to state and federal governments where we don't have the legislated powers to effect change.

Adapted from <https://www.caceonline.org/>

Governments must work together to deliver an effective response to climate change

Each level of government has a different role to play.



Australian Government

The Federal Government has the strongest powers and largest resources to tackle climate change and ensure Australia achieves zero-net emissions.

In mid-2022 the Australian Government introduced a new emissions reduction target. Australia is now committed to reducing emissions by 43 per cent by 2030 and zero-net emissions by 2050. They have also developed a National Climate Resilience and Adaptation Strategy 2021-2025.



The Victorian Government has significant powers and resources to respond to climate change.

Recognising the importance of climate action, the Victorian Government legislated action through the Victorian Climate Change Act. Since then, the State Government has:

- developed the Building Victoria's Climate Resilience Plan, and seven supporting action plans
- legislated a target of zero-net emissions by 2050. In late 2022, they committed to bring this target forward to achieve zero-net emissions by 2045
- legislated a target of 50 per cent of Victoria's electricity coming from renewable sources by 2030. In late 2022, they committed to increasing these targets to 65 per cent by 2030, and 95 per cent by 2035
- achieved their goal of 25 per cent renewable energy generation by 2020. In 2020, Victoria generated more than 26 per cent of its energy from renewable sources
- developed a Gas Substitution Roadmap to pave the way for zero-net emissions
- mandated that all Victorian councils consider climate change in Municipal Health and Wellbeing Plans
- led the development of the regional ADAPT Loddon Mallee plan.



For many decades councils have been leading the way on climate action, helping their communities reduce emissions and adapt. As the level of government closest to community, Councils can leverage their networks and ground knowledge to drive and facilitate the local climate response.

Under the Victorian Local Government Act 2020, all Victorian Councils have a legislated responsibility to address climate change risks.

This includes:

- promoting climate change mitigation and planning for climate change risks
- giving priority to achieving the best outcomes for the municipal community, including future generations.

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All levels of government will need to work together to:

- achieve zero-net emissions sooner
- invest heavily in climate change adaptation
- drive a cultural change to make sure climate change is a priority for all elements of government business, including legislation, regulation, budgets, programs and services.

Goals



The strategy is guided by six overarching goals that will help achieve the Community Vision and respond to climate change. Action areas have been created to identify Council's role in achieving each goal.

Responding to the enormous challenge of climate change requires long term operational and societal change within the shire, Victoria, Australia and beyond. As such, these long term goals do not have set timeframes. Instead, they direct the timebound initiatives outlined in the annual Climate Change Action Plans.

Goal 1: Climate action is in everything we do	
<p>Key progress to date:</p> <ol style="list-style-type: none"> 1. Climate change included in all Councillor briefings 2. Whole of organisation climate risk assessment undertaken 3. Established the Climate Change Leadership group, comprising managers and coordinators from across Council 	<p>Action area 1: Right across Council, our initiatives, projects, policies and services contribute to our climate response</p> <p>The most effective and cost-efficient way Council can act on climate change is to embed it into the way we work. All Council departments have a role in to play. Council has come a long way in embedding consideration of climate change across its operations and service delivery. We commit to continually improving how we consider, integrate and act on climate change across every aspect of our strategic and operational work.</p>
	<p>Action area 2: We consistently integrate climate messages into communications arising from all departments</p> <p>Council can play an important role in normalising climate change action. We will do this by:</p> <ul style="list-style-type: none"> • communicating how we are taking climate action in our own operations • integrating climate messages into communications on other topics • listening to the needs of our community to help shape how we communicate • keeping our community informed about how they can take action. <p>We commit to regular communication on climate change to inspire others, share success and make it easier to work together.</p>
	<p>Action area 3: We seek innovative ways to increase resourcing for climate action</p> <p>While some climate actions lead to financial savings (e.g. installing solar on Council buildings), many climate actions require resourcing. Funding the necessary scale of climate action requires innovative thinking, a long-term view, and making hard decisions.</p> <p>Council will investigate creative ways to resource climate action across the organisation every year. By embedding climate action into the way we work, we will also ensure existing budgets make a positive contribution.</p>

Goal 2: We transition in a just and equitable way to a zero emissions shire	
<p>Key progress to date:</p> <ol style="list-style-type: none"> 1. Council’s Roadmap to Carbon Neutrality sets out how Council will achieve its target of zero-net emissions by 2025 2. Council uses 100% renewable electricity for its own operations through the VECO project 3. Council is working in partnership to support the community’s target of zero-net emissions by 2030 	<p>Action area 1: Council operations are efficient and powered by renewable energy</p> <p>The way we use and generate energy at Council demonstrates best practice. Council’s electricity is already 100% renewable thanks to the cross-council Victorian Energy Collaboration project.</p> <p>We commit to achieving zero-net operational emissions by 2025 by delivering the actions in our Roadmap to Carbon Neutrality. We will continue to electrify facilities (replacing gas) and improve energy efficiency. We will power our fleet with renewable energy (e.g. electric or alternative fuel sources such as hydrogen).</p> <p>We also commit to understanding and where possible reducing emissions that are a consequence of our activities but not directly generated by us. For example, emissions that come from products or services we buy, use and dispose of.</p>
<p>Council’s Active Transport programs complement Action Area 3 of this goal.</p>	<p>Action area 2: Council partners on and supports programs to achieve a just transition to zero-net emissions for its residents and businesses</p> <p>Over the next decade Victoria will undergo a rapid transition to zero-net emissions. This transition is inevitable and will happen across all sectors. Council’s role is best focused on working in partnership with other organisations and our community to support a transition that is fair and accessible for all. We will also prioritise emissions reductions actions that have broader community benefits and drive energy security.</p> <p>Our community has a long history of climate action and there are many community initiatives underway to support emissions reductions. Council will partner on community emissions projects and programs in an equitable way.</p>
	<p>Action area 3: Council delivers infrastructure and advocacy that supports a well-connected low carbon transport system</p> <p>The Victorian Government manages the broader road and public transport networks. Council maintains local roads and supports community transport initiatives. Council will focus its resources to:</p> <ul style="list-style-type: none"> • deliver local transport infrastructure that encourages healthy activity like walking and cycling • advocate to the State Government for low-carbon, accessible and affordable transport infrastructure • investigate partnerships with businesses and organisations who support low-carbon transport. For example, electric vehicle charging providers, electric vehicle community bulk-buy initiatives and community transport providers.

Carbon neutral vs zero-net emissions vs zero emissions

Carbon neutral means that the net greenhouse gas emissions associated with Council's activities are equal to zero. It is achieved through a combination of measuring and reducing greenhouse gas emissions and purchasing of carbon offsets. The terms zero-net emissions and carbon neutral can be used interchangeably.

Zero emissions means an organisation doesn't generate any carbon emissions at all. No carbon offsets are needed.

Goal 3: Our natural environment and green spaces are healthy, resilient and increasing	
Key progress to date:	Action area 1: Council delivers Water Sensitive Urban Design and partnerships for a water sensitive shire
1. Council is addressing drought through exploring alternative water supplies for our recreation reserves and the Castlemaine Botanical Gardens	<p>Council has a key role in protecting and managing our precious water resources. Our shire faces both flood and drought risks. Water Sensitive Urban Design reduces stormwater runoff, and increases efficient water use. Examples include using rainwater, treated wastewater and stormwater to improve urban environments.</p> <p>Council will improve Water Sensitive Urban Design outcomes on its own land and partner with neighbouring Councils, other levels of government, other agencies and our community to deliver a more water sensitive shire.</p>
2. Council delivers an Annual Street Tree Planting Program	Action area 2: Council delivers and partners to increase canopy cover, ecosystem resilience and landscape connectivity
3. Council is implementing the Castlemaine Botanical Gardens Climate Change Study and Tree Succession Plan	<p>Council manages a range of valued public natural assets. These include urban street trees, roadside vegetation, creeks, playgrounds, small reserves and botanical gardens. These assets support a healthy ecosystem, reduce urban heat and cool our towns, making our shire more liveable. Council will work to improve the resilience and extent of its own natural assets.</p> <p>Mount Alexander Shire is home to a strong, knowledgeable network of community groups and organisations that care for Country. Council will partner to improve the natural environment across all land tenures. We will promote opportunities for everyone in the shire to help green our landscape, improve soil health and support our precious ecosystems.</p>
Our Municipal Public Health and Wellbeing Plan and Environment Strategy complement this goal.	Action area 3: Council seeks opportunities for positive ecological outcomes on private land
	<p>Private land can contribute to a healthy environment through improved soil health, better water systems, and growing the right trees and plants. A balance between new developments to house our growing population and space for nature must be found.</p> <p>Much of the environmental assets on private land are regulated by state and federal legislation. However, Council can still play an important role through advocacy, incentives and planning controls. Working in partnership, Council will seek to drive an increase in the healthy natural environment on private land across the shire.</p>

Goal 4: Our infrastructure is robust in the face of current and future climate change impacts

<p>Key progress to date:</p>	<p>Action area 1: Council-owned buildings, assets and infrastructure are resilient and built for future climate</p>
<p>1. Council participated in stage one of the Elevating Environmentally Sustainable Development Targets Planning Policy Amendment Project</p>	<p>Climate change impacts pose risks to Council facilities, assets and infrastructure, including buildings, roads, street furniture, and footpaths. If realised, these risks increase maintenance costs, reduce asset lifespans and threaten community safety. Failing infrastructure can reduce Council’s ability to deliver services.</p> <p>Building and retrofitting climate-resilient assets can cost more upfront. But over their lifetime they can deliver savings through lower maintenance and longer lifespans. Council will seek to balance these costs. Over time we will strengthen our assets’ ability to withstand climate change impacts.</p>
<p>2. The Mount Alexander Planning Scheme includes policy to support environmentally sustainable development</p>	<p>Action area 2: Council uses planning controls and urban design to reduce exposure to climate risks</p> <p>The strongest planning outcomes are set by the Victorian Planning System. These are managed by the State and Federal governments. Council has limited planning powers to guide climate outcomes on private land, and building outcomes are often driven by the Australian Building Code.</p> <p>However, Council is committed to using planning controls to reduce exposure to the climate risks our shire faces in the community, private buildings and open spaces.</p>
<p>3. Council advocated for an increase in energy efficiency standards for new homes through the National Construction Code</p>	<p>Action area 3: Council educates and advocates for climate-resilient buildings and development</p> <p>All levels of government play a role in driving the transition to climate-resilient buildings. Council will continue to advocate to other levels of government to achieve the climate change planning outcomes needed locally. To increase our impact, we will strengthen advocacy partnerships with local organisations and other councils. We will also promote opportunities to improve climate resilience in existing and new buildings and infrastructure.</p>

Goal 5: Our community is connected and has the capacity to adapt to climate change

Key progress to date:	<p>Action area 1: Council works with our community to strengthen social cohesion and connection</p>
1. Developed a local vulnerable persons register and emergency management processes to support residents experiencing vulnerability	<p>Social cohesion plays a key role in resilience to climate change impacts. In a connected community with a strong sense of belonging people are better able to care for each other. Together we can prepare for and recover from shocks and stressors. Strengthening social cohesion also helps reduce inequity and inequality.</p> <p>In our shire, we have strong community foundations and a culture of caring. We have local groups and organisations who build and nurture social networks. Council will continue to:</p> <ul style="list-style-type: none"> • offer services and partner to support and build social cohesion and connection • tap into local knowledge to inform our climate action • communicate with and engage our community in how we approach emergency management.
2. Continue to facilitate the Mount Alexander Connectors Network	
3. Developed the Mount Alexander Municipal Emergency Management Plan and Municipal Heatwave Plan	<p>Action area 2: Within our programs and services Council prioritises support to members of our community most at risk of experiencing vulnerability to climate change impacts</p> <p>Climate change impacts our community in different ways. Some members of our community will be more prone to vulnerability than others. This may be through exposure to climate hazards (like heatwaves) or in the ability to adapt and respond (e.g. install solar and turn on the air conditioner).</p> <p>Council will work with the community to understand who is at risk of experiencing vulnerability to climate change, and through our programs and services prioritise supporting those who need it most.</p>
4. Continue to explore climate change action and solutions with young people via Council's Youth Advisory Group	<p>Action area 3: Council partners to reduce climate risks, and prepare for and respond to extreme weather events</p> <p>Council plays a partnering, and at times a leading role in emergency management. Our region will face more intense, complex emergency events due to climate change. Many of these events will overlap, reducing recovery time.</p>
The Mount Alexander Municipal Public Health and Wellbeing Plan complements this goal.	<p>In times of crisis, our community comes together. Individuals, community organisations and governments collaborate to deliver services to those in need. Council will continue to improve how it collaborates to reduce climate risks and respond to emergencies. We will continue to work with community members experiencing disadvantage or disability to ensure they are prepared for emergencies.</p>
	<p>Climate change threatens food security in our shire. Extreme weather events and prolonged droughts can reduce food availability and disrupt food supply chains. Council will explore opportunities to support local food economies and increase food security.</p>

Goal 6: Our shire is zero waste and has a resilient, circular economy

Key progress to date:

1. Provision of worm farms to local schools
2. Discounted compost bin program for residents
3. Provision of specialised recycling services for items such as florescent tubes, motor oil and e-waste

Action area 1: Council operations are transitioning to zero waste

Council has committed to achieving zero-net emissions for waste in its own operations by 2025. Council will lead by example in its own operations. We will seek to integrate circular economy principles into the way we work.

Action area 2: Council services and infrastructure support our community to transition to zero waste

We all generate waste so getting to zero waste is a shared responsibility and challenge. Our community has already, and will continue to lead the way on waste reduction initiatives.

Federal and state governments contribute through legislation, programs and waste system coordination. Council contributes through local waste and recycling infrastructure and services. Council will partner and advocate so that our waste services help us all move towards zero waste.

These goals are noted for incorporation into Council waste and economic development programs.

Action area 3: Council economic development services support the transition to a circular economy

All levels of government have a role to play in the shift towards a circular economy. In a circular economy, waste is designed out and products and materials stay in use for as long as possible.

In our shire, we will not only aim for a circular economy but also a more localised economy. The shire already has inspirational businesses that take part in the circular economy and allow us to shop locally. Council will continue partnerships and initiatives to speed the transition.



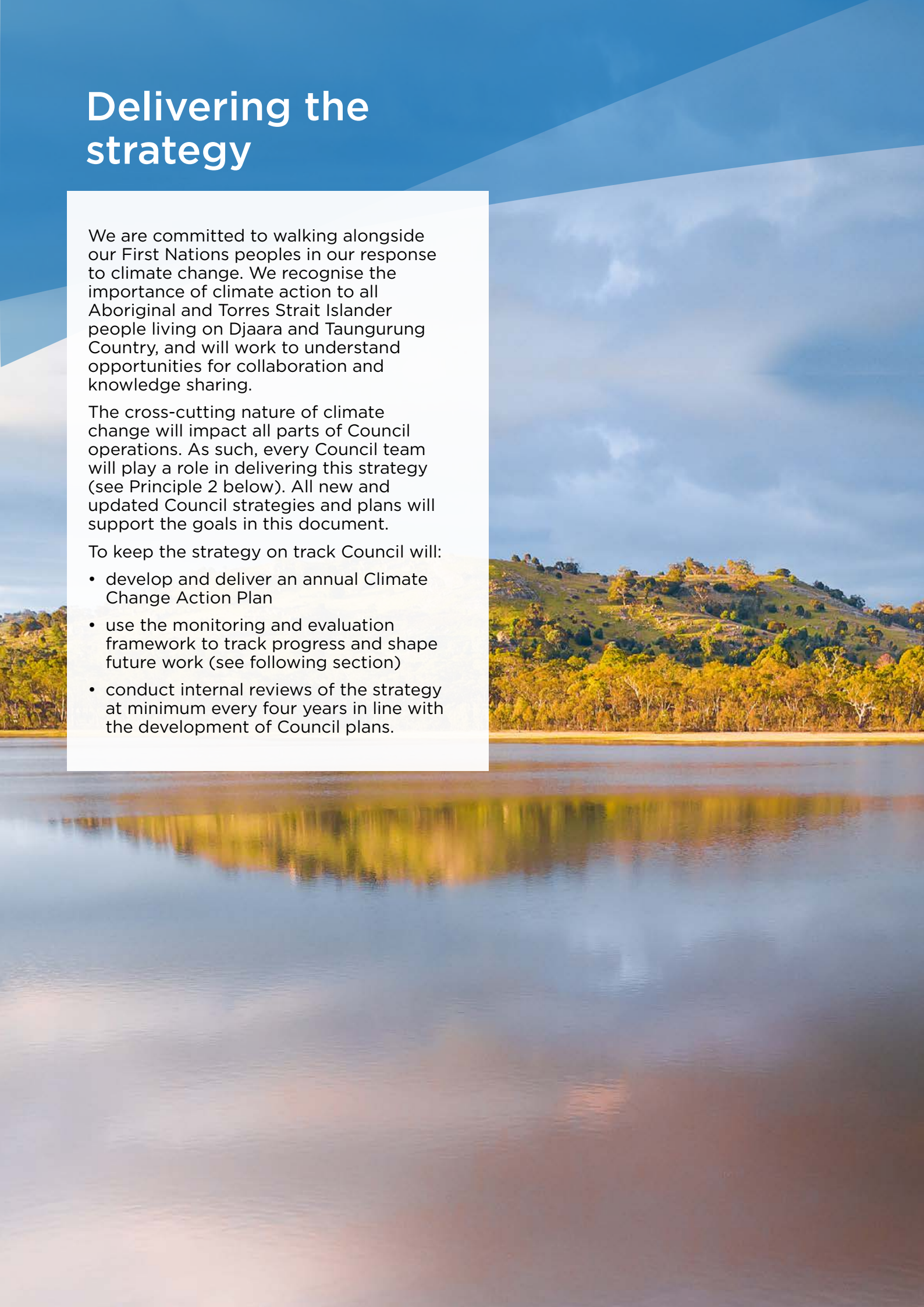
Delivering the strategy

We are committed to walking alongside our First Nations peoples in our response to climate change. We recognise the importance of climate action to all Aboriginal and Torres Strait Islander people living on Djaara and Taungurung Country, and will work to understand opportunities for collaboration and knowledge sharing.

The cross-cutting nature of climate change will impact all parts of Council operations. As such, every Council team will play a role in delivering this strategy (see Principle 2 below). All new and updated Council strategies and plans will support the goals in this document.

To keep the strategy on track Council will:

- develop and deliver an annual Climate Change Action Plan
- use the monitoring and evaluation framework to track progress and shape future work (see following section)
- conduct internal reviews of the strategy at minimum every four years in line with the development of Council plans.



Principles for delivery

The Council Plan 2021-2025 sets three Principles for service delivery. These principles guided the development of this Strategy. They will also guide the implementation of this Strategy and associated Action Plans.

Principle 1 - We are engaging genuinely with the community

Council will:

- share achievements and challenges related to this strategy
- use all Council's communications channels to keep our community informed
- consult with our community for the Strategy mid-term review
- consult with local stakeholders to develop annual Climate Change Action Plans.

Principle 2 - We are always improving

In the context of climate change, improving means embedding climate action into the way Council works. Climate change is already, or soon will be, affecting all areas of Council's operations and services. Thus all areas must be part of the solution.

We will strengthen our work to embed climate action into Council culture and systems. Ultimately, our aim is for every decision, initiative, project and service to contribute to our climate response. This is the most cost-effective, high-impact way for Council to address climate change. It is also an approach supported by our community.

Principle 3 - We are delivering together

Our community has a long history of delivering innovative climate change projects. Council would like to acknowledge the important work of the many local groups and organisations that are:

- building our community resilience, connection and care
- responding to climate change
- caring for country and culture.

We know our community is knowledgeable and capable. We know it is essential for all local resources to be used for maximum effect. As such, we must all play our role.

To respond to climate change and fulfil our Community Vision, Council will work with our community and organisations, here and across the region. We will:

- lead when it is appropriate
- partner to maximise impact
- provide support to help others do their best work
- avoid duplication by encouraging others to lead where they are best placed
- listen to, support and work with Traditional Custodians
- draw on local expertise and experience
- seek input from those who will be impacted most by climate change, including our young people
- openly share information to help us all work better together.

Measuring and sharing progress

Council is committed to monitoring and evaluating the progress of this strategy by measuring our efforts against the outcomes we want to see. This monitoring and evaluation approach also aims to:

- keep our community informed
- balance resources deployed on reporting with the resources deployed to undertake action.

Council will report on the progress of this strategy each year through a report to Council and via the Council website.

Goals	Monitoring and evaluation questions	How we will answer the monitoring and evaluation questions
1. Climate action is in everything we do	What action has been undertaken to embed climate change action across Council operations?	Annual review workshop with Climate Leadership Group to document progress on actions. For the internal review of the strategy, conduct an audit of Council documents and decisions to understand how climate change considerations are being integrated (e.g. Council reports; new strategies, action plans and policies; major projects documentation; media releases, human resource documentation).
	Are staff embedding climate change action in their work?	Data provided via Council's Quarterly Reporting Framework.

Goals	Monitoring and evaluation questions	How we will answer the monitoring and evaluation questions
2. We transition in a just and equitable way to a zero emissions shire	What has Council achieved in terms of reducing its own carbon emissions?	Data extracted from Roadmap to Carbon Neutrality Updates. Monitor financial reporting for investment in fossil fuel divested funds included in Council's quarterly financial reporting.
	How has Council supported our community to transition to zero-net emissions?	Document and reflect on progress, including key programs, resources deployed and outcomes delivered. Seek feedback from key community project delivery partners. Where relevant, include the number of participants for programs and initiatives. Record any resources Council provides local groups and organisations for zero emissions initiatives. Data from evaluation reports of relevant externally/grant-funded programs.

Goals	Monitoring and evaluation questions	How we will answer the monitoring and evaluation questions
<p>3. Our natural environment and green spaces are healthy, resilient and increasing</p>	<p>What action has been undertaken to enhance the natural environment on Council owned land?</p>	<p>List key programs and advocacy, and outcomes delivered.</p>
	<p>Has the canopy cover on Council owned land increased?</p>	<p>Data from Council's tree planting, removal and maintenance programs.</p>
	<p>How has Council supported or encouraged private land owners to enhance the natural environment?</p>	<p>Document and reflect on progress, including key programs, resources deployed and outcomes delivered.</p> <p>Record any education resources provided to residents and local groups.</p> <p>Where relevant, include the number of participants for programs and initiatives.</p> <p>Record any resources Council provides local groups and organisations for revegetation and greening initiatives.</p> <p>Data from evaluation reports of relevant externally/grant-funded programs.</p>
<p>4. Our infrastructure is robust in the face of current and future climate change impacts</p>	<p>What action has been undertaken to ensure Council's buildings and infrastructure are robust in the face of climate change impacts?</p>	<p>List relevant upgrades delivered, and link to climate impacts.</p>
	<p>How has Council supported or encouraged our community to protect their homes and businesses from climate change impacts?</p>	<p>Document and reflect on progress, including key programs, resources deployed and outcomes delivered.</p> <p>Where relevant, include the number of participants for programs and initiatives.</p>
	<p>How has Council advocated for change?</p>	<p>Details of advocacy submissions, partnerships and meetings.</p>

Goals	Monitoring and evaluation questions	How we will answer the monitoring and evaluation questions
5. Our community is connected and has the capacity to adapt to climate change	How has Council supported our community to ensure they are protected from the worst impacts of climate change?	<p>Document and reflect on progress, including key programs, resources deployed and outcomes delivered.</p> <p>Where relevant, include the number of participants for programs and initiatives.</p> <p>Record any resources Council provides local groups and organisations for climate change resilience and adaptation initiatives.</p> <p>Report on outcomes of partnerships with organisations and community groups providing community connection and increasing capacity to adapt.</p> <p>Where available, source data on social cohesion and the ability of our community to adapt to climate change.</p>
6. Our shire is zero waste and has a resilient, circular economy	Monitoring and reporting under this goal will be captured through Council's waste, recycling, circular economy, and economic development programs and plans.	

References

Our community generously shared ideas and local priorities for this strategy through:

- Surveys
- Workshops
- Interviews
- Pop-up stalls
- Emails
- A community reference group

Previous engagement data and community documents were also reviewed:

- 2019 Climate Emergency Declaration First Nations Youth Leadership Program
- Dkelkunya Dja - Dja Dja Wurrung Country Plan 2014-34
- Nalderun website
- 2019 Climate Emergency Declaration Forum

- Thematic analysis of climate ready conversations
- Submissions to the development of the Wararack Initiatives
- Community Vision engagement data and report
- Early Years Plan community engagement data
- Middle Years Plan community survey data

This approach allowed a broad spectrum of views to feed into the strategy.

ⁱ. CSIRO 2019: Climate Futures tool <https://www.climatechangeinaustralia.gov.au/en/projections-tools/climate-futures-tool/projections>

ⁱⁱ. World Health Organisation 2021: Climate change and health <https://www.who.int/news-room/fact-sheets/detail/climate-change-and-health>

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Action plan 23/24

Climate Change Strategy

Working together for a healthy, connected shire



Goal 1

Goal 1: Climate action is in everything we do		
Action area 1: Right across Council, our initiatives, projects, policies and services contribute to our climate response		
1.1.1	Continue convening the internal Climate Change Leadership Group.	Ongoing
1.1.2	Review options to extend Council's commitment to divesting in fossil fuel investments within the Cash Management Policy.	Jun 2024
1.1.3	As all policies, strategies and plans come up for review, update each document to address climate changes impacts and responses as relevant to the subject matter.	Ongoing
1.1.4	Continue to review and update the Strategic Risk Report to ensure climate change risks are appropriately assessed and managed.	Ongoing
1.1.5	Integrate climate change risk into new project and program plans/risk assessments.	Jun 2024
1.1.6	As part of the annual planning process, ensure each team explores how climate change impacts their work area and how they can contribute to the climate response.	Jun 2024
1.1.7	Publish a snapshot of Council's climate risk assessment to keep our community informed.	Dec 2023
Action area 2: We consistently integrate climate messages into communications arising from all departments		
1.2.1	Deliver a one month pilot focused on integrating climate messages across Council communication platforms.	Dec 2023
1.2.2	Hold bi-annual internal meetings to review and reflect on how climate change messages are being integrated into broader Council communications.	Jun 2024
1.2.3	Actively promote sustainable programs and rebates available through other organisations or levels of government or for households, organisations and businesses.	Ongoing
Action area 3: We seek innovative ways to increase resourcing for climate action		
1.3.1	Investigate the establishment of an internal carbon budget.	Dec 2023

Goal 2

Goal 2: We transition in a just and equitable way to a zero emissions shire

Action area 1: Council operations are efficient, and powered by renewable energy

This Action Area will be addressed via delivery of the 23/24 financial year actions in the Roadmap to Carbon Neutrality 2020-2025.

Jun 2024

Action area 2: Council partners on and supports programs to achieve a just transition to zero-net emissions for its residents and businesses

2.2.1 (5.1)	Host an annual climate response planning meeting with local community groups to: - facilitate community feedback and input into Council's annual climate action plan - support information sharing between groups. (Note: this action is also relevant to goal 5.1)	Apr 2024
2.2.2	Continue involvement in the Central Victorian Greenhouse Alliance to develop regional projects, advocate and share knowledge.	Ongoing
2.2.3	Establish MoUs and agreements with community groups where there is alignment with Council's climate change goals.	Dec 2023
2.2.4	When possible support the preparation of grant applications by community groups where they align strongly with Council's climate change goals and the targeted funder's goals/criteria.	Ongoing
2.2.5	Actively promote for all tenants of Council facilities to source 100% renewable energy. Support the transition by offering tenants to join VECO or local renewable energy generators.	Jun 2024

Action area 3: Council delivers infrastructure and advocacy that supports a well-connected low carbon transport system

2.3.1	Continue to monitor usage and cost/benefit of existing Council owned EV chargers.	Ongoing
2.3.2	Consider outcomes of the CVGA project investigating policies for privately owned EV chargers on Council land.	Jun 2024
2.3.3	Promote local electric vehicle community bulk buy opportunities.	Jun 2024

Goal 3

Goal 3: Our natural environment and green spaces are healthy, resilient and increasing

Action area 1: Council delivers Water Sensitive Urban Design and partnerships for a water sensitive shire

3.1.1	Undertake next steps (if feasible) following feasibility study into Castlemaine Botanical Gardens alternative water source opportunities.	Jun 2024
3.1.2	Review Castlemaine Integrated Water Management Plan (Water for now and into the future) and how it can be used to support a water sensitive shire.	Jun 2024
3.1.3	When planning streetscape programs, seek to maximise opportunities for increased permeability and vegetation cover.	Ongoing

Action area 2: Council delivers and partners to increase canopy cover, ecosystem resilience and landscape connectivity

3.2.1	In collaboration with other councils, support the North Central Catchment Management Authority to deliver a pilot project to test the feasibility of a larger local offsetting project.	Jun 2024
3.2.2	Continue to work with First Nations, landcare and other groups such as Connecting Country to support regeneration on public and private land.	Ongoing
3.2.3	Continue to work with other agencies like Parks Victoria, Coliban Water, Catchment Management Authorities etc. to identify funding opportunities and partnerships.	Ongoing
3.2.4	Seek external funding opportunities to support maintenance and safety management of increased canopy cover.	Ongoing

Action area 3: Council seeks opportunities for positive ecological outcomes on private land

3.3.1	If funding is successful, partner to deliver the Creating Healthy and Drought Resilient Landscapes and Communities in Central Victoria project.	Jun 2024
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Goal 4

Goal 4: Our infrastructure is robust in the face of current and future climate change impacts

Action area 1: Council-owned buildings, assets and infrastructure are resilient and built for future climate

4.1.1	Review how climate change is considered in asset renewal, maintenance and retrofit cycles.	Ongoing
4.1.2	Explore potential for landscaping and footpath materials that are cooler and more permeable than traditional hard surfaces such as concrete, while still meeting the diverse mobility needs of our community.	Ongoing

Action area 2: Council uses planning controls and urban design to reduce exposure to climate risks

4.2.1	Review land use planning policies to strengthen climate change considerations.	Jun 2024
4.2.2	Identify climate resilience opportunities when undertaking master planning and strategic land use planning projects.	Ongoing
4.2.3	Ensure that climate responsive design is encouraged in housing and neighbourhood character strategies Note Implementation (planning scheme amendment) estimated by 2026.	Jun 2024
4.2.4	Incorporate climate change projections into future flood studies undertaken across the shire.	Ongoing

Action area 3: Council advocates and educates for climate-resilient buildings and development

4.3.1	Identify and pursue opportunities to improve Environmentally Sustainable Design outcomes in subdivisions, new housing developments and precinct structure plans to improve a range of healthy living outcomes.	Jun 2024
4.3.2	Partner with community organisations to educate and promote benefits of making homes climate proof/responsive.	Ongoing
4.3.3	Work with other councils and alliances to advocate for improved consideration of climate change in Victoria's planning scheme.	Ongoing

Goals 5 and 6

Goal 5: Our community is connected and has the capacity to adapt to climate change

Action area 1: Council works with our community to strengthen social cohesion and connection

5.1.1	Continue to deliver and promote activities that build social cohesion for climate resilience (examples include arts and cultural events, public art, sport, community lunches and events, markets, community gardens, volunteerism).	Ongoing
5.1.2	Continue dialogue with local Traditional Owner groups to identify opportunities to address climate change	Ongoing
5.1.3	Continue to support the Healthy Loddon Campaspe project, which is enabling healthy, equitable and environmentally sustainable food systems.	Ongoing
5.1.4	Create additional opportunities that support young people to influence and participate in the local climate change response (e.g. through Council's Youth Advocacy Group and the School Strike for Climate Group).	Ongoing

Action area 2: Within our programs and services Council prioritises support to members of the community most at risk of experiencing vulnerability to climate change impacts

5.2.1	Investigate funding opportunities for measuring and communicating community vulnerabilities and resilience across our shire.	Jun 2024
5.2.2	Continue to support community groups and organisations delivering local climate resilience initiatives.	Ongoing

Action area 3: Council partners to reduce climate risks, and prepare for and respond to extreme weather events

5.3.1	Review the Victorian Preparedness Framework to ensure Council's emergency management planning is comprehensive and aligned with other levels of government (also covered in other programs).	Dec 2023
5.3.2	Continue to participate in the Northern Victorian Emergency Management Cluster to drive best practice responses and regional scale solutions.	Ongoing

Goal 6: Our shire is zero waste and has a resilient, circular economy

This work is noted for incorporation into Council waste and economic development programs.

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04.May.23 FINAL

Community Feedback Summary

on the draft Climate Change Strategy
Mount Alexander Shire Council



**LET ME
BE FRANK.** ROB
LAW





Image (top): 'Always' by Rachel Derum



This report was developed on Aboriginal lands of the Dja Dja Wurrung and Wurundjeri people of the Kulin Nation, whose sovereignty was never ceded.

We recognise that First Nations people have deep knowledge and experience of resilience and sustainability that is critical to heal country, people, and communities. Despite the ongoing impacts of colonisation, First Nations people are still generously sharing knowledge and working towards reconciliation and treaty. For this, we pay our respects and deep thanks to First Nations elders past and present, and extend this to all First Nations people. We endeavour to learn from and lift up First Nations expertise in our work.

We all live, work and play on Aboriginal land. 1% of our income is paid to Traditional Owners. We encourage everyone to Pay the Rent.

Let Me Be Frank is a member of 1% for the Planet. We donate 1% of our annual income to environmental organisations. We are proud to be part of a global network that is accelerating smart environmental giving.

Disclaimer

This document and the information it contains was current at the date of publication and may not reflect events or circumstances which occurred at a later date. The content of this document was developed using the best available information and in good faith. Let Me Be Frank and our collaborators cannot be held liable for the accuracy of the information presented in this document.

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- 16. Q4. What do you like about the draft Climate Change Strategy?
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- 20. Q6. What is one climate change action you think Council MUST do in the next 12 months?

21 Process of integrating the community feedback

- 21. The Strategy
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About this report

This report summarises community and stakeholder feedback on the draft Climate Change Strategy.

There was significant interest in the draft Strategy and Action Plan. The Strategy was downloaded 144 times and the action plan 38 times.

12 direct submissions were received:

- Wararack
- Women's Health Loddon Mallee
- Castlemaine Field Naturalist Club
- Environmental Science Associates
- Connecting Country
- Hub Foundation
- Bendigo Health
- Friends of Campbells Creek
- Renewable Newstead
- 3 community member submissions

One submission explored climate risk in great detail. This was beyond scope of the Strategy document, but has been considered in Council's climate risk assessment work.

19 people completed the short survey on Shape Mount Alexander.

Clearly many people who took interest in the Strategy – as demonstrated by the number of downloads – did not choose to provide feedback to Council.

Feedback from Council staff and the project's Community Reference Group were also considered.

The insights in this report have directed updates to the draft Strategy, in consultation with Council staff and Councillors.

This report will continue to have relevance once the Strategy is finalised. The report can be used to support future project planning, and as a reference point when the Strategy is updated.



Regional Zero Emissions Forum at Castlemaine Town Hall, March 2023

The key suggestions and requested changes received through the direction submission are summarised in this chapter.

Positive comments on the Strategy

- It really is a fantastic document
- We strongly support the Council's commitment to address climate change and applaud the initiative to formalise that commitment through a strategy
- Very supportive of, Pillar 2, which addresses the need to protect and enhance the natural environment
- I applaud the Council's strategy for the years ahead, and urge councillors and staff to implement the strategy and actions as a primary focus over the years ahead
- Goal 1 Action 1 defines one of the most critical challenges - for climate change implications to be considered across every department of the Council's structure and to drive every decision
- I consider that Council's Draft Climate Change Strategy is an important document which should encourage Council officers to consider the need to reduce GHG emissions and implement adaptive strategies in response to adapt to global heating
- Broadly, the strategy document is strong, and moving in the right direction

Suggested improvements for the Strategy

Pillar 1 - A healthy, connected and inclusive community

- Protecting the Botanical Gardens and Campbell's Creek from repeated extensive and expensive damage from future flooding should be a priority. Damage to the Gardens and further downstream would be ameliorated by restoring, with native species, the flat grassland west of Barkers Creek with properly designed overflow channels to allow absorption of flood waters as naturally as possible
- P4 Threats, 2nd dot point – I don't understand the reference to "reduced air quality", and I suggest "vector-borne" is inserted before "infective diseases"
- P5 – Opportunities, 2nd para – insert "community" after "climate sensitive"
- With scarcity of resources, risk that people become more disconnected as they compete - need to focus on recognising our interdependence
- Add threats: storms, drought, changing rain fall, water and soil quality, vector, water and food borne diseases
- Add threat: family violence also increases during climate change events

Pillar 2 - An environment for people and nature

- Because Council is not directly responsible for many of the waterways, catchment areas and forests in the shire, it is crucial that it works with the agencies and levels of government that do have this responsibility, to ensure that management practices are coordinated and deliver positive outcomes to the natural environment. A commitment to work with other agencies and levels of government should be made explicit in the Strategy.
- We are very supportive of the need to deploy DJAARA's cultural burning practices to heal and manage the environment. Too often we have seen hot burns that damage and sometimes destroy rare plants and ultimately lead to an increase in fuel load. This is an example of management practices not necessarily the immediate responsibility of Council, but where Council could work with other agencies for a better outcome
- Recommend Council uses its influence and exercises its own responsibilities to avoid clearing native forests
- Recommend that management of roadsides, which may include slashing, burning and dangerous tree mitigation, should be undertaken with best practice conservation management in mind, so that these fragile remnant natural environments and plant and wildlife corridors are protected. An emphasis on the control and removal of woody weeds such as gorse, blackberry, broom and pampas grass, along with the control of the grass Phalaris, would do much to reduce fire hazard while improving the conservation value of roadside corridors
- p5 – Pillar 2 Opportunities, 4th dot point – “restore water channels” is not a good choice of words, considering the effects of extensive gold dredging and channelising of the lower reaches of Forest and Barkers Creeks on stream morphology
- Additional opportunities - composting and removing organics from landfill
- Additional opportunity: add opportunity to embed First Nations Peoples' self determination in climate change adaptation and mitigation
- The Strategy refers to planting and restoring trees in the local environment under two dot points. We note that one tree species can have a vastly different impact on the environment as compared to another. We have found that exotic tree species such as Holm Oak, Desert Ash and Dutch Elm colonise our waterways and native habitat with airborne seeds spread from street trees. We recommend that the Strategy promotes the planting of native species, or non-invasive exotic species at the very least
- We also note that planting native species has an immensely positive impact on local habitat and biodiversity, which the Strategy seeks to promote. By intentionally planting solely native, and ideally indigenous or endemic plant species along Campbells Creek, the Friends have witnessed vast improvements in native biodiversity, including the return of the platypus to local waterways after a significant absence post-colonisation
- “Restore water channels” is a problematic goal, given the effects of extensive gold mining and channelising of the Forest and Barkers Creeks on natural stream structure
- Efforts to “expand green surfaces” to reduce flood risk will only be successful if they are matched with parallel efforts to curb the expansion of paved surfaces. The second part of this sentence could be reworded to read “...and deliver Water Sensitive Urban Design to reduce flood risk.”
- We recommend changing references to “habitat” to “native habitat”, for clarity on the sorts of species that Council hopes to support through climate adaptation

Pillar 3 - A resilient and growing local economy

- P6 Opportunities – should mention the importance of climate change adaptation by local businesses and industry
- Additional opportunities - focus on supporting and growing local supply chains
- Add threat: add increasing electricity costs often inequitable with low social economic demographic disproportionately impacted through poor quality housing
- Add opportunity: add opportunity to improve financial safety for residents with equitable access to RE, etc
- We would like to see stated that the development of local industry should be sensitive to any potential impact on the health of local waterways and native habitat

Council's role in climate action

- "Prioritising best outcomes for our community, including future generations" should be top of the list and insurance issues at the bottom
- P7, 1st line – add "to" at end
- P7, line commencing "Through this strategy" – "maximise our impact" should be rephrased
- P8 Sideways – should be "eg via Central - - ""?
- Under "all levels of government need to work together to:" mention the need to drive a 'cultural change'
- Under state Govt, include State govt recommendation that climate change strategies be included in MHWB Plan?

Goal 1: Climate action is in everything we do

- Action area 1: is there another layer here that lists suggested policy changes? e.g. procurement, permits (planning and events, waste, transport, etc does each area have measurable targets?
- Action area 1: What would the climate Outcomes be? The most effective and cost-efficient way Council can act on climate change is to embed it into the way it works. Where is the analysis to show that this is the case? Which areas of councils operations lend themselves to the rapid implementation of measures that are efficient and cost effective?
- Action area 2: using communications to effectively engage community?
- Action area 2: What are the climate messages? Can you provide an example?
- Action area 3: While some climate actions lead to financial savings (eg. installing solar on Council buildings). If this is the case, then solar should be installed immediately on all council buildings. Has there been any analysis of the costs savings achieved to date (expressed in NPV terms) from solar installation on council buildings. Funding the necessary scale of climate action requires innovative thinking, a long-term view, and making hard decisions. Please provide a tangible example of what this would look like. On what basis (criteria) would a hard decision be made (e.g. benefits outweigh costs, cost savings alone, social, environmental, economic benefits?). What funding sources will be accessed? Has an overall cost estimate been made on what needs to be done in the short, medium and long term? Which actions will have the biggest impact on emissions? Again, it is not clear if MASC operations are being references or the wider community.
- This goal is vague and fuzzy – what does it actually mean?

Goal 2: We transition in a just and equitable way to a zero emissions shire

- Action area 1, 4th line – “replacing gas”?
- Action area 1: Participation in the cross-council Victorian Energy Collaboration project is a positive step. What are the findings from participation to date in terms of cost savings, emission reduction? When does this contract end? Is there any potential for council to purchase from the Newstead Solar Farm at some future time? The commitment to zero-net operational emissions by 2025 would appear infeasible. How is council currently tracking towards this target? In terms of climate change, the efficiency of operations is less important than powering those operations with renewable energy.
- Action area 3, 1st dot point – healthy activities include walking and cycling?
- Goal 2 Action area 3 discusses Council's role in supporting positive outcomes on private land but notes this is regulated by State and Federal legislation but that 'Council can still play a role in regulating planning controls...'. Stronger wording would support this action e.g. 'Council will play a role in regulating planning controls..... There are also many Councils that offer incentives for private landholders through grants and rate rebates. Whilst this might not be financially possible for MASC, there is still plenty of scope to provide educational materials and website information to support improved outcomes. Through Connecting Country, we offer some grants and landholder advice but we are completely reliant on grant and charitable donations to deliver our programs. Any support from Council to assist us would be very welcome
- Action area 1: does focusing on council assets deliver the best outcomes overall? ie, is it best use of limited resources?
- Action area 1: and how communities capacity to adapt is restricted by choices made to prioritise council spending?
- Action area 1: include constant monitoring of emissions reduction esp through behaviour change
- Mount Alexander is home to a strong, knowledgeable network of community groups and orgs that care for Country. We would like more detail in how Council will interact and support these groups and organisations. We suggest the inclusion of a stakeholder map
- How is zero emissions interpreted? What is the timeframe for achievement? Is it about the organisation and/or the community as a whole? To what extent have the costs/benefits/risks associated with this goal been considered. What is the baseline (current level of emissions, sources, trajectory)?

Goal 3: Our natural environment and green spaces are healthy, resilient and increasing

- P11 Action area 1, 1stline – “water resources and water quality”?
- The strategies and actions contained, particularly in Goal area 3, are weak and do not show a strong commitment to protecting or building resilience in our natural environment for what is to come
- There is no mention of MASC's Environment Strategy 2015-25 – there is an obvious link between the two strategies. Showing commitment to delivering actions in the Environment Strategy will help the community and the natural environment to be better prepared for climate change
- Action Area 1: We strongly support the delivery of Water Sensitive Urban Design throughout the Shire. The reference to ‘partnering’ seems vague here and some clarity on what form these partnerships take would be useful. For example, whether the partnerships are collaborative or rather delegate certain responsibilities to other parties
- Action area 1: WSUD is ultimately primarily in the hands of developers. How confident is MASC that the current level of compliance and implementation aligns with best practice? To what extent is MASC prepared to require best practice WSUD when issuing planning permits? Council has a key role in protecting and managing our precious water resources. Our shire faces both flood and drought risks. Newstead township levee bank experience suggests that council has some way to go
- Action Area 2 discusses the natural environment but is human centric and does not consider the intrinsic value of protecting the natural environment to save species from extinction
- Action area 2: acknowledging healthy SOIL is critical to life
- Action area 2: Which aspects of this does council deliver on and which aspects do they partner on? Providing some clear and tangible examples would be helpful. What is meant by ecosystem resilience – please use terminology that the target audience for this strategy understands. What are the specific actions related to increasing canopy cover – where will they happen, when and who will pay for them?
- Action area 3: this can include supporting initiatives that are increasing soil in backyards and public places
- Action area 3: Much of the environmental assets on private land are regulated by State and Federal legislation. However, Council can still play a role through regulating planning controls across our Shire. We would argue that Council, through regulation of planning controls, has in many instances the primary role in protection of native habitat and biodiversity assets. These powers should be used to avoid, minimise and offset development impacts (noting that the offsetting is a last resort and is increasingly being shown to be a failed policy tool). The recent failure with the Harcourt Structure Plan (Planning News, February 2023) highlights that council has some way to go in ensuring that biodiversity and native vegetation protection is adequately considered in local strategic planning. There are a number of additional powers (e.g. rate rebate program etc) which can support this action area. The on-going loss of habitat and native vegetation on private land is not being dealt with adequately in council planning decisions
- Action area 2: if this is including First Nations Peoples you may need to put capital on Country
- Action area 2: “... And support our precious ecosystem”. The Shire is home to a multitude of different ecosystems with varying needs. We recommend changing the last word of this paragraph to “ecosystems”
- We would like to see reference to Council's Environment Strategy under Goal Three, to ensure a coherent approach to environmental matters
- Again this goal is ill-defined and confusing. What constitutes healthy? What is the current health of the environment? Does it refer to the entire shire or just the land MASC is responsible for? How is resilience interpreted? Increasing ... without saying what is increasing (e.g. tree cover, open space, species), this term is utterly meaningless

Goal 4: Our infrastructure is robust in the face of current and future climate change impacts

- A critically important action for Council is to join with other Victorian Local Governments to urge the State Government - which on paper has commendable Climate Change goals - to change planning laws to make it possible for local governments to ensure that new housing (and industrial and commercial) developments are resilient and sustainable, for example:
 - Minimise clearing of large trees from land and incorporate them into the development
 - Design road layouts and housing blocks so well established passive solar features can be built into houses, contributing to net-zero goals
 - Avoid the shadowing of household solar PV (that all new houses should have) by adjacent structures
 - Forbid black roofs - it has been proved that groups of houses with light roofs are significantly cooler
 - Minimise the extent of hard road and driveway surfaces and include swales etc for better water management
- Action area 2: good to acknowledge limitations, but could be rephrased to focus on what you CAN do?
- Action area 2: The strongest planning outcomes are set by the Victorian Planning System. These are managed by the State and Federal governments ... We will use planning controls to reduce exposure to the climate risks our shire faces for community and private buildings, and open spaces. This is confusing. MASC still has a primary decision-making role through the implementation of the Municipal Strategic Statement (MSS) and Mount Alexander Planning Scheme which Victorian Planning Provisions (VPP). ... We will use planning controls to reduce exposure to the climate risks our shire faces for community and private buildings, and open spaces. How will you do this? A brief description of the powers that council has, and some examples would be valuable. Are you prepared to have climate appropriate design features 'trump' heritage requirements?

- Has an assessment been done of the impact of future climate impacts on infrastructure? For example, melting road asphalt.
- Action area 3: leading from a place of deficit place maybe not helpful- what CAN you do - this reads as defensive
- Action area 3: include advocacy regarding improving energy efficiency of social housing, equitable access to affordable RE including for tenants
- In the interests of a cohesive approach to flood mitigation, we would like to see reference to Water Sensitive Urban Design in this section concerning infrastructure. Historically, issues with the management of waterways and flood risk have occurred due to a lack of collaboration between infrastructure and environmental planning and this intersection is crucial if we are to respond to climate risks in a cohesive manner.
- What are the current climate change impacts? What are the predicted future impacts? What infrastructure is particularly at risk? Fair enough that the detail is not in the strategy but does it exist somewhere else in the shire's background work and analysis?

Goal 5: Our community is connected and has the capacity to adapt to climate change

- Council may like to link this Strategy with work or actions around the Gender and Equity Action Plan?
- Action area 1: The narrative under this action area is vague and non-specific. Including some priority initiatives (such as those noted in progress to date) would be useful

Goal 6: Our shire is zero waste and has a resilient, circular economy

- P14 - "zero waste" is an impossibility – "towards zero waste" might be a more sensible term
- Recommends that Council should minimise waste to landfill through the better recycling facilities
- Action area 2: build on food waste systems
- Where are we starting from? How connected is the community at present? What is the current capacity? Which communities will most need help to adapt?
- Is this really a SMART goal? If it is then there will be no need for waste collection services, landfill or recycling facilities. Again, are we just talking about the Shire's activities and/or the community as a whole?

Principles for delivery

- P15 Principle 2: 2nd line needs to be rephrased
- Principle 3: what about principle of inclusion? Or principle supporting The goal of transitioning in a just and equitable way

Evaluation and reporting

- Consider strengthening evaluation approach by adding text such as: Council is committed to monitoring and evaluating the progress of this strategy by measuring our efforts against the impact we want to have and the outcomes we want to see
- Regarding narrative evaluation: I don't understand the language: are you evaluating or telling the story of evaluation? Is this new is it about qualitative data?
- Regarding goal 6: This may need a little more detail? i.e. include what other area of Council? This is a big one for some and this cursory mention may be disappointing
- [State government offers indicators](#) p 31 and p65-68

Document language and design

- I found it difficult to comprehend. I thought it lacked clarity and wasn't erudite in its language
- If there are images used in the Strategy design, be mindful of avoiding the accidental portrayal of gender stereotypes is important e.g. having only men depicted as emergency services workers and women depicted as the carers of children and homes etc
- I was disappointed in the clumsy negative language where a statement would say: this comes under federal and state control and therefore can't affect; where other councils actually offered to lobby federal and state bodies. A much more proactive approach
- I think MASC needs to go back to the drawing board. The document was Castlemaine focused and did not deliver a comprehensive strategy
- I looked at several other strategies from about five other councils. Each document was clear on its goals and tasks; and laid out clear timelines covering all aspects of climate issues. The MASC document seemed to align to council pillars that appeared to come from the council plan
- The potential disruptions of a changing climate seem to be downplayed, and so adaptive measures are similarly downplayed
- The Strategy could more explicitly acknowledge the gendered impact of climate change and disasters. E.g. that the majority of caring is done by women and that women are most impacted by climate disasters and events in terms of shouldering the role of caring for children and elderly family members, as well as extended family and neighbours

- What is a strategy? ... a plan of action designed to achieve a long-term or overall aim
- In reading this draft strategy we were looking for a succinct description of the long-term or overall aim the plan of action that would contribute to the aim. We were also looking for some specific examples of actions that can be implemented to both mitigate and adapt to climate change as well as commentary on likely costs and budgetary diversions that could occur. If MASC truly thinks this matter is an emergency then a far more robust and well-developed strategy is needed
- Goals without timeframes are not goals ... they are untested aspirations

Delivery mechanisms

- Given the intersection between pillars, a coordinated approach to policy and actions across all areas of Council's work is essential. This will require changes in current policy and practice
- Clarify the governance of the Strategy. Council and community. Is the reference group a continuing governance structure
- Bringing 2 community people into the Leadership Group as critical friends to ensure alignment of effort (wondering about someone from CVGA and Wararack)

Suggested improvements for the first-year Action plan

- Strengthen the language across the plan from people explore and consider (etc) climate change to incorporate and ensure. Ie demonstrate a solid commitment not if they feel like it

Goal 1: Climate action is in everything we do

- 1.1.5: Does Council have a climate change risk assessment and mitigation strategy document?
- 1.2.1: It would be good to develop a climate change comms strategy for the diverse audience and perspectives of our community - eg focusing on costs of electricity, emergency management rather than using language around climate change all the time. I am assuming this will integrate with Sarah Gilmour's communication and community engagement strategies?
- Developing capabilities across Council to understand generative and regenerative practices and decision making

Goal 2: We transition in a just and equitable way to a zero emissions shire

- What is being done to improve a just and equitable transition? ie climate change amplifies disadvantage and what is being done to ensure those experiencing systemic disadvantage have the same opportunities?
- Wondering what else can be included regarding just transition for its residents eg support VCOSS advocacy re equity to affordable RE. Tenants access to affordable RE. Energy efficient social housing etc etc
- Recommend that Council should provide incentives and assistance for households and businesses to use more renewable energy sources and improvements to home insulation

Goal 3: Our natural environment and green spaces are healthy, resilient and increasing

- Under the actions in both the Strategy and the Year 1 Action Plan there is no mention of direct project commitments, either financial or on ground works to protective biodiversity. It specifies partnerships and funding applications but no clear commitment to delivery or targets. It would be good to see some clear projects outlined, particularly in the short term
- Does increasing canopy cover in the Shire involve using indigenous trees? We would value a commitment to using a certain percentage of indigenous plants for projects as many other Councils do
- We see there could be value for Council in establishing a biodiversity conservation reference group or environmental advisory group, made up of representatives from local community groups and organisations, which could support Council on development and implementation of Councils environment strategies (including the climate change strategy)
- Green spaces should also be accessible eg for community members who identify with a disability
- Action area 1: Also linking in with integrated planning-equitable neighbourhood access to these spaces

Goal 4: Our infrastructure is robust in the face of current and future climate change impacts

- Action area 2: integrated planning enhancing equitable access within neighbourhoods to services, green spaces, connection, active living, etc

Goal 5: Our community is connected and has the capacity to adapt to climate change

- Local Government can do to support the types of conversations that could lead to change
- Action area 1: what about MASDAG and their emergency management mentor program Mount Alexander Connectors (MAC) that Council facilitates?
- Action area 2: The orgs working in this space encourage language around experiencing systemic disadvantage. Could read members of the community experiencing systemic disadvantage and most at risk of experiencing climate change impacts (eg farmers etc)

Goal 6: Our shire is zero waste and has a resilient, circular economy

- Be clear that Goal 6 is covered by the MASC economic strategy to avoid confusion

Survey feedback

The responses received through the Shape Mount Alexander Survey is summarised in this chapter.

Q1. Where do you live?

Campbells Creek	2
Castlemaine	6
Elphinstone	1
Harcourt	2
Maldon	1
McKenzie Hill	1
Metcalfe	1
Newstead	2
Taradale	1
Other	2

Q2. How old are you?

Under 18 years	0
18 - 29	0
30 - 44	6
45 - 59	4
Over 60 years	9

Q3. Have you been, or are you involved in a climate action group in Mount Alexander?

Mount Alexander Sustainability Group	1
Wararack Initiatives	2
West End Resilience Group	1
Landcare	2
Connecting Country	2
Renewable Newstead	1
No I have not or am not	9
Other	1

Q4. What do you like about the draft Climate Change Strategy?

- The principles
- I think it does a decent job at covering the major issues and setting some clear directions.
- It attempts to break a complex issue like climate change into smaller chunks to help with understanding and planning action.
- "It offers reference points and guides for staff to check against when recommending decisions to Council meetings and Councillors. It provides the community with the same for cross-checking when community is taking action. Love the idea of a Climate Change Leadership Group in Council"
- It's clear and logical.
- It puts some aspirations on paper
- Includes protections of agricultural land to grow local food
- "Simple, clear and easy to understand language
Clear, distinct and comprehensive goals and action areas
Combination of actions focused on council assets and actions oriented to community support and change"
- "It's a waste of money. By the way, where's the emergency? the planet's never been greener nor humankind better off.
Nothing you do will make a difference to the world's climate, so stop pretending you can.
Climate change strategies are based on a lie, there a a waste of money, and that's why the funding needs to be redirected."
- I like the commitments to holistic action on climate change and to working with community on these tasks.
- The goals are clear - especially like to be heading towards zero waste.
- It is great to see that MASC will be reviewing its water usage across assets and try to incorporate tank water and water recycling.
- Improvements to walkable and rideable paths and trails - more emphasis required through the Strategy. More emphasis on connected trails and continuous improvement to the active transport infrastructure.
- I like that it is so com prehensile and inclusive and is trying to get the direction of actions.
- "The goals, actions and principles are well written and comprehensible.
- Some goals determined for Council are good, such as
 - zero net emissions
 - planning for lower emission housing and environmentally sustainable landscapes
 - role of connecting community
 - improved health of the native environment and community members"

Some respondents chose to state what they don't like about the Strategy:

- I don't like anything about it - it is full of PC speak and good intentions but says nothing clear cut about how it plans to reach any of the goals outlined
- 20 pages of bureaucratic mumbo jumbo - the actions are so vague How many times does the word ""recycle"" appear - not once - recycling only twice What about mentioning other successful local government lead initiatives like glass recycling as in Macedon Ranges - What about solar - mentioned twice!!! Or Electric vehicles - again just twice -"

- "Here goes, and I know this will probably be canceled & not be out there for discussion, as in this so called inclusive age (please tell me what that actually means) we cannot have discourse or opposing ideas anymore! And science apparently is now settled, how wonderful. So what to do with all the scientists who now have nothing to research?

Anyway, back to the Answer Nothing. Show me the science behind climate change, not the alarmism!

2 words highjacked for an agenda Climate & Change (climate by its very essence changes) & why the name change? Because the previous labels weren't cutting it. Read your HISTORY! Every 12 years they state we have 12 years left. Obviously short memories or cannot do math. Been doing this since the early 70's, well that's now 53 years ago & still no islands have disappeared in the Pacific & the planet is actually cooling, so much for experts.

We went from the Greenhouse effect (name changed as planet is not getting hotter). Global warming (Likewise Planet still not getting hotter). So here we are at Climate change, so we can point at anything and claim its having an effect.

Stop the propaganda and actually show me the science. Not what crap comes out of a lying politician or bureaucrats mouth.

John Kerry complains about my carbon footprint, yet lives in 6 mansions, has 12 cars, 2 yachts & a jet plane. I dare say he produces more in a year than I have in my lifetime, and we listen to this hypocrite? PS I'll let you in on a little secret, he has no solar panels on any of his mansions, nor does Obama, Clinton or Gates. What do you think that all means?

All part of the woke agenda, a distraction & another diversion, oh yeah, and a lot of people making an awful lot of money out of the Green Scam including all those named above."

Q5. Keeping in mind Council's role, what could be improved in the draft Climate Change Strategy?

- Consider adding more to address energy security, including energy infrastructure options such as microgrids. These would support communities and households with power during high-impact and extreme weather events such as storms, floods and fires - and perhaps even future pandemics. Energy security is also an equity issue so this ties in very nicely with several themes in the strategy.
- I think being more ambitious with native vegetation plantings and protections is a must. Obviously funding is scarce, but native vegetation restoration has to ramp up to buffer native plants and animals and provide cooling effects for all.
- A clearer explanation of where Council fits in with the responsibilities of the Federal and State Governments
- More concrete targets. A bolder agenda/ less conservative strategy
- "A clear statement about where Council is now on the emissions it produces, how much it wants to reduce emissions by and when, how it will do this, how it will measure this change, and the money and staffing it will provide to make this happen. Include this at the start of the strategy and update in the Council's proposed annual Climate Action Plans Identify exactly what Council will do to exploit the opportunities under the three pillars."
- I would like some specific commitments. And a specific set aside of budget @ 3% of the total Council budget each year to be earmarked for the climate response
- There is very little acknowledgment of the ravages to the ecology of our area that has taken place and continues to take place in terms of new developments, of the need to approach land with a view to the necessary regeneration.
- Clear accountability for embedding climate in all that council does is very important. It's great to see this concept mentioned, but it will be critical to ensure that it is enforced so that all parts of council are aligned and singing from the same songsheet in relation to this strategy, the Active Transport Strategy and other aligned strategies
- Scrap it. Redirect funding toward real emergencies like improving our roads. Some, like the Kyneton- Metcalfe-Elphinstone roads, are a disgrace. You might even want to consider improving the lives of the those being pushed deeper into poverty because of climate strategies; you know, those no longer able to pay for basics like electricity and gas. Perhaps even use some to assist those living rough in the Castlemaine botanical gardens.
- Provide more details on a sustainable food system and embed in policy, including the food supply impacts. This work will support the local economy and decrease risks of food security. The zero/ minimise waste will be supported by more local gardens through worm farms and sustainable garden practices.
- Support more local growing of food to increase availability of fresh and nutritious foods, decrease transport miles. More community gardens, produce swaps, skills in growing and harvesting food and encouraging local businesses which produce food.
- Put it in the bin where it belongs, waste of resources and carbon emissions!
- More detailed action statements - there is NO need to do indepth lengthy reports - just get on and copy what has worked elsewhere

- I think the strategy focuses too much on RESILIENCE, ensuring everybody is resilient to the effects of climate change, and not enough focus on educating the community how to reduce their own contributions to climate change. I think Council could play a much greater role in informing community members how they can personally reduce their carbon footprint, and encourage them to change their bad habits, e.g. driving kids to school, reducing electricity consumption at home, reducing food waste, reducing purchases and packaging. Maybe Council could create a new category of community grants specifically for funding programs that educate and facilitate changes to reduce personal impacts on climate change. Studies have already shown that people feel less stressed about climate change when they start to make personal changes, but most people don't know how.
 - I feel a visual updating mechanism somewhere in Castlemaine so the whole community can see how we are doing in actions towards climate Change. Like actual measured actions completed and where we are at for our targets. Maybe it gets updated bi monthly. There could be a creative artist element to it. Produced so it is visible and easy for us to see when in town. Then it encourages even more action. Perhaps our local newspaper could be encouraged to have a regular update...or the council takes a full page in it for this purpose and for stimulating more action because we can all see the progress being made.
 - Look at increasing opportunities for use / installation of renewable energy. For example installing a solar array on top of the old landfill site once it has been capped.
 - With a focus on Goal 3 Our natural environment and green spaces are healthy, resilient and increasing, the 3 action areas under this goal do not specify any direct on ground action projects or financial support for ensuring the protection of biodiversity across the region. Under the implementation of the Castlemaine Botanical Gardens Climate Change Study and Tree Succession Plan, there is no mention of a focus on planting native or indigenous species which are key to the restoration of local flora and fauna. Under Action area 3 in this section there is no commitment to working with private landholders on conservation projects or by providing landholders who put a lot of money into conservation on their property with a percentage discount on their rates. MASC own Environment Strategy 2015 - 2025 is not mentioned in this section. The region really needs to see firm financial commitment to protecting and enhancing biodiversity across our region. We are facing a species extinction crisis due to climate change
- across the globe and protecting and restoring the natural environment is key to providing habitat for local flora and fauna. The Mount Alexander region has many active and knowledgeable groups working to protect the local environment, as a shire we already have the skill set and volunteers to help protect local biodiversity. What the local environment groups need from MASC is financial backing to support the groups work. MASC proposed in the first year Action plan that they will continue to work with groups such as Connecting Country and Landcare groups. The council needs to identify specific project that they can financially support that are run by these groups to help build the capacity of these groups.
- You could at least say whether/ how and when you might do something to prevent more flooding of houses in Castlemaine (otherwise claims that you are going to achieve robust infrastructure ring extremely hollow)

Q6. What is one climate change action you think Council MUST do in the next 12 months?

- This decision should be based on strong evidence. Where could the biggest outcome be achieved, within council's resources over the coming year? eg where things like waste, emissions, health outcomes could most be improved - and make that your priority. A strong outcome here will help bring the community along in the journey, inspire them to get involved, and demonstrate that council is serious about taking action to achieve meaningful, measurable results
- Get off gas entirely and transition fleet and equipment off petrol
- Consider a Local Law requiring developers to plan and implement climate change actions into any new development, e.g., green belts of existing growth
- Reward staff for cycling/walking/non-fossil fuel ways of getting to work. Contract electric bin-collecting trucks only
- Go paperless. It is absolutely shocking how much paper is used within the organisation
- I would like a commitment to connect all the major towns in Mt Alex to Castlemaine via bike paths, be they on road or off road. For example, I live in Harcourt and cannot ride a bike to Castlemaine station... the road needs to be made safe for cyclists. Vline is now cheap enough to use, but getting there on an ebike is risky. Make it safe... from Maldon, Newstead, Guildford, Harcourt
- Plan for disaster. Make things stronger, think long term, plan for the worst. Think about insurance costs. Think about the need for shade, soil health, air quality and the need for us all to adapt to a different standard of living
- Council must be mindful not to commit to practices that will lock it in to financially unsustainable and unfeasible actions that will impact on future projects. Must govern for the silent majority not the vocal minority
- Get rid off their own hot air!
- Taking near-term action to support members of the community most exposed to climate risks such as extreme weather. For example, the newly bolstered Flood Recovery Program should focus not only on responding to impacted residents' needs, but also preparing particularly residents and their homes and properties for future extreme events. This includes examining council-owned / managed infrastructure and its impacts on households in extreme weather
- Review housing, building and planning policies and regulations to maximise the enhancement of sustainable retrofits to below 7 star-housing in our shire — and, as needs be, advocate to state and federal and neighbouring governments to change regulations to facilitate the same.
- Flood prevention work plus planting more trees
- Ensure that all electricity used in all Council owned buildings and vehicles comes from renewable electricity production and convert all operations and vehicles to battery powered
- Knowledge sharing between community groups and organisations and council is key. A biodiversity protection reference group should be established by 2024. This group will be made up of representatives who volunteer or work for the local community groups and organisations that work to protect local biodiversity. The skills and expertise of this reference group can be drawn on in the development of and review process of MASC's environmental plans such as the Environment Strategy 2015 - 2025, the Roadside Conservation Management Plan 2012 -2017 and the Climate Change Strategy
- Monthly glass recycling collection - glass (and aluminium) is 100% reuseable - Macedon does it - and it works!!! Just copy and paste!

Process of integrating the community feedback

Community feedback was essential to shaping the final Strategy and first-year Action Plan.

Each piece of feedback was entered into a spreadsheet, considered for inclusion by the project consultants, and then marked as integrated or not. Where a piece of feedback was not integrated, a note was logged to explain why the feedback was not integrated.

Positively, much of the feedback provided is already being addressed by Council via the [Roadmap to Carbon Neutrality](#) (also see [progress update on the Roadmap](#)).

The Strategy

There were 99 separate pieces of feedback on the Strategy. 58 of them were integrated into the Strategy.

The primary reasons feedback was not integrated into the Strategy were:

- It was too specific and not suitable for inclusion in a high-level strategy document
- It could be better addressed in another Council document (e.g. The Active Transport Strategy or the Environment Strategy, Sustainable Subdivision project, climate risk assessment project)
- It was not appropriate for Council to address, given Council's legislated role, and what is already being delivered by other levels of government
- The value proposition wasn't strong enough or it was out of scope for Council given the resources required
- There were opposing suggestions from the community. In this case, best practice approaches were considered

The first-year Action Plan

There were 40 separate pieces of feedback on the Action Plan. Twelve of them were integrated into the Action Plan.

The primary reasons feedback was not integrated into the Action Plan were:

- The action is already being delivered other levels of government
- The action is already being delivered by Council through an existing action plan, or will be addressed through an action plan that is currently in development
- The action is a great idea but can't be done in the first-year action plan. Instead, it will be considered for future years
- The effort to impact ratio did not favour the action

Where to from here

Once the community feedback was integrated into the Strategy and first-year Action Plan, the documents were provided to Council for final amendments and sign-off. Following, the Strategy will be tabled and presented at a Meeting of Council for adoption. The first-year Action Plan will be provided to Councillors for information.

LET.ME.BE.
CURIOUS.
CREATIVE.
COLLABORATIVE.
KIND.
FUN.
LET.ME.BE.
FRANK.



**LET ME
BE FRANK.** ROB
LAW

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Urban Tree Policy

2023-2028

Document Type:	Council Policy	TRIM reference:	DOC/17/37804
Document Status:	Draft		
Policy Owner (position):	Manager Parks, Recreation and Community Facilities		
Internal endorsement required:	Not Applicable		
Final Approval by:	Council		
Date approved:	Click here to enter a date.		
Evidence of approval:	Select approver of type a position title – Refer to Notes in TRIM		
Version Number:	1	Frequency of Review:	5 years
Review Date:	Click here to enter a date.		
Date rescinded:	Click here to enter a date.		
Related legislation:	<p>Local Government Act 2020 Mount Alexander Planning Scheme Electricity Safety Act 1998 Electricity Safety (Electric Line Clearance) Regulations 2020 (Vic) Heritage Act 2017 (Vic) Aboriginal Heritage Act 2006 (Vic) Road Management Act 2004 (Vic)</p>		
Related strategic documents, policies, or procedures:	<p>Council Plan 2021-2025 Municipal Public Health and Wellbeing Plan 2021-2025 Community Engagement Policy 2021 Electric Line Clearance Management Plan 2023-2024 (annual) Road Management Plan 2021 Castlemaine Botanical Gardens Tree Succession Plan 2022 Customer Service Strategy 2013 Tree Management Guideline</p>		

Date	Version Number	Details of Version	Modified by
	Select a version number	Click here to enter text.	Click here to enter text.

Urban Tree Policy 2023-2028

1. Purpose

This policy establishes Mount Alexander Shire Council's position in relation to the management of trees located in a street, park or other Council managed property, within an urban area of the shire.

The objective of this Policy is to:

- Provide the strategic framework for the management of urban trees located on Council managed land.
- Protect areas of important vegetation including botanically, historically or culturally important vegetation, or vegetation of outstanding aesthetic or ecological significance, and/or the habitat of rare or endangered species.
- Promote the preservation of the existing tree canopy cover to mitigate the urban heat island effect and impacts of climate change within the urban area.
- Standardise tree management decisions.
- Value the contribution of urban trees to the liveability and character of the shire including the social, environmental and economic benefits.

2. Scope

This policy applies to all trees in a street, park or other Council managed property, within an urban area of the shire. Council currently manages approximately 24,000 trees located within streets, parks and Council managed facilities.

Council's tree management is based on relevant legislative requirements and strategic policies and performed to the best arboricultural standard to provide healthy well balanced trees of good growth and aesthetically pleasing appearance.

This policy is complemented by the Tree Management Guideline which provides specific details regarding tree related issues. The Tree Management Guideline is a living document which can be updated as legislation or other changes impact on practice.

The practices and procedures detailed in this Policy and the Tree Management Guideline are consistent with contemporary best practice arboriculture and are intended to protect and promote healthy and structurally sound trees.

This policy applies to staff (full time, part time, casual, agency and students) and contractors engaged to undertake urban tree management or are required to undertake construction or other work in the vicinity of an urban tree.

Urban Tree Policy

2023-2028

The Policy does not apply to:

- Trees located on private property.
- Trees on rural roadsides, which is managed in accordance with Council's Road Management Plan.
- Trees located beyond township 60kph speed limits on roadsides managed by the Department of Transport and Planning.
- Trees located on crown land managed by Victorian State authorities.

Work practices for other Council partners are outlined in the following documentation:

- Memorandum of Understanding - Landcare and Friends groups
- Instrument of Delegation - Community Asset Committees

3. Policy

Trees in urbanised areas are highly valued due to the positive contribution they provide towards maintaining sustainability, amenity and community health and wellbeing. The value placed on trees means that issues relating to tree management have a high profile and can generate considerable public debate and passion. As a consequence, a commitment to engaging and working with the community, forward planning and best practice tree care are all required to facilitate effective tree management.

To achieve this, Council will undertake tree management programs that:

- Protect existing trees.
- Promote public safety and tree health.
- Maintain canopy cover.
- Implement cost effective enhancement and maintenance of public trees in line with best practice arboriculture and current legislative requirements.
- Increase public awareness of the value of our trees.
- Maximise the social, community health and wellbeing, economic and environmental benefits of public trees for current residents and future generations.

In recognition of the positive contribution of trees, the following objectives will be applied across all tree management activities:

- Maintain a sustainable tree population that considers the possible conflict between trees, community expectations and the built environment.
- Maintain canopy cover to mitigate the urban heat island and impacts of climate change within the urban area.
- Ensure compliance with legislative requirements.
- Enhance the amenity of streetscapes, parks and other Council properties.

- Recognise and protect trees identified as botanically, ecologically, culturally or historically significant.

To achieve the objectives, this Policy provides an overview of practices used by the Mount Alexander Shire Council within the following tree management activities:

1. Tree Management
2. Tree Protection
3. Tree Establishment
4. Tree Removal

3.1. *Tree Management*

The Mount Alexander Shire Council maintains trees on Council managed land to fulfil its legislative and management obligations to residents and visitors.

A program of systematic tree assessment and best practice tree management has been established to mitigate tree risk. The tree risk management program provides a systematic process for scheduling and inspecting trees, enables the prioritisation of works based on risk and allows judicious use of community resources.

Council will:

- *Utilise a program of systematic tree assessment and timely tree management to mitigate tree risk within the urban tree population.*
- *Maintain high standards of tree management in line with relevant legislative requirements, strategic policies and accepted tree care practices to meet best practice.*
- *Undertake all pruning to comply with the current Australian Standard for Pruning of amenity trees.*
- *Maintain accurate and current documentation on the condition and management of Council's tree assets.*
- *Adopt the principles of Plant Health Care to address pest and disease management with a focus on prevention through appropriate tree selection, planting and tree maintenance.*

3.2. Tree Protection

Protecting and maintaining healthy and aesthetically pleasing trees is vital in achieving the desired landscape, social and environmental benefits for the shire. Public trees are to be protected at all times to reduce the negative impacts of development, construction, temporary works and events.

Residents are not permitted to prune, remove or plant trees within a road reserve, naturestrip, park or reserve.

The protection of the urban forest is a multi-departmental, community wide endeavour.

Council will:

- *Protect public trees from construction works and other activities that threaten tree condition, public safety or amenity.*
- *Enforce tree protection measures in accordance with the current Australian Standard for Protection of trees on development sites, Mount Alexander Shire Council local laws, procedural guidelines and policy.*
- *Pursue enforcement action under the jurisdiction of the Mount Alexander Shire Council Local Law and/or monetary compensation for a tree's amenity value. To be implemented if a tree requires removal for private and public development, or as a result of an unauthorised tree removal or a tree is damaged structurally or aesthetically to a point where it cannot be retained,*

3.3. Tree Establishment

Trees are a dominant component of the landscape and one of the most effective ways to improve a township's image and landscape character is to upgrade streets and public open space with tree planting.

Council will endeavour to maintain tree population numbers by implementing appropriate tree planting and establishment programs for a sustainable and renewed tree resource.

Tree selection will consider the street/park/township landscape character in-line with issues pertaining to climate change.

Council will:

- *Proactively carry out tree planting in streets, parks and reserves and other Council managed land.*
- *Maintain the tree population and overall canopy coverage within urban areas of the shire's streets, parks and reserves and other Council managed land.*

- *Select tree species for planting based on their suitability for the site. Consideration will be given to maintaining urban forest diversity and species site/climate tolerances and a species potential to contribute to the landscape without onerous management or risk implications.*
- *Maintain high tree planting and establishment standards.*
- *Engage the community about key projects involving tree planting.*

3.4. Tree Removal

Tree removal is an acceptable management option when required to ensure public health and safety, to protect infrastructure, to facilitate approved development and infrastructure improvements, to maintain a healthy urban forest or for ecological restoration.

Council will:

- *Explore all management options prior to the recommendation for tree removal.*
- *Remove trees where necessary in order that the landscapes of the shire's urban area are reinvigorated and maintained with regard to public safety and amenity.*
- *Remove recognised woody weed species and non-preferred species when opportunities are presented through the normal management of the urban tree population.*
- *Inform the community about key projects involving tree removal unless a tree poses an unacceptable risk and requires immediate removal.*
- *Pursue unauthorised tree removal and investigate enforcement action under the jurisdiction of the Mount Alexander Shire Council Local Law and/or monetary compensation for the tree's amenity value.*
- *Refer to the Mount Alexander Planning Scheme as required to determine permit requirements for a non-urgent tree removal.*
- *Replace removed trees, noting that this will not always be site specific or financially viable.*

4. Definitions of Abbreviations Used

A table of terms and their definitions as they relate to the policy.

Term	Definition
Private land	Refers to the following land-use classes; residential, commercial, industrial and other land-use types.
Park tree	A tree planted or located within Council's open space network of parks and reserves.
Significant tree	Significant trees can be either living or dead and shall be defined by the contribution the tree makes to the area and/or the impact the trees removal may have on the amenity of the area. This criteria applies strictly to this Tree Policy and differs from that which qualifies a trees inclusion to the National Trust Significant Tree Register and the Victorian Heritage Register.
Street tree	A tree planted or located within the road reserve (street, road, footpath or nature strip).
Tree	A long lived woody perennial plant, greater than five metres in height with one or relatively few main stems or trunks. Specimens less than this are either young or considered to be shrubs.
Tree health	Refers to a tree's exposure to pests and pathogens and stress and its capacity or vigour to grow, and to resist pest, disease and stress. Tree health is closely related to tree condition which includes the overall state of the tree which refers to not only health and vigour, but also structure. Tree health is measured as excellent, good, fair, poor or dead.
Urban area	The boundaries of an Urban area is determined to be the commencement of 60kph speed limits at township entrances.
Urban forest	The urban forest comprises all of the trees and other vegetation in urban and private spaces. It includes vegetation in streets, parks, gardens, waterways, wetlands and private property.
Urban heat island effect	When urban areas are warmer than surrounding rural areas due to heat retention in hard surfaces. This build-up of heat is re-radiated at night time, increasing air temperatures which can have serious human health consequences particularly during heatwaves. The UHI effect can be mitigated by a range of factors. The most cost effective and efficient mitigation tool is an increase in tree canopy cover.

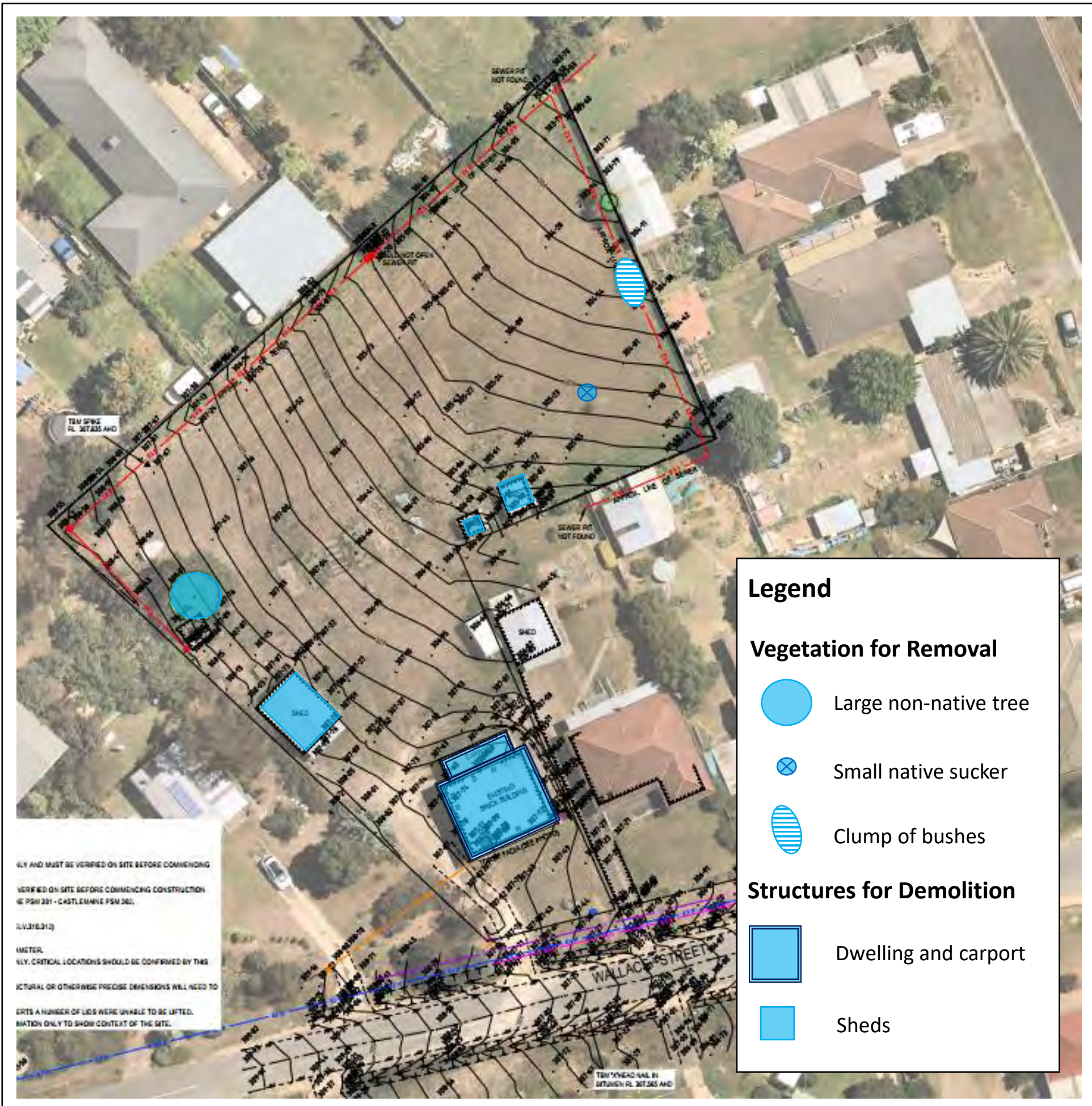
5. Responsibilities

Position	Responsibility
Council	Endorsing the Urban Tree Policy.
Directors	Ensuring managers refer to the Urban Tree Policy when undertaking works in the vicinity of a tree.
Managers	<p>Ensuring staff responsible for planning, undertaking construction or other work in the vicinity of an urban tree, are aware of their obligations to protect the long-term survival and viability of a tree.</p> <p>Identifying any works that may impact negatively upon a tree during development, construction, temporary works and events.</p> <p>Ensure Council's Tree Management Officer is included in the planning, construction or other works in the vicinity of an urban tree.</p>
Staff	<p>Maintaining communication with Council's Tree Management Officer regarding any planning, construction or other works in the vicinity of an urban tree.</p> <p>With reference to the Urban Tree Policy, ensure trees are protected at all times to reduce the negative impacts of development, construction, temporary works and events.</p>
Tree Management Officer	<p>Responsible for managing the urban tree population in line with best practice arboriculture, Council policy and current legislation requirements.</p> <p>Responsible for decisions related to tree management activities as outlined in this Policy.</p> <p>Provide tree management technical advice and support to all Council units and staff.</p>

6. Human Rights Statement




It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights and Responsibilities Act (2006).

VEGETATION REMOVAL & DEMOLITION PLAN 1 WALLACE STREET - CASTLEMAINE





Legend

Vegetation for Removal

-  Large non-native tree
-  Small native sucker
-  Clump of bushes

Structures for Demolition

-  Dwelling and carport
-  Sheds

PLAN AND MUST BE VERIFIED ON SITE BEFORE COMMENCING
 VERIFIED ON SITE BEFORE COMMENCING CONSTRUCTION
 (E PSH 331 - CASTLEMAINE PSM 362).
 (L.V.316312)
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 VELY. CRITICAL LOCATIONS SHOULD BE CONFIRMED BY THIS
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 ERTS A NUMBER OF LIES WERE UNABLE TO BE LIFTED.
 BATION ONLY TO SHOW CONTEXT OF THE SITE.

TBM SPINE NAIL BY
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GENERAL NOTES

1. TITLE HAS BEEN DETERMINED BY TOMKINSON.
2. UNDERGROUND SERVICE LOCATIONS SHOWN ARE APPROX. ONLY AND MUST BE VERIFIED ON SITE BEFORE COMMENCING ANY CONSTRUCTION.
3. ONLY VISIBLE SERVICES ARE SHOWN. ALL SERVICES MUST BE VERIFIED ON SITE BEFORE COMMENCING CONSTRUCTION
4. THIS PLAN HAS BEEN ORIENTATED TO M.G.A. VIDE CASTLEMAINE PSM 301 - CASTLEMAINE PSM 302.
5. ORIENTATION IS TO M.G.A. (ZONE 55)
6. LEVELS QUOTED ARE TO A.H.D. VIDE CASTLEMAINE PSM 208. (ELV.310.312)
7. CONTOURS ARE PLOTTED AT 0.2m INTERVALS.
8. TREES HAVE BEEN PLOTTED TO SCALE BY APPROX. TRUNK DIAMETER.
9. THIS PLAN HAS BEEN PREPARED FOR PLANNING PURPOSES ONLY. CRITICAL LOCATIONS SHOULD BE CONFIRMED BY THIS OFFICE
10. BUILDING LOCATIONS ARE TO CONCEPT ACCURACY. ANY STRUCTURAL OR OTHERWISE PRECISE DIMENSIONS WILL NEED TO BE EXACTLY DETERMINED AS REQUIRED
11. EVERY EFFORT HAS BEEN MADE TO OBTAIN DRAINAGE PIT INVERTS A NUMBER OF LIDS WERE UNABLE TO BE LIFTED.
12. THE AERIAL PHOTO SHOW HAS BEEN POSITIONED BY APPROXIMATION ONLY TO SHOW CONTEXT OF THE SITE.

LEGEND

SURVEY	VEGETATION
△ INSTRUMENT STN	⊕ TREE
△ SURVEY REF MARK	⊗ SHRUB
△ TBM	⊙ STUMP
□ TITLE PEG	⊙ DEAD TREE
★ STAR PICKET	⊙ TREE: SCALED TRUNK & DRIP LINE (NATIVE, NON-NATIVE)
↑ PM	⊙ TREES
┌ CHISEL CUT	
RELIEF	
--- TOP BANK	
--- TOE BANK	
DRAINAGE	
→ OPEN DRAIN INVERT	
→ PITCHER INVERT	
→ INV DRAINAGE PIPE / BOX CULV / UNDERGROUND DRAIN	
→ SWD	→ LAKE/DAM
□ GRATED PIT/JUNCTION PIT/ SPOON DRAIN PIT	
▭ ENDWALL / WING WALL	
BUILDINGS	
▭ HOUSE / MAJOR BUILDING / RET. WALL (TOP) / DOOR / WINDOW	
▭ SHED/ MINOR BUILDING/ VERANDA	
▭ VERANDA/ CONCRETE SLAB / RETAINING WALL (TOP)	
▭ RETAINING WALL (BASE)	
▭ BUILDING - NON BRICK	
FENCES	
▭ FENCE	
▭ FENCE POST & GATE	
ROAD	
▭ CENTRE LINE BITUMEN	
▭ EDGE OF BITUMEN	
▭ CENTRE FORMATION	
▭ VEH. TRACK/EDGE OF FORMATION	
▭ BACK / INVERT / LIP OF KERB	
▭ FOOTPATH	
○ GUIDEPOST	○ SIGNS
⊙ TRAFFIC SIGNAL PIT ROUND	⊙ FLAG POLE
⊙ TRAFFIC SIGNAL PIT SQUARE	⊙ KILOMETRE POST
⊙ TRAFFIC SIGNAL POLE	⊙ SAMPLE BOREHOLE
⊙ RUBBISH BIN ROUND	⊙ RUBBISH BIN SQUARE
⊙ PARKING METER	⊙ PARKING TICKET MACHINE
ELECTRICITY	
— ELEC MAIN UG	⊙ ELEC POLE
— ELEC O/HEAD	⊙ ELEC PIT
— LIGHT POLE	⊙ ELEC POLE WITH LIGHT
TELECOMMUNICATIONS	
— TEL STRA CABLE	
⊙ TEL PIT (ROUND)	⊙ TEL PIT (RECT)
⊙ TEL PIT (DOUBLE)	⊙ TEL MANHOLE
⊙ TEL PILLAR	⊙ TEL STRA MARKER POST
— EX O	— OPTUS CABLE
— EX N	— NBN CABLE
GAS	
— EX G	— GAS MAIN
⊙ GAS VALVE	⊙ GAS SERVICE
⊙ GAS METER	⊙ GAS MARKER POST
SEWER	
— EX S	— SEWER MAIN INV
⊙ SEWER TOP MANHOLE	⊙ SEWER MS
⊙ SEWER ID	⊙ SEWER TMS or IS
WATER POTABLE	
— EX W	— WATER MAIN
⊙ STOP VALVE	⊙ WATER METER
⊙ FIRE PLUG OR HYDRANT	⊙ WATER SERVICE
⊙ TAP	⊙ SPRINKLER
⊙ WATER MARKER POST	
WATER RECYCLED	
— EX RW	— WATER MAIN RECYCLED
⊙ STOP VALVE	⊙ WATER METER
⊙ FIRE PLUG OR HYDRANT	⊙ WATER SERVICE
⊙ TAP	⊙ SPRINKLER
⊙ WATER MARKER POST	
UNKNOWN	
⊙ UNCLASSIFIED POST	⊙ UNCLASSIFIED VALVE
— EX U	— UNCLASSIFIED PIPE

AS SUBMITTED TO CLIENT	TC TC PL 26/11/21
REVISION	SURV DWG CHK DATE



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**1 WALLACE STREET
 CASTLEMAINE
 FEATURE & LEVEL SURVEY
 TURNING POINT PROPERTY & PROJECTS**

DWG STATUS:	PROJECT & DWG No:	REV:
	13748	A

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1 WALLACE STREET - CASTLEMAINE VIC 3450 PROPOSED DEVELOPMENT



1 WALLACE STREET - CASTLEMAINE VIC 3450 BUILDING ENVELOPES



SCALE 1:400

1 WALLACE STREET - CASTLEMAINE VIC 3450 VEHICLE PARKING MANOEUVRING



Photographs of site and surrounds – 10 Campbell Street Castlemaine



Subject site, existing dwelling



Driveway to funeral home car park at the rear



Funeral home premises adjoining to the left of the site



View east along south side of Campbell Street towards Barker Street



View east along Campbell Street towards Barker Street



View east along the north side of Campbell Street towards Barker Street



Example of a dwelling on the north side of Campbell Street east of the site



View west along Campbell Street towards Kennedy Street



Example dwelling on the north side of Campbell Street west of the site



Commercial premises oppsite



Funeral home car park at the rear of site



Access from the car park to the funeral home to east



Driveway on the west side of the site to funeral home car par at the rear



Single garage in rear yard



Rear section of existing dwelling to be removed



Rear of existing dwelling with areas proposed for removal

29 Sternberg Street
Kennington VIC 3550

9 January 2023

Planning Department
Mount Alexander Shire Council
P.O. Box 185
CASTLEMAINE VIC. 3450

Attention: Ms Georgina Hope

Dear Ms. Hope

Application for Planning Approval – 10 Campbell Street, Castlemaine

On behalf of the owners please find attached a planning application and supporting report for planning approval for the use and development of an office and reduction of car parking at the above address.

I have enclosed:

- A Planning Application form;
- Copy of title;
- A planning submission addressing the relevant clauses of the Mount Alexander Planning scheme and photographs of the site and surrounds;
- Planning Property Report; and
- A copy of proposed plans and siting details.

Please provide an invoice for the required fee.

It is noted that the building designers did apply for a pre-application meeting to discuss the development but have not received any response from Council for some time and as such the application is being submitted.

It is respectfully considered that the proposal as outlined in the attached report clearly demonstrates that the proposal addresses the relevant criteria and decision guidelines of the Mount Alexander Planning Scheme and warrants Council approval.

Should you wish to discuss the matter further please do not hesitate to contact me on 0458 394 656.

Yours sincerely



Barry Green

Application for Planning Permit

Use and development of an office and reduction in car parking requirements.

10 Campbell Street, Castlemaine

Existing site conditions and history

The site is located in Campbell Street Castlemaine between Barker Street to the east and Kennedy Street to the west.

The site is surrounded on three sides by the existing Mount Alexander Funeral Directors operation, car park to the south, access driveway to the west and chapel/offices to the east.

The site contains an existing single steel garage and the remains of a brick cottage that has had some vandalism, see photos.

Campbell Street is a wide fully constructed sealed road with bluestone gutters, angle parking and all reticulated services.

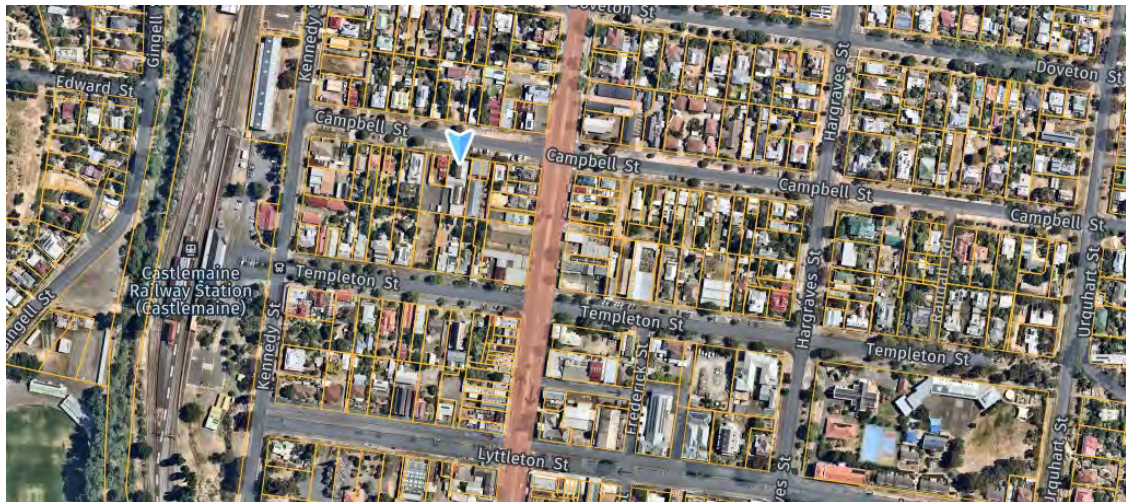
The site falls from the rear southeast corner to Campbell Street, northwest corner by approximately 1.5m over 30.30m.

The immediately surrounding area is developed for a mix of residential and commercial purposes, many with heritage attributes and in varying stages of repair.

The site is rectangular in shape with a frontage to Campbell Street of 13.80m, a depth of 27.00m and a total approximate area of 373m².

Locality

The site is located on the south side of Campbell Street between Kennedy Street to the west and Barker Street to the east. The site is surrounded by the Mount Alexander Funerals operation and is owned by the operators.



Proposal

Use and development of an office and associated car parking.

The proposed office redevelopment utilises the existing single storey cottage and the rear brick walls to be incorporated into the new design. The front four main rooms of the cottage are to be restored along with the front verandah whilst the rear utility section containing the bathroom, kitchen and store will be demolished to allow for new entry, office and staff amenities. The new construction will utilize the existing brick walls where possible with roof design and new materials galvanized steel cladding and glazing.

The site has vehicular access via the existing driveway at the northwest corner from Campbell Street,

All reticulated services are available and connected with servicing from Campbell Street.

Current Zone and Overlay provisions

The site is currently zoned General Residential Zone Schedule 1 (GRZ1) – Mount Alexander General Residential Area.

The following overlays apply to the site:

- Heritage Overlay Schedule 593 and 667 (HO593 and HO 667) – 10 Campbell Street and Castlemaine Central Conservation Area

Planning Permit triggers

- 43.01-2 Use and development for an office in the HO, noting that the schedule permits prohibited uses in GRZ to be considered in order to protect the heritage buildings
- 52.06-3 Reduction in carparking

Planning Scheme Assessment

The relevant clauses of the Mount Alexander Planning Scheme applicable to this application are:

13.07-1S - Land Use Compatibility

The objective of this clause is:

- *To protect community amenity, human health and safety while facilitating appropriate commercial, industrial, infrastructure or other uses with potential adverse off-site impacts.*

The site is presently surrounded on all four immediate boundaries by commercial development, car park to the south, funeral home and chapel to the west, commercial carpark access to the east and a cultural depot opposite. The proposal is for an office that will likely include a stonemason and similar use to that of the funeral home use to the direct east albeit in a more modern renovated building that will further limit any potential adverse noise.

Clause 15 Built Environment and Heritage

15.01 - Built Environment

15.01-1S - Urban Design

The objective of this clause is:

- *To create urban environments that are safe, healthy, functional and enjoyable and that contribute to a sense of place and cultural identity*

The front façade will remain as is for the cottage albeit with significant maintenance to restore the existing verandah. The wide access to the proposed all abilities car park and pathway to the new modern entrance will provide a sense of place when accessing the site. The use of the existing brick walls, galvanised and painted steel cladding, glass front and cantilever over the glass all combine to break up elements to provide a functional design that clearly offers a sense of place and differentiates new from old.

15.01-2S - Building Design

The objective of this clause is:

- *To achieve building design and siting outcomes that contribute positively to the local context, enhance the public realm and support environmentally sustainable development.*

The façade and address to the public realm will be retained and restored to maintain the address to the public realm. The modern extension will incorporate old brick walls and new materials in a low-level design that does not detract from the historic cottage. The extension is one of attractive clear lines with differentiation and delineation of the respective elements, glass fronted office entry combines with pedestrian access from the vehicle access location.

Clause 17 Economic Development

17.02 - Commercial

17.02-1S - Business

The objective of this clause is:

- *To encourage development that meets the community's needs for retail, entertainment, office and other commercial services.*

The site is quite small in context of office developments however based on current needs this type of development in close proximity to the Castlemaine CBD is much sought after with several similar developments in the broader locality.

Clause 32.08 General Residential Zone Schedule 1 (GRZ1) – Mount Alexander General Residential Area

The purpose of the GRZ1 is:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To encourage development that respects the neighbourhood character of the area.*
- *To encourage a diversity of housing types and housing growth particularly in locations offering good access to services and transport.*
- *To allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations.*

A permit trigger exists under the zone for both use and development for an office associated with a funeral home which is a section 2 use under the GRZ. It is noted that under the heritage overlay applicable to the site, prohibited uses are possible to encourage the restoration and reuse of historic buildings.

The proposal is relatively small-scale infill development in close proximity to the centre of Castlemaine and as detailed above addresses the relevant elements of both Municipal Planning Strategy and Planning Policy Framework.

The proposal provides for both the restoration of a disused historic building and a redevelopment to create a modern office catering for small scale commercial activities that complement the adjoining funeral home use.

Whilst there is no defined neighbourhood character statement for the area, the design has adopted setbacks and heights in keeping with existing building development in this locality.

There are no specific objectives in the schedule to the GRZ however the proposal does facilitate the redevelopment of an existing vacant infill site in close proximity to central Castlemaine.

Clause 43.01 Heritage Overlay Schedule 593 and 667 (HO593 and HO667) – 10 Campbell Street and Castlemaine Central Conservation Area

The purpose of HO593 and HO 667 is:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To conserve and enhance heritage places of natural or cultural significance.*
- *To conserve and enhance those elements which contribute to the significance of heritage places.*
- *To ensure that development does not adversely affect the significance of heritage places.*

- *To conserve specified heritage places by allowing a use that would otherwise be prohibited if this will demonstrably assist with the conservation of the significance of the heritage place.*

The proposal will conserve brick elements of the existing building, restore and redevelop an identified local place of heritage significance for long term reuse. This redevelopment will retain the existing address to the public realm thus maintaining the historic character of Campbell Street.

The built form proposed has taken reference from existing heritage guidelines and prevailing built form in the street.

Whilst the initial office use may be associated with the funeral business surrounding the site there is potential for unrelated office uses to operate as the schedule to the HO clearly considers possible prohibited uses in order to retain the built form for years to come.

Clause 52.06 Car parking

The purpose of the car parking provisions is:

- *To ensure that car parking is provided in accordance with the Municipal Planning Strategy and the Planning Policy Framework.*
- *To ensure the provision of an appropriate number of car parking spaces having regard to the demand likely to be generated, the activities on the land and the nature of the locality.*
- *To support sustainable transport alternatives to the motor car.*
- *To promote the efficient use of car parking spaces through the consolidation of car parking facilities.*
- *To ensure that car parking does not adversely affect the amenity of the locality.*
- *To ensure that the design and location of car parking is of a high standard, creates a safe environment for users and enables easy and efficient use.*

The application proposes a reduction in the required number of onsite parking spaces from 3.5 to 1 DDA compliant space. The site is relatively small in area at 373m² and the design considered the heritage aspects of the address to the street and the availability of car parking in the street. Campbell Street is a very wide street with angle parking available on both sides. This has resulted in the clear provision of the one DDA compliant space on site to facilitate access to the building rather than negotiate the unsealed gravel road shoulders.

Currently there is ample on street parking in this location to cater for the small commercial uses that operate in this location. It is considered that the office type use will have short peak demand times customers view headstones and discuss aspect of a funeral.

The site has excellent access to public transport, walking and cycling being in close proximity to the Castlemaine CBD and Railway station.

An option was considered to allow vehicles to the rear of the site however this would reduce display area for headstones.

The car parking space is located at the front of the site where lighting and flat all-weather surfaces are proposed to better cater for all abilities.

Clause 65.01 Approval of an application or plan

The design and siting of the proposed works have considered the relevant decision guidelines and are considered appropriate, particularly:

- The orderly planning of the area.
- State Planning Policy
- Purpose of the zone and overlay controls
- The existing site constraints and infrastructure provided as part of this infill development.

The proposed office development is an infill development making the most efficient use of all the available services whilst respecting the existing site features and streetscape. The proposal offers a great reuse of an identified local heritage cottage in needs for some attention whilst preserving and restoring the main cottage building that address Campbell Street.

Conclusion

This proposal is considered appropriate in the context of both State and Local provisions facilitating the greater utilization of existing serviced environments. The proposal will restore and utilize an existing vacant premise that has bene the subject of some vandalism whilst providing additional commercial opportunities in a fully serviced area of Castlemaine. The site is in proximity with residential, commercial, industrial and recreational opportunities. The proposal is commended to council for support.

Appendices

- 1. *Copy of Title***
- 2. *Planning Property Report***
- 3. *Proposed redevelopment plans including siting details***
- 4. *Photographs of the site and surrounds***
- 5. *Planning permit application form***

REVISIONS		
ISSUE No.	DATE	COMMENTS
REV. 1	10/10/2022	PRELIMINARY PLANS
REV. 2	18/10/2022	PRELIMINARY PLANS
REV. 3	28/10/2022	PRELIMINARY PLANS
REV. 4	19/12/2022	TOWN PLANNING PLANS

DRAWING LIST	
SHEET No.	SHEET NAME
01	EXISTING SITE PLAN
02	DEMOLITION SITE PLAN
03	PROPOSED SITE PLAN
04	EX.FLOOR PLAN / DEMO. FLOOR PLAN
05	PROPOSED FLOOR PLAN
06	ELEVATIONS
07	ELEVATIONS
08	LANDSCAPE PLAN
09	3D VIEWS
10	3D VIEWS

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TOWN PLANNING PLANS

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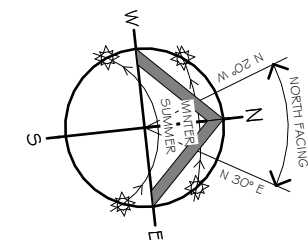
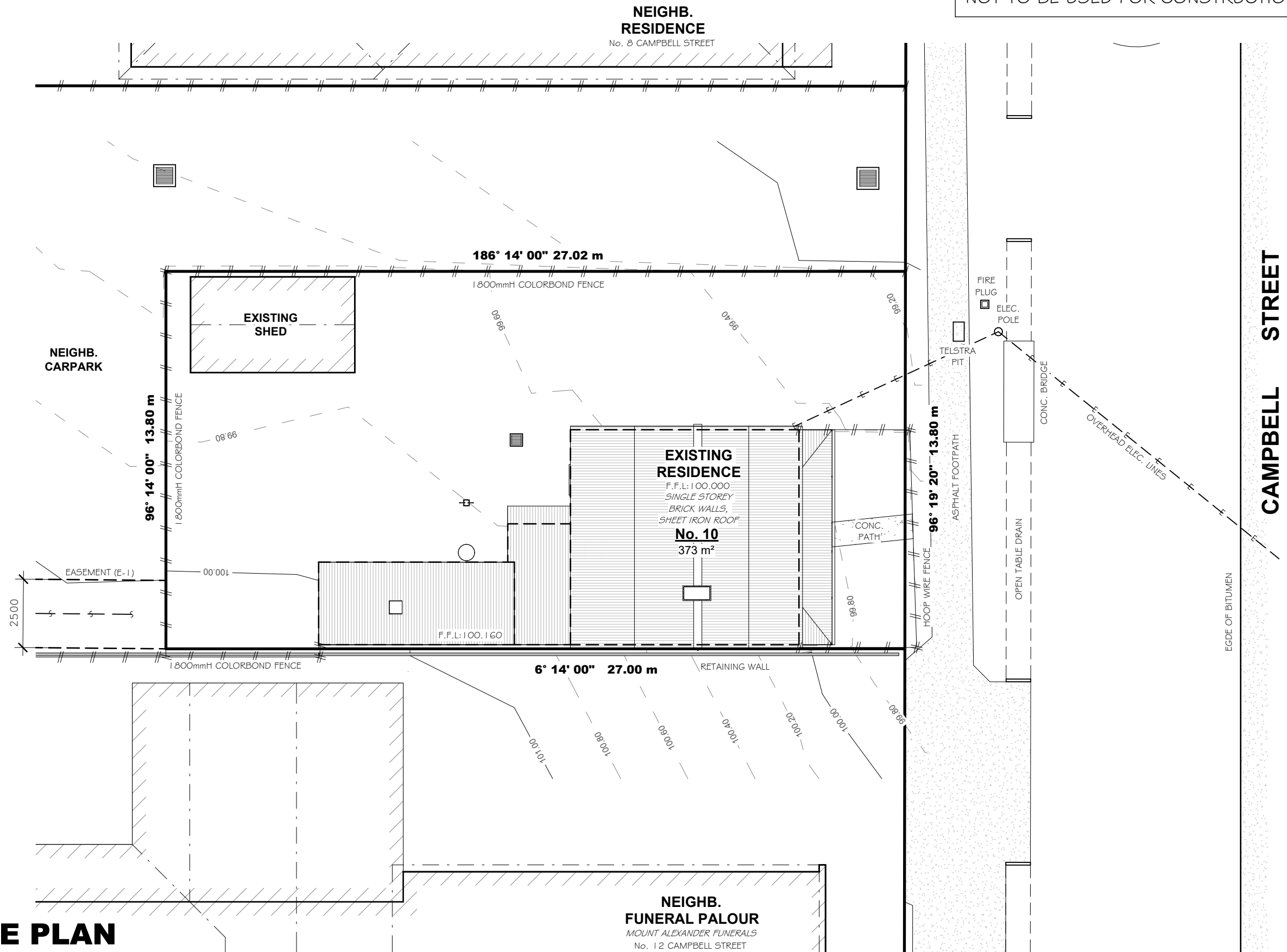
PROJECT INFORMATION

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ADDRESS: 10 CAMPBELL STREET, CASTLEMAINE

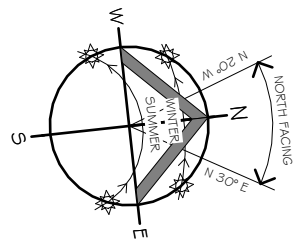
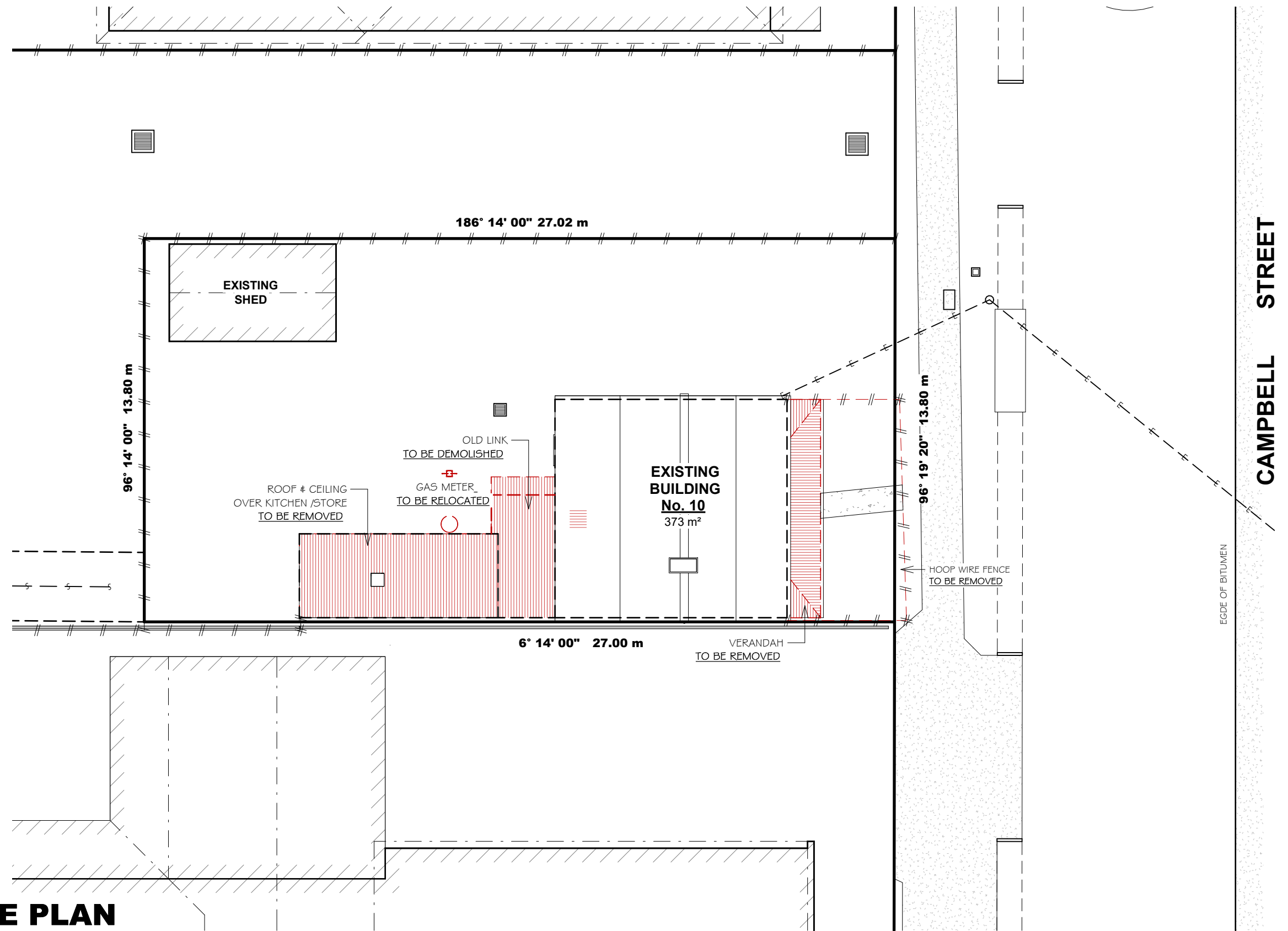
REF No.: R22-219

DATE: 19/12/2022



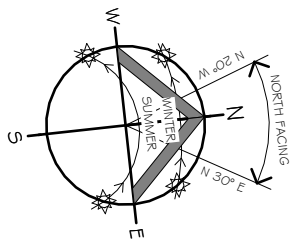
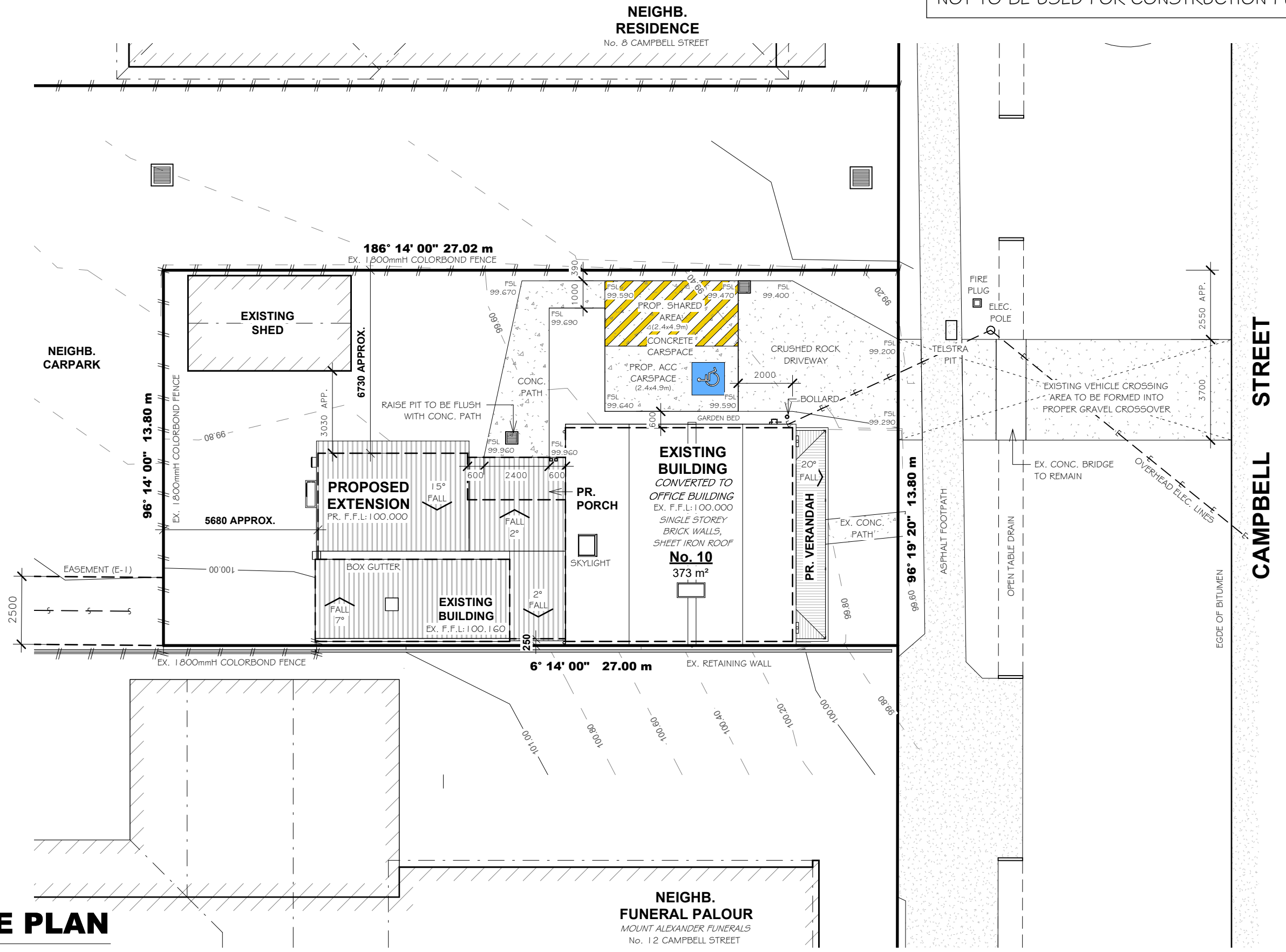
EXISTING SITE PLAN

1 : 150



DEMOLITION SITE PLAN

1 : 150



PROPOSED SITE PLAN

1 : 150

PENNO
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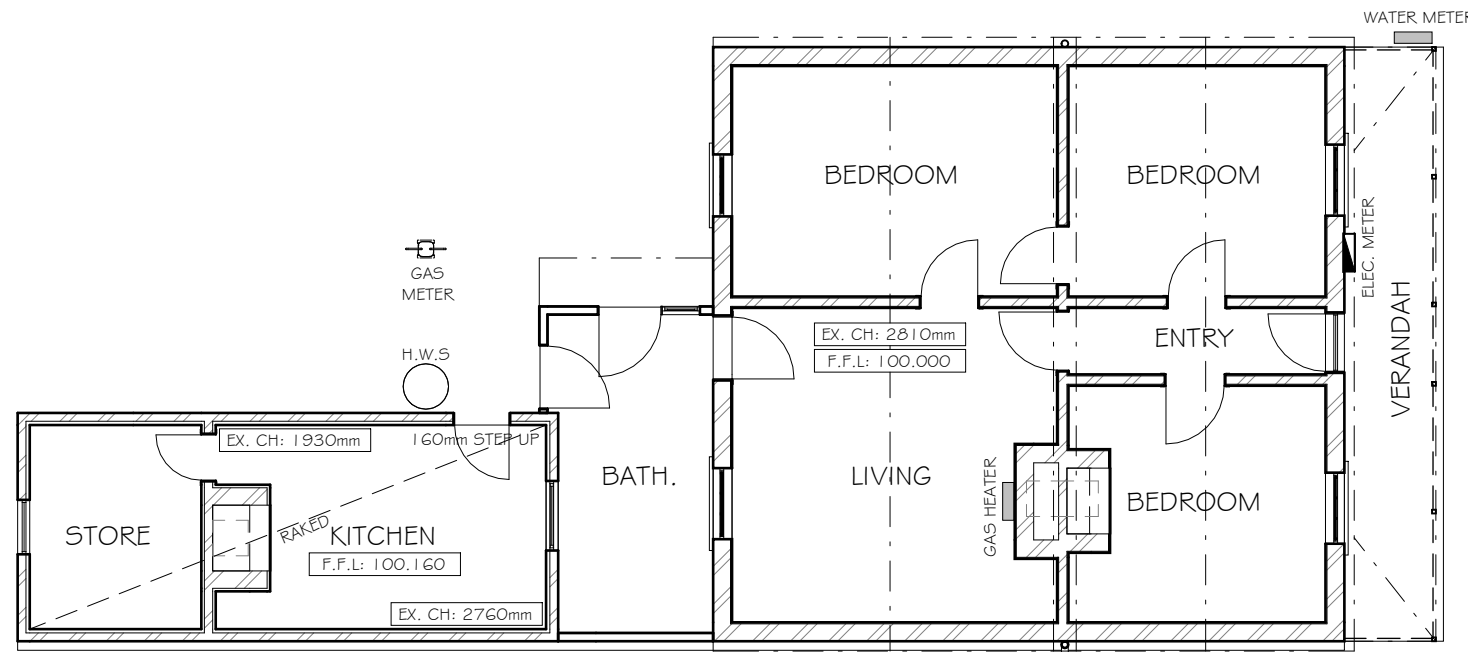
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MOUNT ALEXANDER FUNERALS C/- BRIAN LEIDLE

PROJECT ADDRESS:
10 CAMPBELL STREET, CASTLEMAINE

REFERENCE No.: R22-219
ISSUE No.: REV. 4
DATE: 19/12/2022
DRAWN BY: B.H
CHECKED BY: G.P

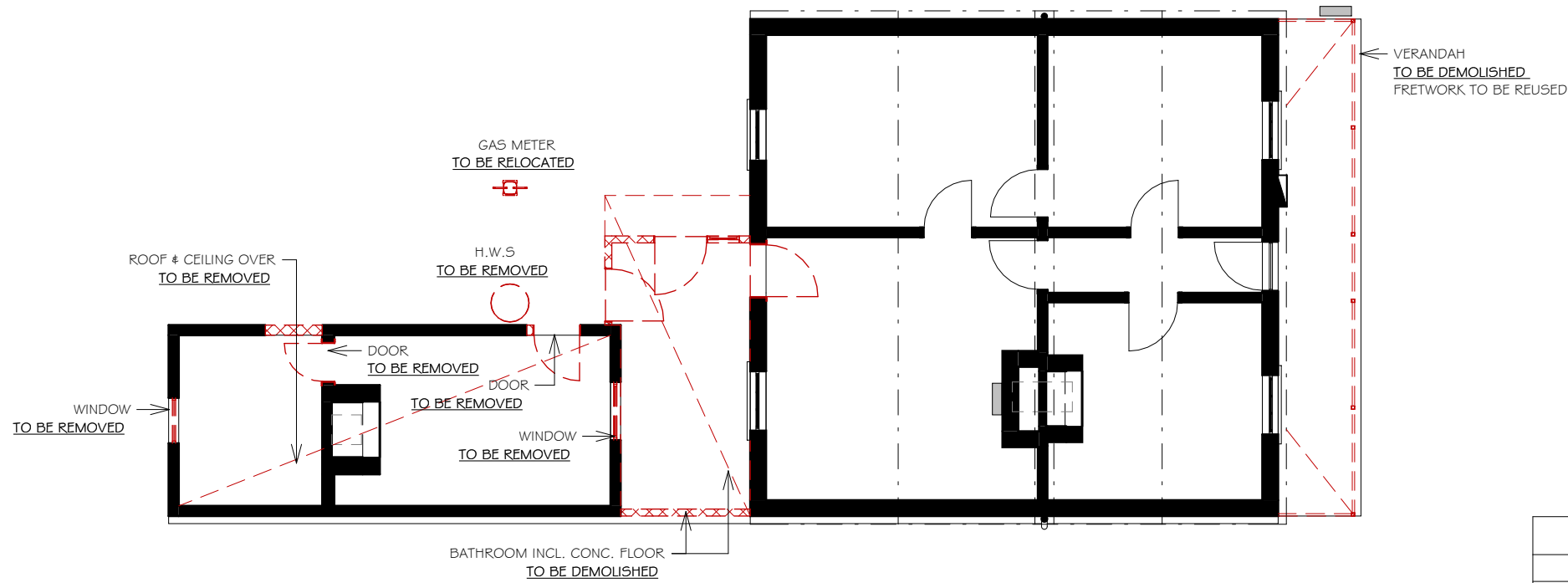
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PROPOSED SITE PLAN

SCALE: 1 : 150 (A3 SHEET) SHEET No.: 03



EXISTING FLOOR PLAN

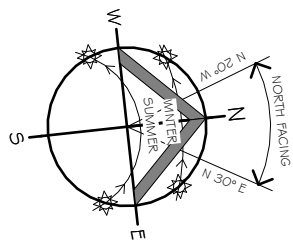
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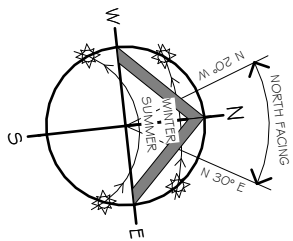
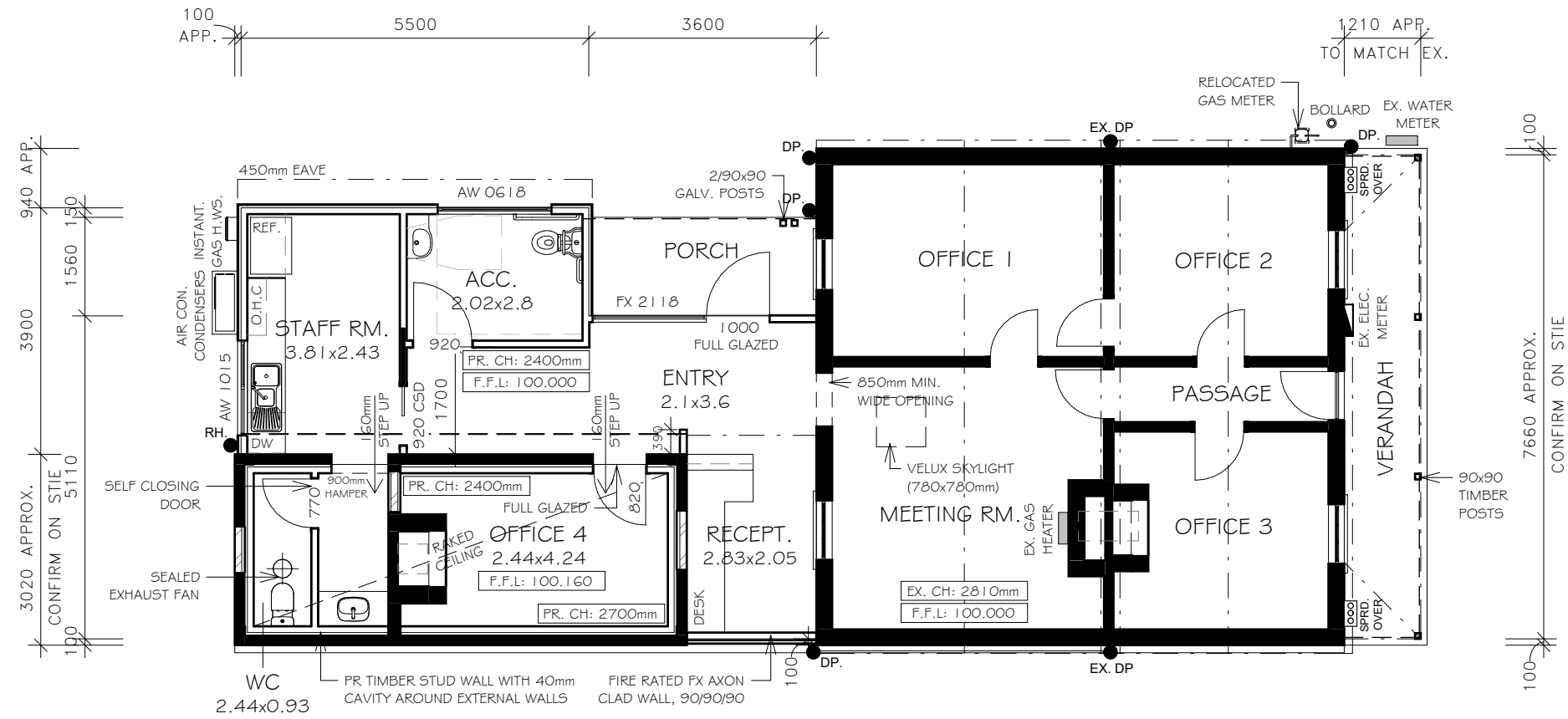


DEMOLITION FLOOR PLAN

1 : 100

EXISTING AREA SCHEDULE		
NAME	AREA	SQUARES
LIVING / BEDROOMS	65.63 m ²	7.06
KITCHEN / STORE	21.59 m ²	2.32
BATH.	9.40 m ²	1.01
VERANDAH	9.51 m ²	1.02
GRAND TOTAL	106.13 m²	11.42





PROPOSED FLOOR PLAN

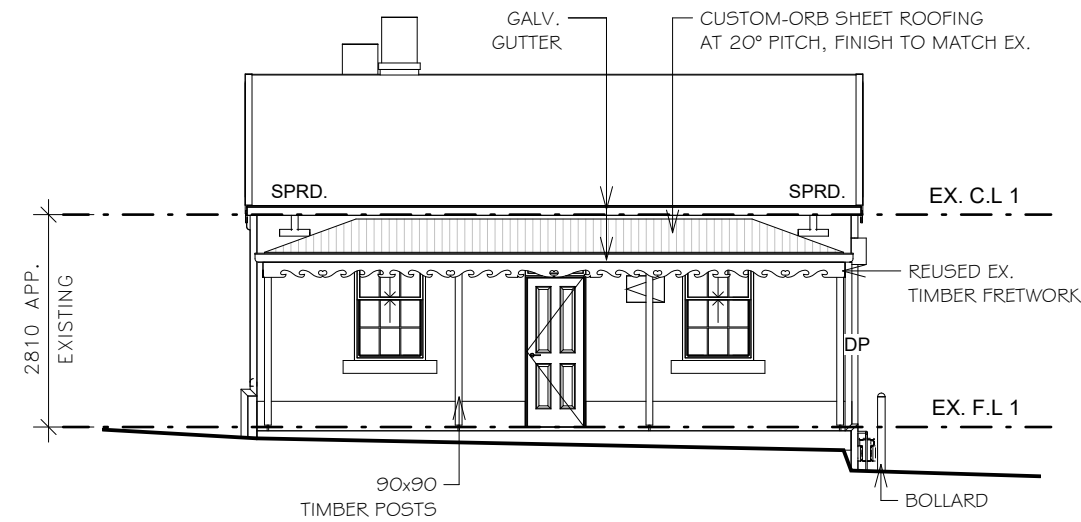
1 : 100

PROPOSED AREA SCHEDULE		
NAME	AREA	SQUARES
EXISTING (FRONT)	65.63 m ²	7.06
EXISTING (REAR)	21.59 m ²	2.32
PR. EXTENSION	35.32 m ²	3.80
PR. PORCH	5.62 m ²	0.60
PR. V'DAH	9.27 m ²	1.00
GRAND TOTAL	137.43 m²	14.79

TOWN PLANNING PLANS

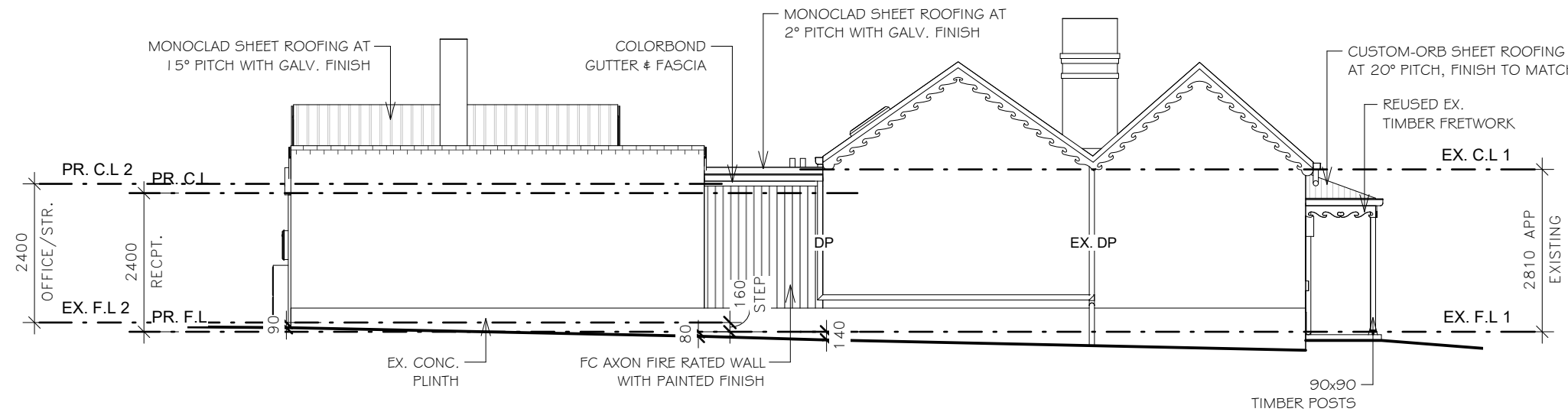
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MATERIAL & COLOUR SCHEDULE		
PROPOSED EXTENSION		
ROOF	C-ORB # MONOCLAD	GALVANISED
FASCIA	METAL	GALVANISED
GUTTER	METAL	GALVANISED
GUTTER (PORCH)	METAL	C'BOND - NIGHT SKY
PORCH BEAM	TIMBER	PAINTED- BLACK
WALLS	CUSTOM ORB	GALVANISED
	FC- AXON	PAINTED- BLACK
WINDOW/ DOORS	ALUMINIUM	BLACK
DOWNPIPES	METAL	GALVANISED
POSTS	GALVANISED	PAINTED- BLACK
PROPOSED FRONT VERANDAH		
ROOF	CUSTOM-ORB	MATCH EXISTING
GUTTER	METAL	GALVANISED
BEAM / FRETWORK	TIMBER	PAINTED - MATCH EXISTING
POSTS	TIMBER	PAINTED - MATCH EXISTING
EXISTING		
<i>*NO ALTERATIONS PROPOSED TO REMAINING EXISTING BUILDING</i>		



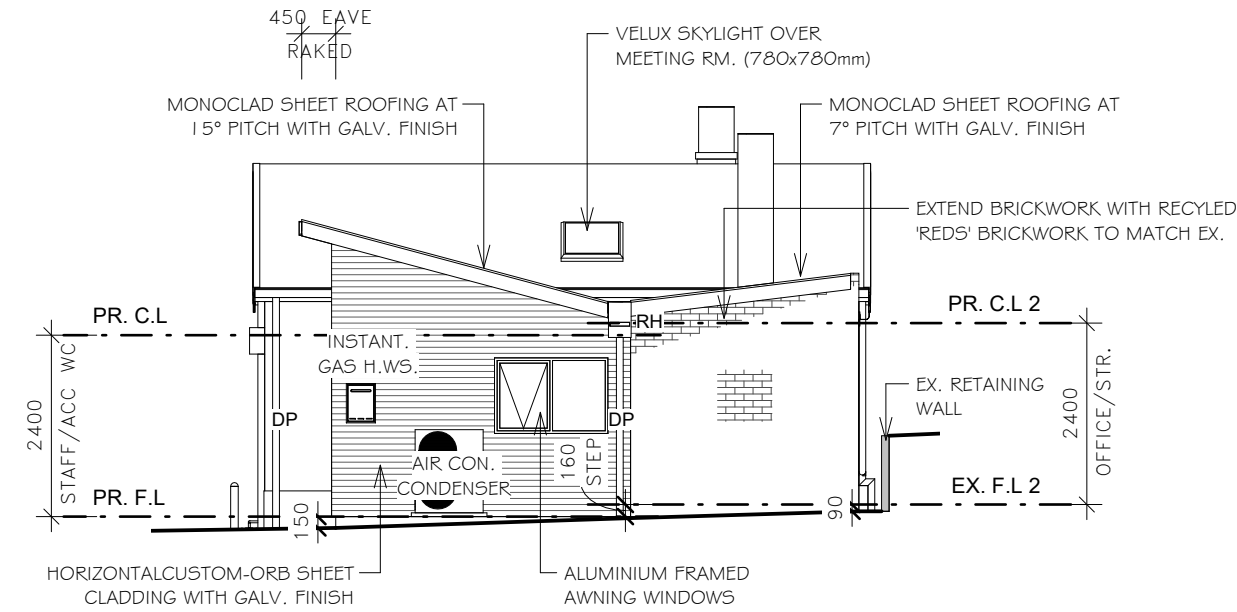
NORTH ELEVATION

1 : 100



EAST ELEVATION

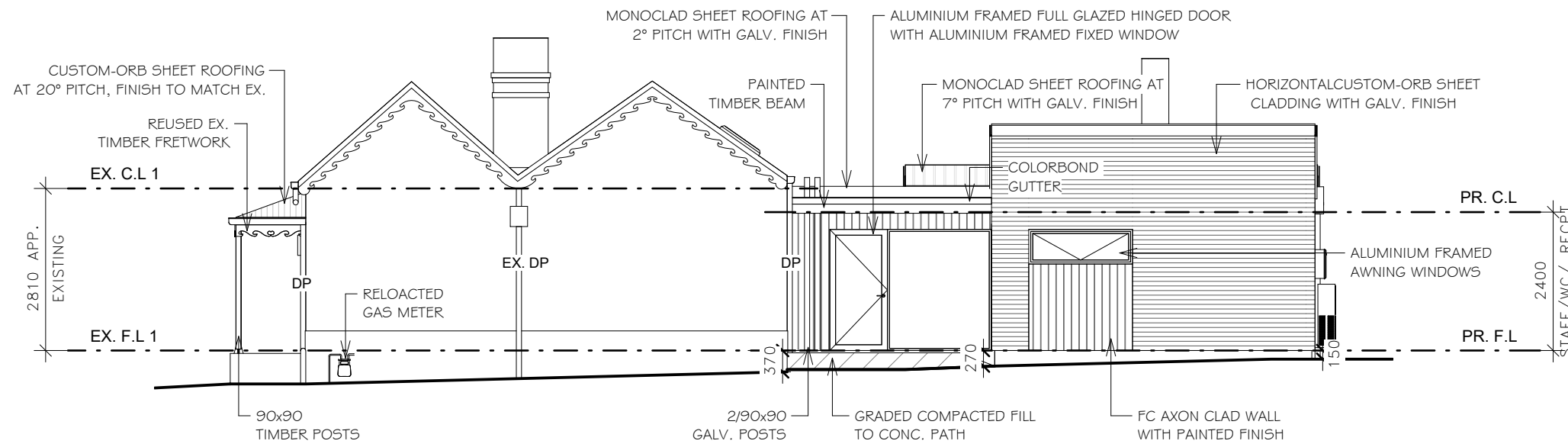
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SOUTH ELEVATION

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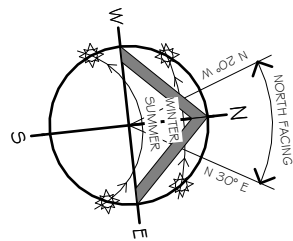
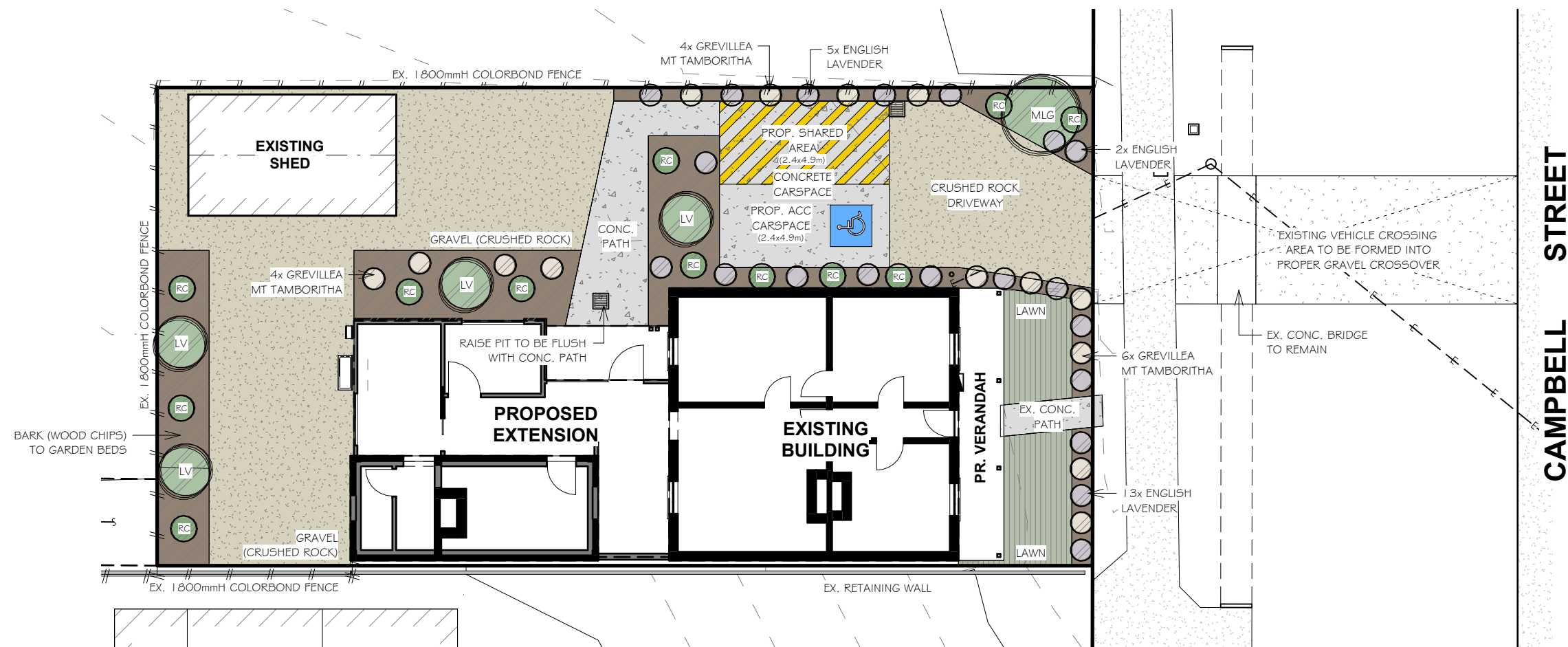
MATERIAL & COLOUR SCHEDULE		
PROPOSED EXTENSION		
ROOF	C-ORB # MONOCLAD	GALVANISED
FASCIA	METAL	GALVANISED
GUTTER	METAL	GALVANISED
GUTTER (PORCH)	METAL	C'BOND - NIGHT SKY
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	FC- AXON	PAINTED- BLACK
WINDOW/ DOORS	ALUMINIUM	BLACK
DOWNPIPES	METAL	GALVANISED
POSTS	GALVANISED	PAINTED- BLACK
PROPOSED FRONT VERANDAH		
ROOF	CUSTOM-ORB	MATCH EXISTING
GUTTER	METAL	GALVANISED
BEAM / FRETWORK	TIMBER	PAINTED - MATCH EXISTING
POSTS	TIMBER	PAINTED - MATCH EXISTING
EXISTING		
*NO ALTERATIONS PROPOSED TO REMAINING EXISTING BUILDING		



WEST ELEVATION

1 : 100

- LEGEND**
- GRAVEL (CRUSHED ROCK)
 - CONCRETE
 - BARK (TO GARDEN BEDS)
 - LAWN
 - CP - MAGNOLIA LITTLE GEM
 - LV - LEMON VERBENA
 - RC - ROCK CORREA
 - EL - ENGLISH LAVENDER
 - MLG - GREVILLEA MT TAMBORITHA



LANDSCAPE PLAN

1 : 150

PLANT SCHEDULE						
	BOTANIC NAME	COMMON NAME	POT SIZE	SIZE (HxW)	QTY.	KEY
SHRUBS	LAVANDULA ANGSTIFOLIA	ENGLISH LAVENDER	140mm	1.0m x 0.5m	20	EL
	CORREA GLABRA	ROCK CORREA	140mm	1.5m x 1.5m	12	RC
GROUND COVER	GREVILLEA LANIGERA	MT TAMBORITHA	TUBESTOCK	0.3m x 1.0m	14	MT
TREES	MANGOLIA GRANDIFLORA	LITTLE GEM	180mm	6m x 3m	1	MLG
	ALOYSIA TRIPHYLLA	LEMON VERBENA	140mm	3.0m x 2.0m	4	LV

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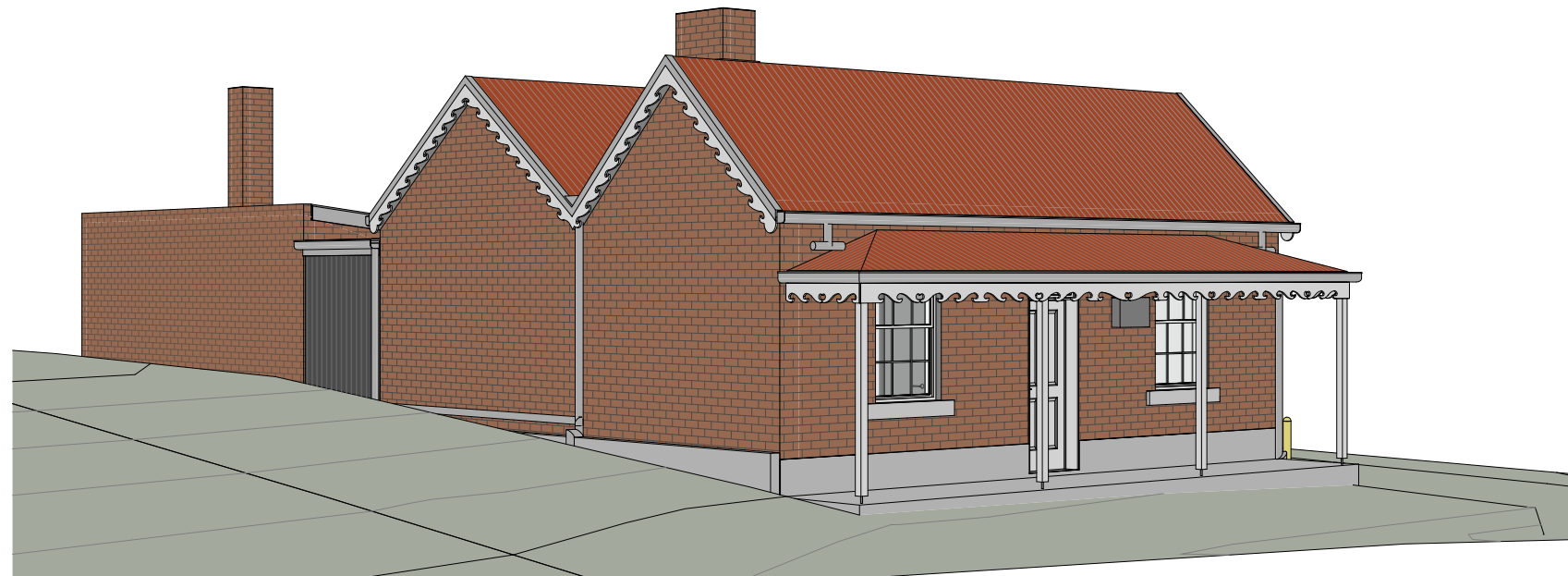
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PROJECT ADDRESS:
10 CAMPBELL STREET, CASTLEMAINE

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LANDSCAPE PLAN

SCALE: As indicated (A3 SHEET) SHEET No.: 08

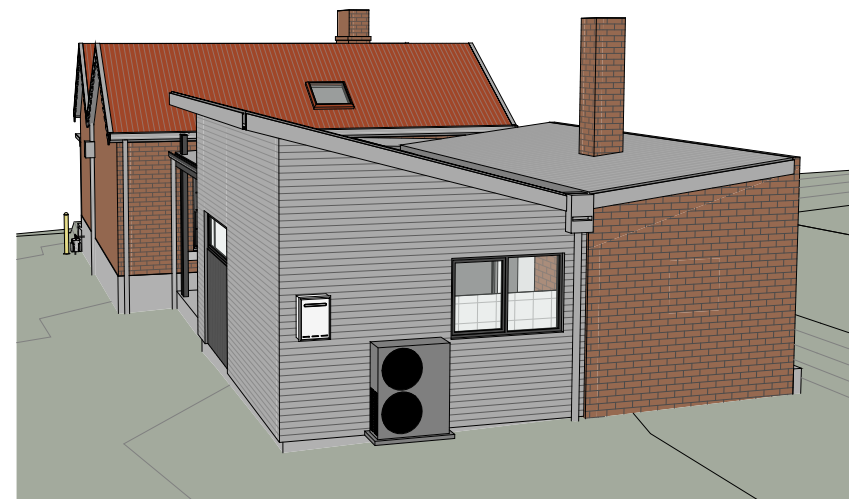
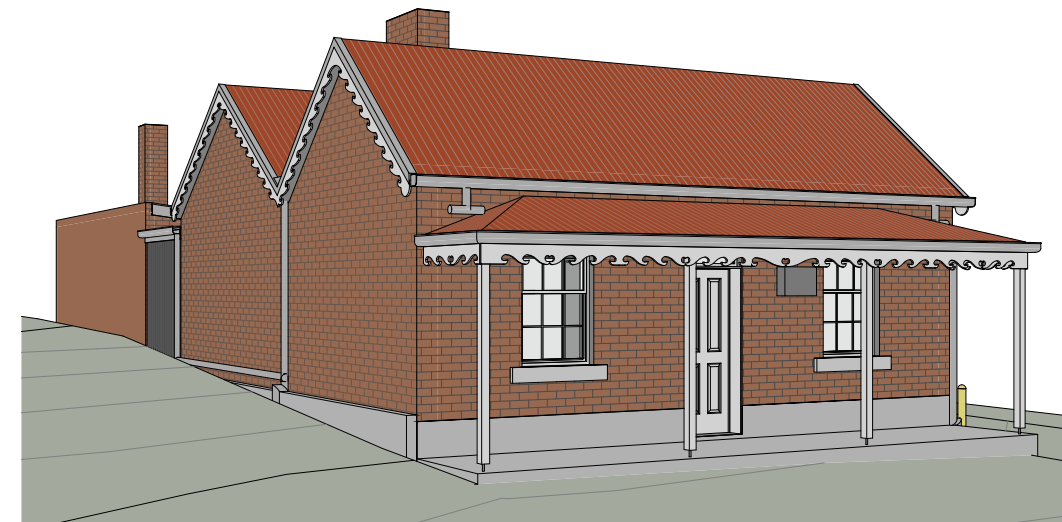
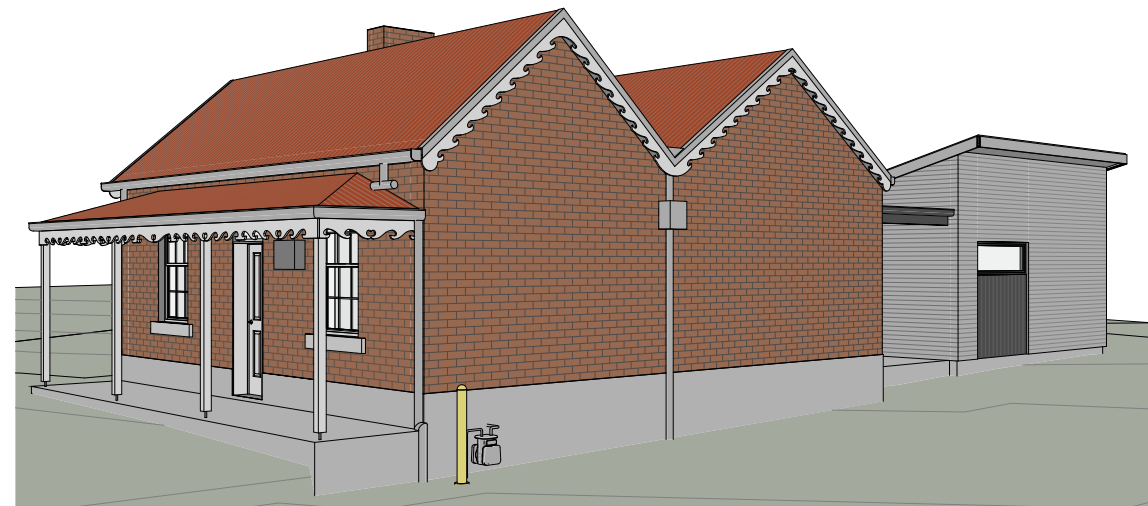
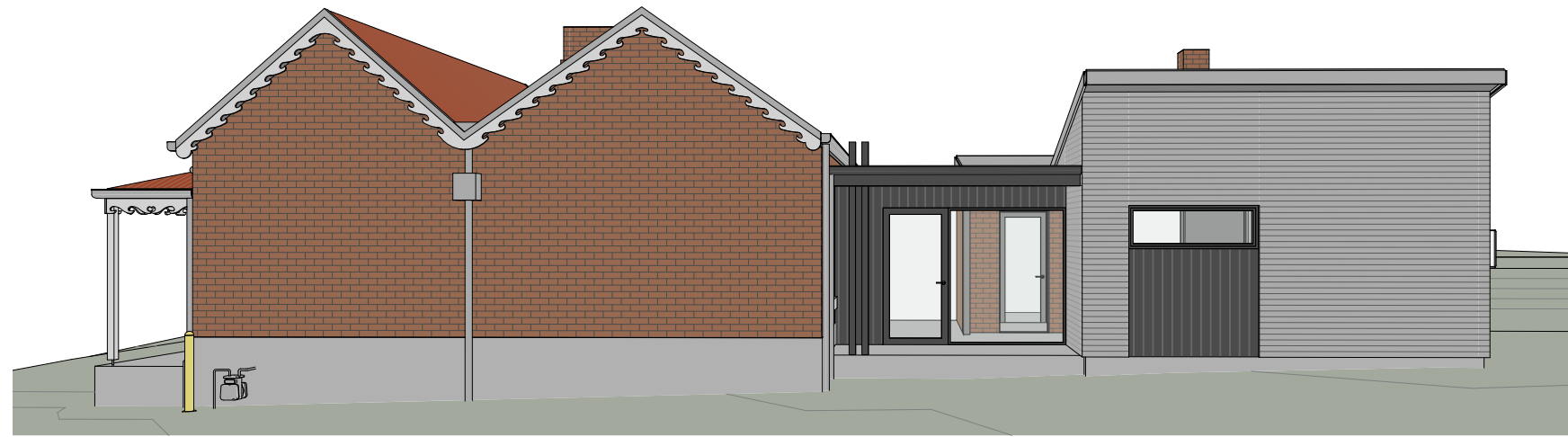


VIEW FROM EAST OF SITE



VIEW FROM WEST OF SITE

TOWN PLANNING PLANS
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Applying the Heritage Overlay

Planning Practice Note 1

AUGUST 2018

This practice note provides guidance about the use of the Heritage Overlay.

What places should be included in the Heritage Overlay?

- Any place that has been listed on the Australian Heritage Council's now closed Register of the National Estate.
- Any place that has been referred by the Heritage Council for consideration for an amendment to the planning scheme.
- Places listed on the National Trust Heritage Register of the National Trust of Australia (Victoria), provided the significance of the place can be shown to justify the application of the overlay.
- Places identified in a local heritage study, provided the significance of the place can be shown to justify the application of the overlay.

Places listed on the former *Register of the National Estate* or on the *National Trust Heritage Register* of the National Trust of Australia (Victoria) do not have statutory protection unless they are protected in the planning scheme.

The heritage process leading to the identification of the place needs to clearly justify the significance of the place as a basis for its inclusion in the Heritage Overlay. The documentation for each place shall include a statement of significance that clearly establishes the importance of the place and addresses the heritage criteria.

What are recognised heritage criteria?

The following recognised heritage criteria shall be used for the assessment of the heritage value of the heritage place. These model criteria have been broadly adopted by heritage jurisdictions across Australia and should be used for all new heritage assessment work.

Criterion A: Importance to the course or pattern of our cultural or natural history (historical significance).

Criterion B: Possession of uncommon, rare or endangered aspects of our cultural or natural history (rarity).

Criterion C: Potential to yield information that will contribute to understanding our cultural or natural history (research potential).

Criterion D: Importance in demonstrating the principal characteristics of a class of cultural or natural places or environments (representativeness).

Criterion E: Importance in exhibiting particular aesthetic characteristics (aesthetic significance).

Criterion F: Importance in demonstrating a high degree of creative or technical achievement at a particular period (technical significance).



Criterion G: Strong or special association with a particular community or cultural group for social, cultural or spiritual reasons. This includes the significance of a place to Indigenous peoples as part of their continuing and developing cultural traditions (social significance).

Criterion H: Special association with the life or works of a person, or group of persons, of importance in our history (associative significance).

The adoption of the above criteria does not diminish heritage assessment work undertaken before 2012 using older versions of criteria.

The thresholds to be applied in the assessment of significance shall be 'State Significance' and 'Local Significance'. 'Local Significance' includes those places that are important to a particular community or locality. Letter gradings (for example, "A", "B", "C") should not be used.

To apply a threshold, some comparative analysis will be required to substantiate the significance of each place. The comparative analysis should draw on other similar places within the study area, including those previously included in a heritage register or overlay. Places identified to be of potential state significance should undergo analysis on a broader (statewide) comparative basis.

Places of significance for historical or social reasons

Planning is about managing the environment and its changes. An appropriate test for a potential heritage place to pass in order to apply the Heritage Overlay is that it has 'something' to be managed. This 'something' is usually tangible but it may, for example, be an absence of built form or the presence of some other special characteristic. If such things are present, there will be something to manage and the Heritage Overlay may be applied.

If not, a commemorative plaque is an appropriate way of signifying the importance of the place to the local community.

Group, thematic and serial listings

Places that share a common history and/or significance, but which do not adjoin each other or form a geographical grouping may be considered for treatment as a single heritage place. Each place that forms part of the group might share a common statement of significance; a single entry in the Heritage Overlay Schedule and a single Heritage Overlay number.

This approach has been taken to the listing of Chicory Kilns on Phillip Island in the Bass Coast Planning Scheme. The kilns are dispersed across the island but share a common significance. Group listing of the kilns also draws attention to the fact that the kilns are not just important on an individual basis but are collectively significant as a group.

The group approach has also been used for the former Rosella Factory Complex in the Yarra Planning Scheme. This important factory complex had become fragmented through replacement development making it hard to justify a precinct listing. The group listing, with a single Heritage Overlay number, has meant that the extent and significance of the complex can still be appreciated.

Writing a statement of significance

For every heritage place (that is, a precinct or individual place) a statement of significance must be prepared using the format of 'What is significant?'; 'How is it significant?' and 'Why is it significant?'.

What is significant? – This section should be brief, usually no more than one paragraph or a series of dot points. There should be no doubt about the elements of the place that are under discussion. The paragraph should identify features or elements that are significant about the place, for example, house, outbuildings, garden, plantings, ruins, archaeological sites, interiors as a guide to future decision makers. Clarification could also be made of elements that are not significant. This may guide or provide the basis for an incorporated plan which identifies works that may be exempt from the need for a planning permit.

How is it significant? – Using the heritage criteria above, a sentence should be included to the effect that the place is important. This could be because of its historical significance, its rarity, its research potential, its representativeness, its aesthetic significance, its technical significance and/or its associative significance. The sentence should indicate the threshold for which the place is considered important.

Why is it significant? – The importance of the place needs to be justified against the heritage criteria listed above. A separate point or paragraph should be used for each criterion satisfied. The relevant criterion reference should be inserted in brackets after each point or paragraph, for example "(Criterion G)". An example statement of significance has been prepared for guidance, see **Appendix A**.



The explanatory report for an amendment that includes a place in the Heritage Overlay (or other supporting documentation accompanying a planning scheme amendment) should:

- state whether the place is a precinct or an individual place
- identify if further controls allowed by the schedule to the overlay are required such as external paint controls or tree controls (the identification of further controls should be based on the explanation of why a heritage place is significant).

Incorporating, saving and displaying statements of significance

A statement of significance must be incorporated in the planning scheme for each heritage place included in the schedule to the Heritage Overlay after 31 July 2018. This requirement does not apply to a heritage place included in the schedule by an amendment prepared or authorised by the Minister for Planning under section 8(1)(b) or section 8A(4) of the *Planning and Environment Act 1987* before 31 October 2018.

However, a statement of significance may be incorporated for any heritage place included in the schedule before 31 July 2018 or by an amendment that the exemption applies to.

If a statement of significance is incorporated in the planning scheme, the name of the statement must be specified in the schedule to the overlay.

All statements of significance (incorporated or otherwise) should be securely stored in the HERMES heritage database.

Where a planning scheme amendment has resulted in the inclusion of, or amendments to, places in the Heritage Overlay, the strategic justification (that is, the heritage study documentation and statements of significance) needs to be updated. A statement of significance that has been incorporated into the planning scheme can only be changed by an amendment to the planning scheme. If the heritage place does not have a statement of significance that has been incorporated, then any changes should be entered into the department's HERMES heritage database.

Where a place (either a precinct or individual place) is included in the Heritage Overlay, the statement of significance for that place should be publicly viewable through the department's Victorian Heritage Database.

Additional resources may be required

When introducing the Heritage Overlay, a council should consider the resources required to administer the heritage controls and to provide assistance and advice to affected property owners. This might include providing community access to a heritage adviser or other technical or financial assistance.

Drafting the Heritage Overlay schedule

What is a heritage place?

A heritage place could include a site, area, building, group of buildings, structure, archaeological site, tree, garden, geological formation, fossil site, habitat or other place of natural or cultural significance and its associated land. It cannot include movable or portable objects such as machinery within a factory or furniture within a house.

What is the planning scheme map reference number?

In column one of the schedule, the Planning Scheme Map Reference prefix should read HO1, HO2, HO3 and so on. Each heritage place in the schedule will have its own identifying number. The planning scheme maps should also record these numbers as a cross reference between the maps and the schedule.

Street numbers and location descriptions

Street numbers and locality addresses should be included for properties wherever possible. Where a street address is not available, plan of subdivision details (for example, Lot 1 of PS12345) should be used. Avoid using Crown Allotment details, Certificate of Title details or obscure location descriptions if possible.

How should the Heritage Overlay schedule be arranged?

There are three preferred options for arranging the schedule:

- Heritage places may be arranged in ascending numerical order by their planning scheme map reference number (eg HO1, HO2, HO3 and so on).
- Heritage places may be grouped according to their suburb, town or location and then arranged alphabetically by street address within each grouping.
- All places may be listed alphabetically by their street address irrespective of their location.

Use the method which most assists users of the planning scheme to find the relevant property by a simple search through the schedule.



An example of a schedule to the Heritage Overlay is included at **Appendix B**.

Application requirements

The schedule allows for application requirements to be specified.

Incorporated plan

Clause 43.01-3 of the Heritage Overlay allows an incorporated plan to be prepared to identify works to a heritage place that are exempt from the need for a planning permit. To do so, the plan must be specified in the schedule to the overlay and must also be listed in the schedule to Clause 72.04.

Statements of significance

Where a statement of significance is incorporated in the planning scheme, it must be given a title which includes the name of the heritage place or if there is no name specified, the full address of the heritage place. The title of the statement of significance must be specified in the schedule to the overlay. The title of the statement must also be listed in the schedule to Clause 72.04.

Heritage design guidelines

Where detailed heritage design guidelines have been prepared for a heritage place, they may be incorporated into the planning scheme. The title of the incorporated document must be specified in the schedule to the overlay and must also be listed in the schedule to Clause 72.04.

Applying external painting controls

External painting controls over particular heritage places can be applied in the schedule by including a 'yes' in the External Paint Controls Apply? column.

Applying internal alterations controls

Internal alteration controls over specified buildings can be applied in the schedule by including a 'yes' in the Internal Alteration Controls Apply? column. This provision should be applied sparingly and on a selective basis to special interiors of high significance. The statement of significance for the heritage place should explain what is significant about the interior and why it is important.

Applying tree controls

The schedule can apply tree controls over heritage places. The tree controls could apply to the whole of a heritage place (for example, over a house site or an area) or a tree or group of trees could be specifically nominated as the heritage place.

Tree controls are applied by including a 'yes' in the Tree Controls Apply? column. Tree controls should only be applied where there has been a proper

assessment. The statement of significance for the heritage place should identify the particular trees that are significant (under "What is significant?") and why the tree or trees are important.

If only one, or a few trees within a large property are considered significant, the 'Tree Controls Apply' column can be qualified with the relevant details. A planning permit would then only be required to remove, destroy or lop the trees that were specifically identified in the column.

This control is designed to protect trees that are of intrinsic significance (such as trees that are included on the National Trust Heritage Register), or trees that contribute to the significance of a heritage place (for example, trees that contribute to the significance of a garden or area). The control is not meant to protect trees for their amenity value. See *Planning Practice Note 7 – Vegetation Protection in Urban Areas* for alternative methods of vegetation protection.

Outbuildings and fences

Councils may consider that certain outbuildings and/or fences on heritage sites are significant and can therefore require that these be subject to the notice and review requirements of the *Planning and Environment Act 1987*. This is achieved by including the word 'yes' in the column headed 'Outbuildings or fences which are not exempt under Clause 43.01-4?'.

It is helpful to landowners and users of the planning scheme if the column in the schedule identifies the particular outbuildings and/or fences that are considered to be significant. The statement of significance for the heritage place should also identify the particular outbuildings and/or fences that are significant (under "What is significant?") and why they are important.

How should places in the Victorian Heritage Register be treated in the schedule and map?

Section 56 of the *Heritage Act 2017* (Heritage Act) requires that the Minister for Planning must 'prepare and approve an amendment to any planning scheme applying to a place which is included or amended in the Heritage Register to identify the inclusion or amendment of that place in the Heritage Register'. This is intended as an alert to planning scheme users of restrictions that might apply to land under the Heritage Act.

Planning authorities should not amend the schedule or maps as they relate to places in the Victorian Heritage Register and certainly not without the prior approval of Heritage Victoria. This is to ensure that



planning schemes accurately reflect the Heritage Register as required by the Heritage Act.

Under Clause 43.01-2, places on the Victorian Heritage Register are subject to the requirements of the Heritage Act and not the planning provisions of the Heritage Overlay. Where Places included in the Victorian Heritage Register are listed in the schedule, a dash should be recorded in columns three (external paint controls), four (internal alteration controls), five (tree controls) and six (outbuildings and fences) to avoid any possible confusion as to whether planning provisions apply to these properties. In column seven ('Included on the Victorian Heritage Register ...') the reference number of the property on the Victorian Heritage Register should be included as an aid to users of the planning scheme.

Allowing a prohibited use of a heritage place

It is possible to make a prohibited use permissible at a specific place by including a 'yes' in the Prohibited uses may be permitted? column.

This provision should not be applied to significant areas because it might result in the de facto rezoning of a large area. The provision should only be applied to specific places. For example, the provision might be used for a redundant church, warehouse or other large building complex where it is considered that the normally available range of permissible uses is insufficient to provide for the future conservation of the building. Currently this provision applies in the metropolitan area of Melbourne to places that are included on the Victorian Heritage Register.

Aboriginal heritage places

Scarred trees, stone arrangements and other places significant for their Aboriginal associations can be identified by including a 'yes' in the Aboriginal Heritage Place? column. As with any place listed in the Schedule to the Heritage Overlay, supporting justification is expected to apply this provision.

The standard permit requirements of Clause 43.01-1 of the Heritage Overlay apply to Aboriginal heritage places included in the schedule. Clause 43.01-10 reminds a responsible authority that the requirements of the *Aboriginal Heritage Act 2006* apply to these places.

How are heritage precincts and areas treated?

Significant precincts and areas should be identified in the schedule and be mapped.

How are individual buildings, trees or properties of significance located within significant areas treated?

The provisions applying to individual buildings and structures are the same as the provisions applying to areas, so there is no need to separately schedule and map a significant building, feature or property located within a significant area.

The only instance where an individual property within a significant area should be scheduled and mapped is where it is proposed that a different requirement should apply. For example, external painting controls may be justified for an individual building of significance but not over the heritage precinct surrounding the building.

Alternatively, tree controls may be justified for a specific tree or property within a significant precinct but not over the whole precinct. In such situations the individual property or tree should be both scheduled and mapped.

Significant buildings or structures within a significant precinct can be identified through a local planning policy.

Curtilages and Heritage Overlay polygons

The Heritage Overlay applies to both the listed heritage item and its associated land. It is usually important to include land surrounding a building, structure, tree or feature of importance to ensure that any development, including subdivision, does not adversely affect the setting, context or significance of the heritage item. The land surrounding the heritage item is known as a 'curtilage' and will be shown as a polygon on the Heritage Overlay map. In many cases, particularly in urban areas and townships, the extent of the curtilage will be the whole of the property (for example, a suburban dwelling and its allotment).

However, there will be occasions where the curtilage and the Heritage Overlay polygon should be reduced in size as the land is of no significance. Reducing the curtilage and the polygon will have the potential benefit of lessening the number of planning permits that are required with advantages to both the landowner and the responsible authority. Examples of situations where a reduction in the curtilage and polygon may be appropriate include:

- A homestead on a large farm or pastoral property where it is only the house and/or outbuildings that is important. In most cases with large rural properties, the inclusion of large areas of surrounding farmland is unlikely to have any positive heritage benefits or outcomes.



- A significant tree on an otherwise unimportant property.
- A horse trough, fountain or monument in a road reservation.
- A grandstand or shelter in a large but otherwise unimportant public park.

Suggested steps in establishing a curtilage and polygon include:

1. Review the heritage study documentation and ask the question 'What is significant?'. The polygon should capture those elements of the place that are significant. If there are multiple elements that are widely dispersed on the property, one option may be to have multiple polygons which share the same Heritage Overlay number.
2. In addition to capturing the elements that are significant, it is almost always necessary to include a curtilage (see definition above) to:
 - retain the setting or context of the significant building, structure, tree or feature
 - regulate development (including subdivision) in proximity to the significant building, tree or feature.
3. Where possible, uncomplicated and easily recognised boundaries (such as a fence line) leave little room for potential dispute in terms of the land affected by any future Overlay.
4. Use aerial photos where they exist to assist in identifying a reduced curtilage.
5. Where access is possible, 'ground truthing' may be of assistance.

6. Explain the basis for the reduced curtilage polygon in the heritage study documentation
7. Where questions might arise in the future as to the extent of the polygon shown on the planning scheme map, use the entry in the Schedule to the Heritage Overlay (i.e. column two) to specify the area covered by the polygon. For example:

"The heritage place is the Moreton Bay Fig Tree and land beneath and beyond the canopy of the tree and extending for a distance of five metres from the canopy edge."

Mapping heritage places

All heritage places must be both scheduled and mapped.

In each case, care should be taken to ensure that there is an accurate correlation between the Heritage Overlay schedule and the Heritage Overlay map.

The need for care is exemplified by the fact that the Heritage Overlay map will be the determining factor in any dispute as to whether a control applies (for example, in cases where there is conflict between the Heritage Overlay map and the property description or address in the Heritage Overlay schedule).

Councils are encouraged to review their planning schemes to ensure that all heritage places are correctly mapped and that there are no discrepancies between how places are identified in the Heritage Overlay schedule and Heritage Overlay maps.

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**APPENDIX A. Example statement of significance**

GUMNUT PLANNING SCHEME

Wombat Flats Precinct Statement of Significance

Heritage Place: Wombat Flats Precinct	PS ref no: HO26
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*[Insert photo and or map, if applicable]***What is significant?**

The following features contribute to the significance of the precinct:

The houses constructed from c.1855 to c.1910, as shown on the precinct map.

- The overall consistency of housing form (hipped roofs, single storey wall heights), materials and detailing (weatherboard, face brick or stucco external cladding, corrugated metal roofs, wide verandahs facing the street, brick chimneys), and siting (generous and consistent front and side setbacks).
- Streetscape materials such as bluestone kerb and channel and concrete footpaths. Features that do not contribute to the significance of this place include non-original alterations and additions to the contributory buildings shown on the precinct map and the houses at 32, 24 & 36 Wattle Avenue.

Contributory buildings:

Wattle Avenue: 3,5,7,9,11,13,15,17,19

Myrtle Street: 7,11,12

Features that do not contribute to the significance of this place include non-original alterations and additions to the contributory buildings shown on the precinct map and the houses at 32, 24 & 36 Wattle Avenue.

How is it significant?

The Wombat Flats Precinct is of local, historic and aesthetic significance to Gumnut Shire.

Why is it significant?

Historically, the precinct demonstrates how the gold rush encouraged the residential development of this area in the mid-nineteenth century. The later Victorian and Edwardian housing demonstrates the next stage of development, which resulted from the establishment of improved transport links and industries such as the Butterscotch Factory in near-by Lilly Pilly Street. (Criterion A)

The precinct is significant for the way it demonstrates the key phases of development prior to World War I, characterised by mid to late Victorian era housing, supplemented by Edwardian infill, set within a nineteenth century subdivision with a regular allotment pattern. It is representative of the way residential areas in Gumnut developed during this era. (Criterion D)

The mid to late Victorian and Federation/Edwardian houses with characteristic form, materials and detailing are complemented by traditional public realm materials such as concrete footpaths and bluestone kerb and channel. (Criterion E)

Primary source*[Insert applicable study and/or citation, if applicable]**[Insert grading table for large precincts]*

Number	Address	Grade
7	Wattle Avenue	Contributory

This document is an incorporated document in the Gumnut Planning Scheme pursuant to section 6(2)(j) of the Planning and Environment Act 1987



APPENDIX B. Example schedule to the Heritage Overlay

GUMNUT PLANNING SCHEME

SCHEDULE TO CLAUSE 43.01 HERITAGE OVERLAY

1.0 Application requirements

None specified.

2.0 Heritage places

The requirements of this overlay apply to both the heritage place and its associated land.

PS map ref	Heritage Place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
HO1	House 1 Albert Street, Belmont	Yes	No	No	Yes, front fence	No	No	No
HO2	Althol House 57 Albert Street, Belmont	-	-	-	-	Yes Ref No H456	Yes	No
HO3	Moreton Bay Fig Tree 26 Bryant Street, Ceres The heritage place is the Moreton Bay Fig Tree and land beneath the canopy edge of the tree for a distance of five metres from the canopy edge	No	No	Yes	No	No	No	No
HO4	Barwon River Bridge Station Street, Geelong	-	-	-	-	Yes Ref No H789	No	No
HO5	William Street Precinct William Street, Geelong Incorporated plan: William Street Precinct permit exemptions Statement of significance:	Yes	No	No	No	No	No	No

Heritage places listed in the schedule before 31 July 2018 are not required to include a statement of significance

An incorporated plan, statement of significance and design guidelines are listed in column 2, under the relevant heritage place name



GUMNUT PLANNING SCHEME

PS map ref	Heritage Place	External paint controls apply?	Internal alteration controls apply?	Tree controls apply?	Outbuildings or fences not exempt under Clause 43.01-4	Included on the Victorian Heritage Register under the Heritage Act 2017?	Prohibited uses permitted?	Aboriginal heritage place?
	Williams Street Precinct Statement of Significance Heritage design guidelines: William Street Precinct streetscape design guidelines							
HO6	Wombat Flats Precinct 1-35 & 2-36 Wattle Avenue and 1-29 & 2-30 Blue Gum Statement of significance: Wombat Flats Precinct Statement of Significance	No	No	No	No	No	No	No
HO7	Mount Rothwell Stone Arrangement Mount Rothwell Station Little River-Ripley, Little River Statement of significance: Mount Rothwell Stone Arrangement Statement of Significance	No	No	No	No	No	No	Yes

A statement of significance is listed in column 2, under the relevant heritage place name

Mount Alexander Shire Council

Annual Plan 2022/2023

Q3 Progress Report



Quarterly Annual Plan Report 2022/2023 – Q3

The Annual Plan outlines the actions for 2022/2023 that will implement priorities from the Council Plan 2021-2025.

This report provides a quarterly update on the progress of each action.

The actions have been presented under each of the pillars:

>> OUR PRINCIPLES

We are engaging genuinely with our community; we are always improving; we are delivering together

>> OUR COMMUNITY

A healthy, connected, and inclusive community

>> OUR ENVIRONMENT

A flourishing environment for nature and people

>> OUR ECONOMY

A resilient and growing local economy



OUR PRINCIPLES

We are engaging genuinely with our community

Our community feels heard and is able to influence and participate in the decisions that impact upon them

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-1	Improve our capability to apply our Community Engagement Framework	Adopt a Community Engagement Strategy	Operating	Council	30/06/2023	Commenced	15%		Consultation completed and draft being prepared.

We are always improving

Council is responsive to the needs of the communities it serves

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-2	Rebuild our website	Renew our website for improved user experience, accessibility, and integration with Council services	\$95,000	Council	30/06/2023	Commenced	60%		Content migration is well under way and a mid-June 2023 launch still appears feasible.

OUR COMMUNITY

A healthy, connected, and inclusive community

Services in our community are accessible and coordinated

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-3	Progress the Health Precinct Master Plan	Advocate for completion of the Hub Master Plan, to inform the Health Precinct Master Plan	Operating	Council	30/06/2023	Ongoing	10%		Awaiting announcement of completion of Health Hub Masterplan by the Health Building Authority.
AP22-5	Implement the Disability Action Plan	Establish the Disability Action Plan Working Group	Operating	Council	30/06/2023	Completed	100%	12/09/2022	Group established comprising six community representatives and four Council Officers. Meetings have now commenced.
AP23-4	Respond to Aged Care reforms	Undertake an independent review to determine the position of Council prior to the rollout of Federal Government reforms commencing 2023/2024.	\$50,000	Council, Local Government	28/02/2023	Commenced	80%		Stakeholder engagement is being undertaken from January to April 2023. Outcomes of the review and recommendations are scheduled for consideration by Councillors at the July 2023 Meeting of Council.

Our community is inclusive and connected

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP22-7	Upgrade community recreation facilities	Install sports ground lighting at the Newstead Recreation Reserve	\$410,000	Council, State Government	31/03/2022	Completed	100%	27/10/2022	Project complete and officially opened by Maree Edwards MP in October 2022.
AP23-5	Connecting walking and cycling trails	Completion of the Campbells Creek walking and cycling trail	\$927,480	State Government, Council	30/06/2024	Commenced	15%		Tender for construction works not successful. Design consultants have been engaged along with cultural heritage, flora and fauna assessments. Construction will commence in 2023/24.
AP23-6	Walking and Cycling Strategy	Adopt the Active Transport Strategy	\$48,000	Council	30/09/2023	Commenced	50%		Draft strategy to be presented to Councillors in May 2023 and exhibited for community feedback in May and June 2023.

Our community is supported to be physically and mentally healthy

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-7	Improving active transport	Develop localised active transport initiatives that support health and wellbeing	Operating	Council	31/12/2022	Commenced	80%		Discussions will be held with Department of Transport in April 2023 to seek further grant opportunities for scaling Community Transport projects via the Flexible Local Transport Solution grants program. Discussions are ongoing.
AP23-8	Improving road safety	Completion of Fogarty's Gap Road stage 1 upgrade	\$1.2 million	Council	31/12/2022	Commenced	50%		Construction works have commenced.
AP23-9	Disability Action Plan	Adopt the Disability Action Plan	Operating	Council	30/09/2023	Commenced	50%		Public consultation undertaken and draft plan produced which is scheduled for presentation at Councillor Briefing in May 2023 followed by public exhibition.

OUR ENVIRONMENT

A flourishing environment for nature and people

We are working locally to address the climate emergency

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-10	Address the Climate Emergency	Adopt a ten-year Climate Strategy	\$35,000	Council	30/06/2023	Commenced	80%		Draft strategy released for public exhibition in March 2023, and on track to be adopted in June 2023.

We are maintaining, improving and celebrating our places and spaces

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP22-15	Planning Scheme amendment - Maldon Design Guidelines	Complete the Planning Scheme amendment to introduce the Maldon Design Guidelines (C96malx) into the Planning Scheme	Operating	Council	30/06/2022	Completed	100%	30/03/2023	Amendment C96malx - Maldon Design Guidelines was approved by the Minister and were introduced to the Mount Alexander Planning Scheme on 30 March 2023.
AP22-16	Small town streetscape upgrade	Completion of small town streetscapes in Campbells Creek, Chewton,	\$2.13 million	Council, State Government	30/06/2022	Completed	100%	08/01/2023	All works are complete, with the exception of installation of decorative discs in

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
		Elphinstone, Guildford, Newstead and Taradale							Newstead and town entry sign in Taradale.
AP23-19	Manage Council's public art	Adopt a Public Art Policy	Operating	Council	31/03/2023	Completed	100%	20/12/2022	Policy adopted at Meeting of Council December 2022.

Our community is growing in harmony with nature

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP22-17	Improve the function of community facilities	Complete the Local Roads and Community Infrastructure Program Phase 1 and Phase 2 projects that deliver upgrades to recreation reserves, community buildings and roads	\$2.32 million	Federal Government	30/06/2022	Ongoing	95%		All projects are complete with the exception of the project to restore the Botanical Gardens gates and fountain, which is due for completion May 2023.
AP23-11	Campbells Creek Master Plan	Update the Master Plan for the Campbells Creek Recreation Reserve	\$32,400	Council	31/03/2023	Completed	100%	15/11/2022	The Campbells Creek Master Plan was adopted at the November 2022 Meeting of Council.

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-12	Improving community facilities	Detailed design of the Camp Reserve Pavilion and associated hardcourts	\$400,000	Council	31/12/2022	Ongoing	40%		In February 2023 Council resolved to seek planning permit documentation on the current designs. The required technical reports will be procured in April 2023 and developed in May/June 2023.
AP23-13	Castlemaine Urban Waterways Management Plan	Complete construction of the National School Lane levee and commence construction of Castlemaine and Campbells Creek levees	\$1.05 million	Federal Government, Council	30/06/2023	Commenced	10%		National School Lane design contract awarded. Construction to commence in 2023/24.
AP23-14	Castlemaine Landfill Cell Capping	Complete cell capping at the Castlemaine Landfill	\$7.54 million	Council	30/06/2023	Commenced	80%		Construction progressing and expected to be completed in May 2023.
AP23-15	Building Asset Management Plan	Adopt a ten-year Building Asset Management Plan	Operating	Council	30/11/2022	Commenced	90%		Draft plan is currently being updated and will be presented to Councillors in August 2023.

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-16	Bridge construction	Commence construction of the Vaughan-Tarilta low-level bridge	\$1.2 million	Federal Government	31/12/2022	Commenced	20%		Tender for construction works was not successful. The works will commence in 2023/24.
AP22-19	Manage sustainable township growth and development	Adopt a Domestic Wastewater Management Plan	Operating	Council	30/06/2022	Ongoing	95%		The Domestic Wastewater Management Plan is scheduled for presentation at the May Meeting of Council.
AP23-17	Glass recycling trial	Completion and evaluation of trial	\$334,840	State Government	30/06/2023	On Hold	50%		Glass skip bins and recycling trailers delivered. Trial on hold awaiting clarification from the State Government regarding the four-bin system.
AP23-18	The future of waste	Adopt an updated ten-year Waste Strategy	Operating	Council	30/11/2023	Commenced	30%		Draft strategy to be exhibited publicly in June – July 2023.

We are focused on the housing affordability challenge in our community

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-21	Affordable housing	Investigate options for affordable housing in the shire	Operating	Council	30/06/2023	Ongoing	75%		Development of Council's Templeton Street sites is progressing in partnership with Haven Home Safe. Developments on State Government and private land also being pursued. Harcourt Planning Scheme Amendment to enable significant land release is 95% complete.

We are facilitating managed growth of our towns while protecting natural assets

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-20	Industrial land review	Undertake a shire-wide industrial land supply and demand study	\$100,000	Council	30/06/2024	Ongoing	10%		Consultant has been appointed. Discussion paper to be released for community engagement in late 2023.

OUR ECONOMY

A resilient and growing local economy

We are helping businesses make their work simpler and more sustainable

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-23	Supporting Business Mount Alexander	Support Business Mount Alexander to develop a strategic plan	\$5,000	Council	30/06/2023	Commenced	60%		Memorandum of Understanding signed. Planning for Strategy underway.
AP23-24	Economic Development Strategy	Adopt an Economic Development Strategy	\$68,750	Council	30/06/2023	Commenced	10%		Draft strategy proposed for exhibition in second quarter of 2023/24.

Our local economy is diverse and resilient

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-22	Welcome to Country	Complete the Boorp Boorp Boondyl installation in the Market Building	\$205,000	State Government, Council	30/09/2022	Completed	100%	01/11/2022	The exhibition was successfully launched in November 2022.

We are supporting continuous learning and personal growth

Year	Project Name	Description	Budget	Funding source	Target Completion Date	Status	Progress	Date Completed	Comments
AP23-25	Early Years Plan	Adopt an updated four-year Early Years Plan	\$25,000	Council	31/03/2023	Commenced	95%		The plan is scheduled for adoption at the April Meeting of Council.
AP23-26	Middle Years Plan	Adopt an updated four-year Middle Years Plan	\$25,000	Council	30/06/2023	Commenced	50%		Public consultation undertaken and draft plan scheduled for presentation in May 2023.
AP23-27	Increase education, training and work opportunities	Work in partnership with local training and education providers to boost education and training opportunities	Operating	Council	30/04/2023	Commenced	70%		The Passion and Pathways Program 2022 is completed. State election commitment to increase Bendigo Kangan Institute (BKI) services in Castlemaine being explored in partnership with local MP, BKI and Castlemaine Health.

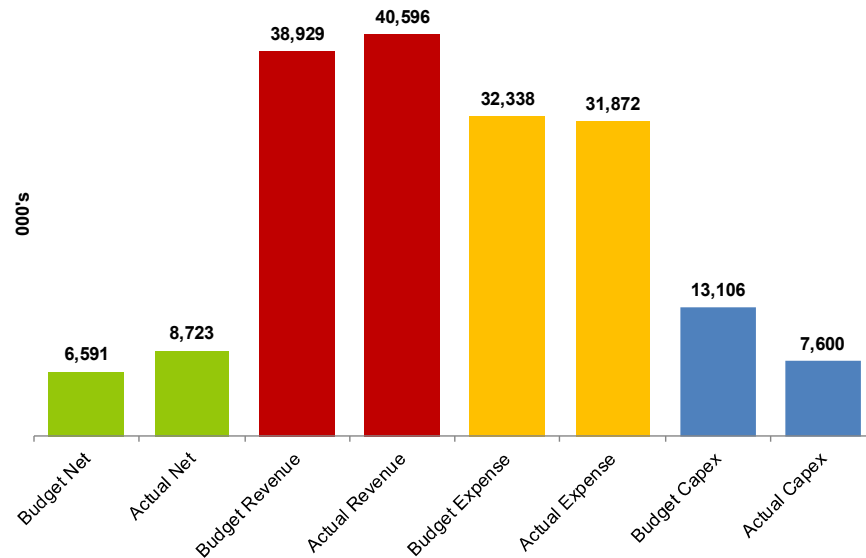


Finance Report

For the period 1 July 2022 – 31 March 2023



Executive Summary



- Overall a favourable year to date performance of \$8.72 million surplus, which is \$2.13 million greater than the year to date budget.
- Revenue is favourable at \$1.67 million (4%) variance greater than the year to date budget. This is mainly due to the receipt of \$1.0 million in unbudgeted special project grant funding across several areas of council.
- Expenditure is favourable at \$465,688 (1%) variance less than the year to date budget.
- Year to date, capital works expenditure is \$5.51 million (42%) less than budget, due to a variety of reasons that are outlined at section e) of this report. This variance does not include the \$4.08 million of commitments raised for capital projects. Councillors were briefed, in March, on the challenges currently being experienced with delivery of the capital works program. These challenges include rising prices, supply chain shortages or delays, contractor availability, and workforce retention. Officers continue to monitor the program and update forecasts with the intent of delivering as many projects as possible despite the existing constraints and challenges.
- Adopted carry forwards are included in these statements.
- Adjusted underlying result (net surplus/deficit excluding non-recurrent capital grants) is currently \$3.08 million surplus compared to YTD budget of \$891,965 surplus.
- Government grants - An analysis of grants received compared to total revenue (excluding Roads to Recovery, Victorian Local Government Grants Commission and Aged Care) provides the following:

2020/2021 Actual	16.9%
2021/2022 Actual	18.6%
2022/2023 YTD Budget	15.9%
2022/2023 YTD Actual	18.2%
2022/2023 Budget	17.2%

Key Financial Ratios

Indicator	Measure	Budget 2022/2023	YTD Actual	VAGO assessment
<i>Operating position</i>				
Adjusted underlying result	Adjusted underlying surplus (deficit) / adjusted underlying revenue	-17%	9%	Low
<i>Liquidity</i>				
Working capital	Current assets / current liabilities	201%	331%	Low
Unrestricted cash	Unrestricted cash / current liabilities	-7%	111%	None
Cash holdings	Cash and cash equivalents / total assets	4%	6%	None
<i>Obligations</i>				
Indebtedness	Non-current liabilities / own source revenue	12%	15%	Low
Cash Management Policy compliance	Investment portfolio complies with Cash Management Policy	Yes	Yes	None

Financial sustainability risk indicators—risk assessment criteria

Risk	Net result	Adjusted underlying result	Liquidity	Internal financing	Indebtedness	Capital replacement	Renewal gap
High	Less than negative 10% Insufficient revenue is being generated to fund operations and asset renewal.	>Less than 0% Insufficient surplus being generated to fund operations.	Less than 0.75 Immediate sustainability issues with insufficient current assets to cover liabilities.	Less than 75% Limited cash generated from operations to fund new assets and asset renewal.	More than 60% Potentially long-term concern over ability to repay debt levels from own-source revenue.	Less than 1.0 Spending on capital works has not kept pace with consumption of assets.	Less than 0.5 Spending on existing assets has not kept pace with consumption of these assets.
Medium	Negative 10%–0% A risk of long-term run down to cash reserves and inability to fund asset renewals.	0%–5% Surplus being generated to fund operations.	0.75–1.0 Need for caution with cash flow, as issues could arise with meeting obligations as they fall due.	75–100% May not be generating sufficient cash from operations to fund new assets.	40–60% Some concern over the ability to repay debt from own-source revenue.	1.0–1.5 May indicate spending on asset renewal is insufficient.	0.5–1.0 May indicate insufficient spending on renewal of existing assets.
Low	More than 0% Generating surpluses consistently.	More than 5% Generating strong surpluses to fund operations.	More than 1.0 No immediate issues with repaying short-term liabilities as they fall due.	More than 100% Generating enough cash from operations to fund new assets.	40% or less No concern over the ability to repay debt from own-source revenue.	More than 1.5 Low risk of insufficient spending on asset renewal.	More than 1.0 Low risk of insufficient spending on asset base.

Source: VAGO.

a) **Income Statement – Council**

Mount Alexander Shire Council



Budget review for the period ended March 2023

Income & Expenses

Actual 2021/2022 \$,000's	Adopted	Current	Budget YTD \$,000's	Actual YTD \$,000's	Variance YTD \$,000's	Variance YTD %	Ref	FORECAST \$,000's
	Budget 2022/2023 \$,000's	Budget 2022/2023 \$,000's						
Income								
25,748	26,338	26,338	26,343	26,459	116	0%		26,444
1,048	1,258	1,258	825	676	(150)	-18%	1	1,054
1,410	1,431	1,431	1,061	1,136	75	7%		1,414
11,586	4,044	4,103	3,159	4,249	1,090	35%	2	7,582
6,249	5,370	7,213	6,815	5,694	(1,121)	-16%	3	6,853
156	257	257	199	946	747	374%	4	332
1,730	34	34	-	11	11	0%		34
29	5	5	-	-	-	0%		5
812	760	760	526	1,424	898	171%	5	1,580
48,768	39,498	41,400	38,929	40,596	1,666	4%		45,298
Expenses								
16,993	18,399	18,431	13,641	13,094	547	4%		18,368
12,310	11,576	12,770	9,729	9,727	1	0%		16,275
9,157	9,129	9,129	6,855	6,582	272	4%		8,905
193	193	193	145	132	13	9%		173
13	13	13	10	10	-	0%		13
(8)	9	9	5	6	(1)	-30%		9
1,018	546	546	557	1,049	(493)	-89%	6	580
98	71	71	42	41	1	3%		71
2	10	10	6	1	5	82%		10
4,265	-	-	-	-	-	0%		-
1,577	1,534	1,534	1,350	1,230	119	9%	7	1,576
45,618	41,480	42,707	32,338	31,872	466	1%		45,981
3,150	(1,982)	(1,306)	6,591	8,723	2,132	32%		(683)

Reference notes (greater than \$100,000 and 5%):

- Statutory Fees and fines are \$149,680 less than year to date budget due to lower than expected :
 - Asset protection fees (\$77,948)
 - Building services fees (\$45,439) and
 - Parking fines (\$43,332).
- Operating grants are \$1.09 million greater than year to date budget due to:

Unbudgeted grants received for:	\$
Council Flood Support Fund - October 2022	500,000
October 2022 Storm (Essential Infrastructure)	248,324
CHSP - Digital inclusion support	108,932
Feasibility study alt water supply for Castlemaine Botanic Garden	52,500
Brokerage care	34,417
Australia Day/Survival Day civic event	29,350
Mallee waste and resource recovery 2022 kerbside bin audit	20,000

Castlemaine railway precinct conservation management plan	19,500
Umbrella project	15,000
Alcohol harm prevention plan	11,000
Total unbudgeted grants received	1,039,023

Increased grant funding received for:	\$
Veterans home care	59,249
Maternal and child health program	35,689
School crossing services	11,870
Total increased grant funding received	106,808

Earlier than expected budgeted funding received for:	\$
Commonwealth Home Support Package (CHSP)	51,046
Total earlier than expected grants received	51,046

These are offset by budgeted funding not expected for:	\$
Women Building Surveyor program (error-fully received prior years)	(75,000)
Recycling right household education and behaviour change	(29,439)
Total offset by budgeted funding not expected	(104,439)

3. Capital grants are \$1.12 million less than year to date budget due to:

Budgeted grants not yet received for:	\$
Local roads resealing program	600,000
LRCI3 - Vaughan Tarilta low level crossing over the Loddon River	544,513
TIMB 2.0 data modelling tool	400,000
Yeats Street road upgrade	295,000
Gravel road resheeting	162,212
Kerbside reform - Transfer station upgrade (glass recycling)	66,968
LRCI3 - Priority projects to improve accessibility	60,164
LRCI3 - Harcourt Rec Reserve: playground and landscaping	48,131
LRCI3 - Chewton Senior Citizens & Community Centre - kitchen	30,082
LRCI3 - Harcourt Leisure Centre: internal change room amenities	25,250
LRCI3 - Increase storage provision-Chewton Soccer Memorial Prk	18,049
LRCI3 - Retaining wall repair - Western Reserve - 2022/23	12,033
Total budgeted grants not yet received	2,262,402

These are offset by unbudgeted grants received for:	\$
Taradale youth space	(270,000)
Harcourt Recreation Reserve: floodlighting design project	(225,000)
Maldon shade structures-Maldon Kindergarten and Maldon Pool	(37,510)
Chewton Soldiers Memorial Park small sided pitch design	(27,000)
Total offset by unbudgeted grants received	(559,510)

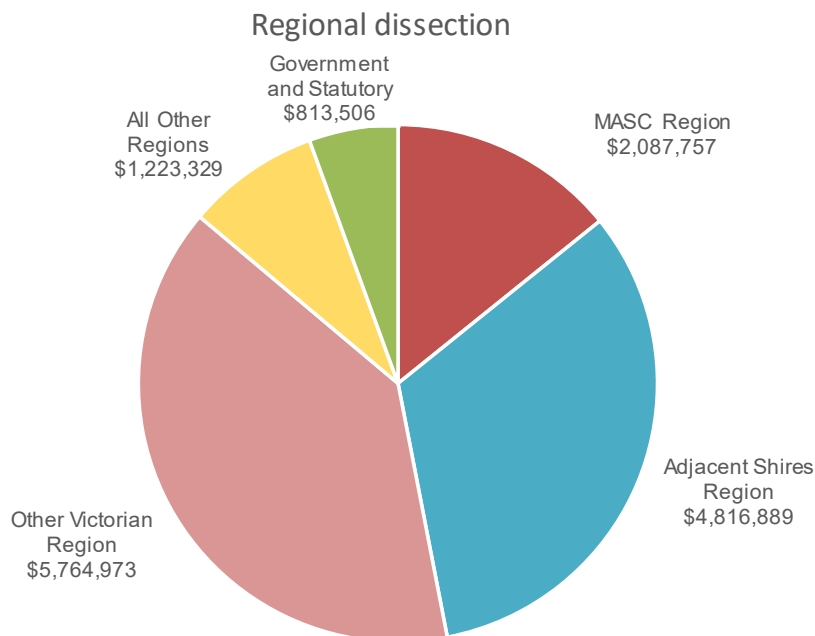
And earlier than expected budgeted funding received for:	\$
Constn of Bill Woodfull Rec Res female friendly change rooms	(350,000)
LRCI3 - Bill Woodfull Recreation Reserve sports lighting upgrade	(205,975)
Welcome to Country installation	(40,000)
Total offset by grants received earlier than expected	(595,975)

4. Monetary contributions are \$746,692 greater than budget due to the higher than expected receipt of public open space contributions \$211,473 and unbudgeted developer contributions of \$560,449. These funds are set aside in the public open space reserve and the general developer contribution reserve.

5. Other income is greater than budget due to:
 - a. Investment interest earned is \$462,641 greater than budget reflecting the continued uplift in interest rates by the Reserve Bank of Australia (RBA).
 - b. Receipt of insurance claims \$166,182.
 - c. Planning permit footpath renewal unbudgeted reimbursement \$66,080 for shared footpath works, with funds transferred to the general developer contribution reserve.
 - d. Carbon certificate credit received (\$65,364) with funds transferred to the energy/water saving reserve.
 - e. Unspent grant funding returned to Council \$25,406.
 - f. Joint contribution received from participating councils towards the aged care service review (\$25,000).
 - g. Rebate from Powercor for lighting the regions project \$23,611.
6. Net (gain) or loss on disposal of property, infrastructure, plant and equipment is greater than the year to date budget. This net loss comprises the written down value (WDV) of disposed assets \$536,295 greater than budget, reduced by sales proceeds \$43,567 less than budget. Resulting in a net loss of \$492,729.
7. Other expenses are less than budget mainly due to delays experienced in the community grants program (issuing of invoices requesting payment or submission of annual returns have not been completed) (\$178,325). This is partially offset by unbudgeted, but grant contributions made towards indigenous training program (\$45,000) and employment drive (\$20,000).

b) Procurement

Local content – year to date spend within the Shire is 14.18% and adjacent shire spend is 32.71%. In comparison for the same period in 2021/2022, year to date spend within the Shire was 12.55% and our adjacent shire spend was 41.79%.



Aboriginal and Torres Strait Islander procurement - we have spent \$72,178 year to date with six businesses.

Contracts awarded under CEO financial delegation (greater than \$200,000 and less than \$1 million)

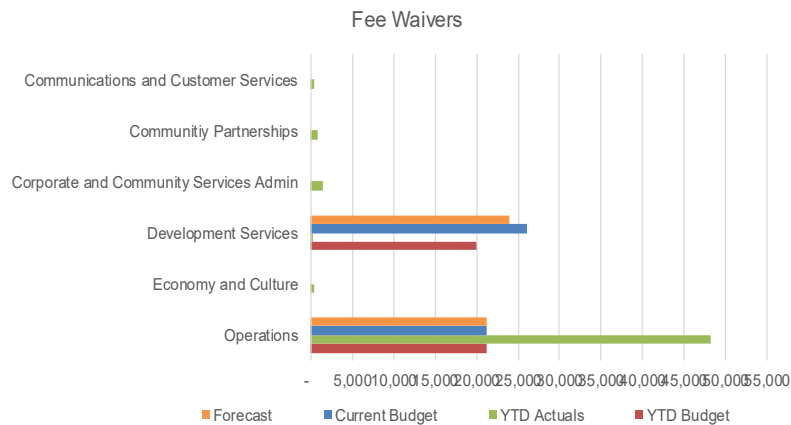
Contract Number	Contract Name	Contractor	Comment
M1710-2023	Footpath Construction 2022/2023	Maine Civil Pty Ltd	
M1595-2021	Fogartys Gap Rd Upgrade – Stage 1 Works (2023)	Leech Earthmoving Contracting Pty Ltd	
M1689 - 2022	Lease of excavator - waste transfer station operations	Deleccas Pty Ltd	5 year lease term
M1668 - 2022	Construction of Pedestrian Crossing - Walker Street Castlemaine	AMH Civil	
M1654-2022	Lease of wheel loader – waste transfer station operations	Deleccas Pty Ltd	5 year lease term
M1652-2022	Road Construction – Yeats Street Castlemaine	Leech Earthmoving Contracting Pty Ltd	

c) Fee waivers

\$51,557 of fees and charges year to date, have been waived or written off in the regular course of business. These fees comprise the following:

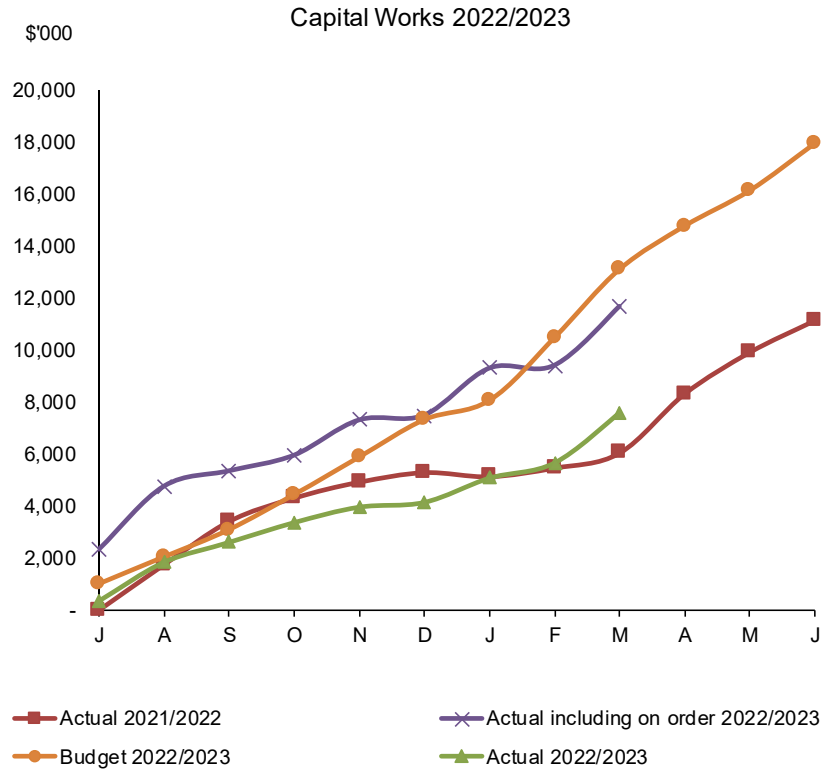
- i. Green waste (two collection periods held) \$48,247
- ii. Venue hire \$2,259
- iii. Fire prevention works \$845
- iv. Planning permits \$206

In accordance with the Fee Waiver Policy, only fee waivers of greater than \$100 are recognised in the accounts.



d) Capital works to reporting date

Year to date capital expenditure compared to the budget and prior year actuals.



e) Capital works by asset class

Capital expenditure and orders by asset class against budget.

Mount Alexander Shire Council



Statement of capital works expenditure

For March 2023

Asset Class	Current Annual Budget	YTD Budget	YTD Actuals	YTD Variance	YTD Variance	Ref	Commitments	Forecast
	(\$,000's)	(\$,000's)	(\$,000's)	(\$,000's)	(%)			
Bridges	1,659	1,366	192	1,175	86%	1	11	517
Buildings	2,537	1,652	958	694	42%	2	440	2,530
Drainage	1,726	1,000	197	803	80%	3	151	1,662
Footpaths and cycleways	1,819	1,219	350	869	71%	4	253	1,105
Land improvements	495	428	146	281	66%	5	0	495
Other infrastructure*	2,213	1,796	1,597	199	11%	6	519	2,652
Plant and equipment	1,391	830	874	(44)	-5%		1,089	1,383
Roads	4,383	3,457	2,281	1,176	34%	7	1,508	3,617
Computers and technology	1,346	975	674	302	31%	8	67	908
Waste management	383	383	332	51	13%		39	419
TOTAL	17,951	13,106	7,600	5,506	42%		4,078	15,288

*Other infrastructure includes \$720,193 current budget for streetscapes rejuvenation, with other projects comprising of irrigation, playgrounds, fencing, netball court design and lighting projects.

Reference notes (greater than \$100,000 and 5%):

Actual capital works expenditure to 31 March 2023 was \$7.60 million, which is \$5.51 million (42%) less than year to date budget.

Summarised below are the status of projects that have significant expenditure variances to budget.

1. **Bridges**

- a. Contract is expected to be awarded during quarter 4 2023 for the Vaughan Tarilta low-level crossing over the Loddon River (\$917,837 variance).
- b. The approach to project delivery is being assessed after evaluating tenders received for the maintenance works on Froomes Road Bridge replacement (\$176,934 variance)
- c. Contract has been awarded on bridge designs work with expected completion June 2023 (\$79,811 variance).

2. **Buildings**

- a. Planning permit received on Construction of Bill Woodfull Recreation Reserve female friendly facilities. Construction tenders currently being evaluated. (\$418,639 variance).
- b. Additional technical reports are being prepared for the Camp Reserve master plan project (\$229,539 variance).

3. **Drainage**

- a. Castlemaine / Campbells Creek levees - stage 1 upgrade works are ongoing. Quote was received for National School Lane levee works which are expected to commence this year. Planning permits are pending completion of the final detailed design. Community engagement with residents is ongoing, especially in light of the October 2022 flood/storm events (\$702,822 variance).

4. **Footpaths and cycleways**

- a. Contract for detailed design has been awarded on the design and construction Campbells Creek project. Construction works to be tendered late 2023 with expected completion June 2024. (\$578,136 variance).
- b. Contract has been awarded on Walker Street pedestrian crossing with expected completion June 2023. (\$152,992 variance).
- c. Contract has been awarded on Gaffney Street footpath upgrade with construction expected to commence in April 2023. (\$102,719 variance).

5. **Land improvements**

- a. Request for quote for construction of rebound wall is open while parkour equipment has been ordered for Norwood Hill Recreation Reserve - Stage 2. (\$189,099 variance).
- b. Works are currently being planned for April/May 2023 to complete the next stage of work on environmental remediation at the Castlemaine Depot. (\$97,369 variance).

6. Other infrastructure

- a. Lighting design has been finalised on LRCI3 - Bill Woodfull Recreation reserve sports lighting upgrade (\$115,554 variance).
- b. Equipment for the annual playground renewal is on order and equipment supplier and installer has completed the initial site visit. (\$102,729 variance).
- c. Schematic/detailed design received in March with funding application submitted to Country Football Netball Program on Campbells Creek Recreation Reserve - netball court design and construct (\$92,668 variance).
- d. These are partially offset by final remaining works on the Maldon Streetscape rejuvenation civil and associated project which are expected to be completed shortly (\$152,210 variance). These works include installation of drinking fountains and rectification of minor defects.

7. Roads

- a. Works have commenced on Fogarty's Gap Road - stage 2. Proposed traffic management detours have been submitted. Construction expected to be completed mid-May (\$443,591 variance).
- b. Gravel road resheeting works are planned to commence in April 2023 (\$429,696 variance).
- c. Survey/geotechnical works are to commence in May 2023 on Design Diamond Gully Road and intersections with construction expected to be completed in 2023/24. (\$144,650 variance).
- d. Local roads reseal works have been completed except for the line marking. (\$120,039 variance).

8. Computers and technology

- a. Project manager has been appointed on TIMB 2.0 data modelling tool project. Expected completion July 2024. (\$200,000 variance).
- b. Preliminary works have commenced on cyber security internal audit – primary server room fire suppression (\$50,000 variance).
- c. Content migration is currently underway on website rebuild (\$40,000 variance).

Planned works (\$4.08 million) on order includes:

Project	\$
Operational major plant replacement	887,007
Local roads resealing program	393,608
Maldon streetscape rejuvenation civil and associated works	291,575
Motor vehicle purchases	201,071
LRCI3 - Harcourt Leisure Centre: internal change room amenities	185,015
Finalisation of Camp Reserve master plan	169,799
Campbells Creek Recreation Reserve – netball court design	134,436
Yeats Street road upgrade	126,634
LRCI3 - Priority projects to improve accessibility	112,882
Fogartys Gap Road upgrades stage 2	109,644
Annual playground replacement program	98,066

f) Balance Sheet

The Balance Sheet shows Council assets, liabilities and equity, including reserves, as at reporting date.

Mount Alexander Shire Council

Balance Sheet As at March 2023



Actual June 2022	Ref	Actual March 2023 \$'000	Actual March 2022 \$'000	Variance to prior year \$'000	Variance to prior year %
ASSETS					
Current assets					
6,369		3,305	4,921	(1,616)	-49%
3,154		9,966	10,240	(274)	-3%
24,700	1	23,505	24,459	(954)	-4%
72		100	92	8	8%
315	2	628	86	542	86%
34,610		37,504	39,797	(2,293)	-6%
Non current assets					
1,250	1	1,250	-	1,250	100%
Investments in associates, joint arrangements and subsidiaries					
659		659	630	29	4%
406,317	3	405,784	378,938	26,846	7%
Property, infrastructure, plant and equipment					
50		40	53	(13)	-33%
Right-of-use assets					
898		797	950	(153)	-19%
Intangible assets					
409,174		408,530	380,571	27,959	7%
443,784		446,034	420,368	25,666	6%
LIABILITIES					
Current liabilities					
2,554	4	2,334	1,196	1,138	49%
Trade and other payables					
922		2,069	1,687	382	18%
Trust funds and deposits					
4,449	5	1,514	2,504	(990)	-65%
Unearned income					
10,447	6	6,175	3,143	3,032	49%
Provisions					
203		31	66	(35)	-113%
Interest-bearing liabilities					
13		3	3	0	6%
Lease liabilities					
18,588		12,126	8,599	3,528	29%
Non current liabilities					
2,534	6	2,534	5,488	(2,954)	-117%
Provisions					
1,733		1,733	1,936	(203)	-12%
Interest-bearing liabilities					
38		38	51	(13)	-34%
Lease liabilities					
4,305		4,305	7,475	(3,170)	-74%
22,893		16,431	16,074	358	2%
NET ASSETS					
420,891		429,602	404,294	25,308	6%
EQUITY					
100,034		103,184	102,641	543	1%
Accumulated surplus					
3,150		22,960	20,286	2,674	12%
Current year net earnings (incl reserve transfers)					
290,069	3	290,067	265,453	24,614	8%
Revaluation reserves					
27,638	7	13,391	15,914	(2,523)	-19%
Other reserves					
420,891		429,602	404,294	25,308	6%

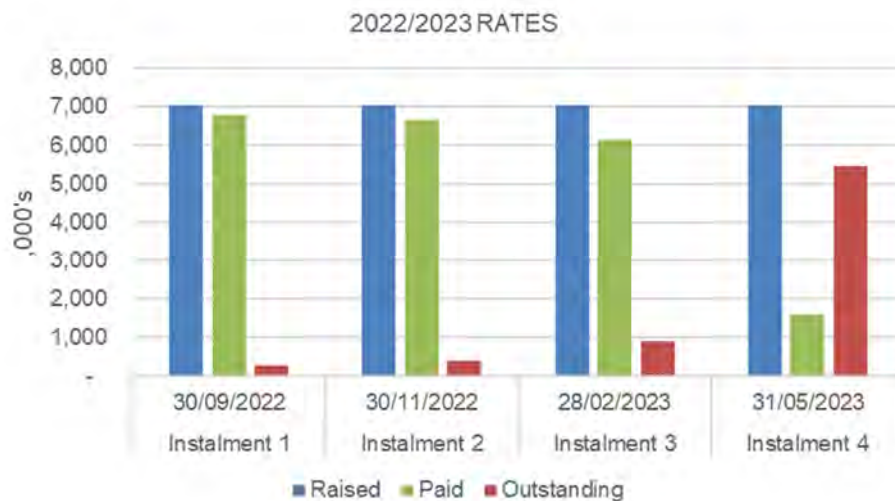
Reference notes (greater than \$500,000 and 5%):

1. Cash holding balances have gradually reduced as the landfill cell capping works have progressed; these works will be completed this financial year.
2. Other assets are primarily accrued interest income earned on investments, reflecting the increased income earned due to higher interest rates.

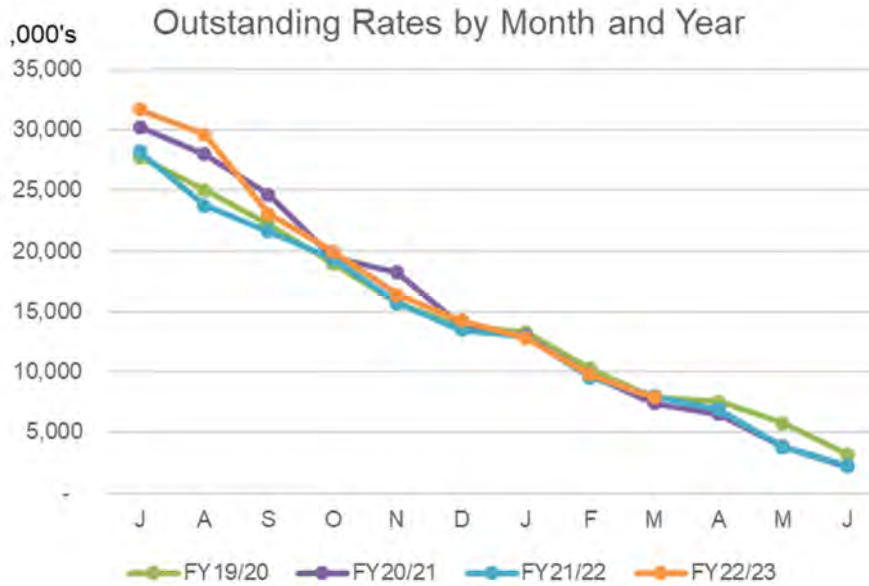
3. Building, land, and infrastructure revaluations, along with new and renewal works, in 2021/2022 increased the balance as at 30 June 2022.
4. Increased balance is due to some large payments that are due to be paid to contractors for larger capital projects. Accruals are being recognised as capital works continue to progress.
5. Under the Australian Accounting Standards Board (AASB15 and AASB1058), unearned income consists of contractual grant funding received in advance where specific performance obligations, such as building of assets and infrastructure are yet to occur. These funds are required to be held as a liability until these obligations are met, when they will then be recognised as income. The \$1.51 million recognised year to date are in relation to the flood mitigation works grant received in March 2022.
6. Recognised increase to the estimated cost of rehabilitating the landfill, calculated at 30 June 2022. Cell capping works are well progressed, and are expected to be completed this financial year.
7. Progressive transfer from the waste reserve as the landfill cell capping works progress. This reserve funds operational, capital expenditure and rehabilitation works associated with waste management.

g) Trade and other receivables

By far the greatest source of debt owed to Council is for property rates and charges (at approximately 82%). The table below details amounts paid and outstanding from each of this financial year's instalments. Instalment four is not yet due, but ratepayers can choose to pay these in full before the due dates.



Outstanding rates compared to prior years.



Ratepayers receiving financial assistance as at 31 March 2023 include:

- 243 properties under debt recovery with our collections agency
- 136 properties with an agreed payment arrangement in place under the Revenue and Debt Collection Policy
- 83 properties receiving support under our Financial Hardship Policy.

A ratepayer can appear in more than one of the below categories at the same time (these are not mutually exclusive, e.g. 20 accounts under hardship are also included in debt recovery).



h) Cash (including restricted and unrestricted cash)

Cash reserves are made up of cash and cash equivalents of \$3.31 million plus other financial assets, such as term deposits, of \$24.76 million.

Most of this cash has already been allocated for a future use or obligation such as:

- Trust funds and deposits (where the money has to be returned) - \$2.07 million.

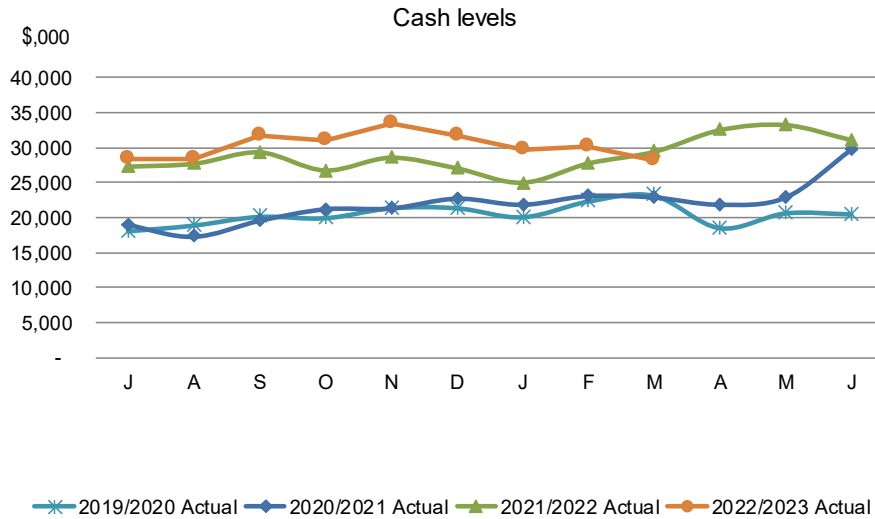
- b. Current and non-current provisions, excluding the provision for landfill rehabilitation (we have provided for this expected spend in the waste reserve) - \$1.17 million.
- c. Other reserves that are held for statutory or discretionary purposes (including the provision for landfill rehabilitation)) - \$13.39 million.

After taking into account the above allocations, our available cash is positive, noting that the trust funds, provisions and reserves do not all have to be settled immediately:

Unrestricted cash	\$,000
Cash and cash equivalents	3,305
Other financial assets	<u>24,755</u>
Total cash holdings	<u>28,060</u>
Less cash allocations:	
Trust funds and deposits	-2,069
Current and non-current provisions (excluding landfill)	-1,167
Statutory reserves	-1,869
Discretionary reserves (including landfill)	<u>-11,522</u>
Total cash allocations	<u>-16,627</u>
Unrestricted cash	<u>11,433</u>

There is no VAGO ratio for this measure. This amount is largely pre-committed through grants received where the works/programs are yet to be completed.

Cash levels for the year to date in comparison to the last three financial years.



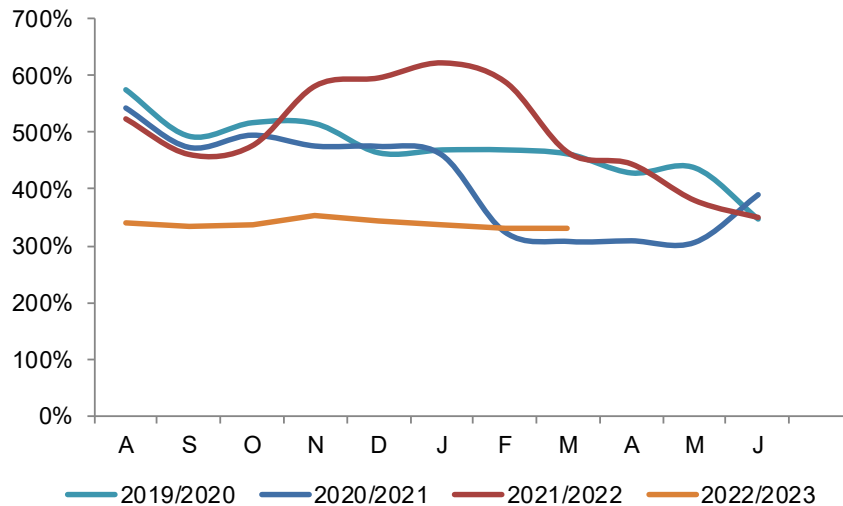
i) Reserve transfers

Transfers to and from reserves are made both during the year and at year-end, when specific criteria, as set out in the Statutory and Discretionary Reserves Policy, are met. Below is a summary of reserve transfers made year to date.

Reserves	Opening Balance \$'000	Transfer To \$'000	Transfer From \$'000	Closing Balance \$'000	Type of reserve
Waste	10,158	2,459	(4,477)	8,140	Discretionary
Open space	1,089	384		1,473	Statutory
Energy/water saving	124	65		190	Discretionary
Uncompleted works	8,255		(8,255)	-	Discretionary
Developer contributions	396	-	-	396	Statutory
Developer tree planting	35		(8)	27	Discretionary
General developer contribu	-	66	-	66	Discretionary
Swimming pool	3,061			3,061	Discretionary
Unspent grants	4,482		(4,482)	-	Discretionary
Gravel rehabilitation	39			39	Discretionary
	27,640	2,974	(17,223)	13,391	

j) Key financial ratios

Liquidity (working capital) – current assets / current liabilities



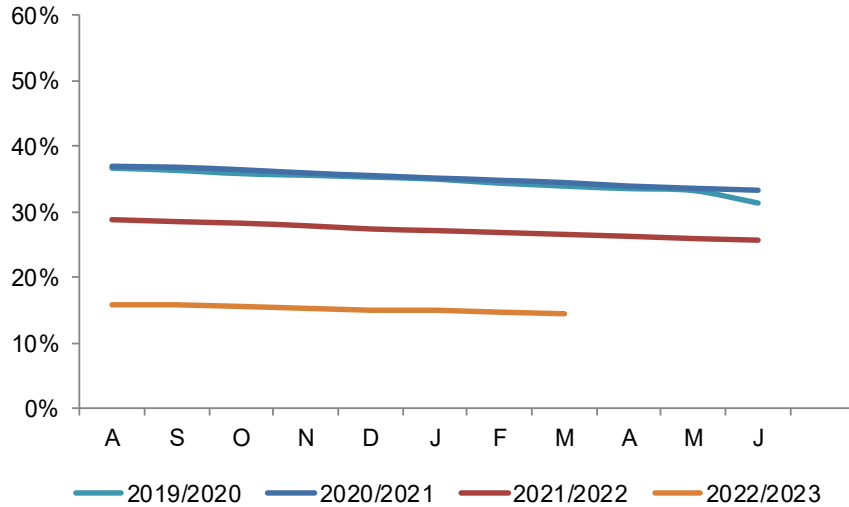
The liquidity ratio measures the ability to pay existing liabilities in the next 12 months. A ratio higher than 100% means there is more cash and liquid assets than short-term liabilities. VAGO accepts a ratio of greater than 100% as low risk.

The ratio is usually high early in the financial year when the rates and charges are struck (which increases current assets by showing a higher debtors balance of amounts owing to Council). It is reduced during the year as Council receives the money and pays it out to cover operational and capital expenditure.

With landfill cell capping works commencing in the 2022/2023 year, current liabilities have increased reducing the working capital ratio, compared to prior years.

2022/2023 budgeted a liquidity ratio of 201% at 30 June 2023.

Indebtedness – Non-current liabilities / own source revenue

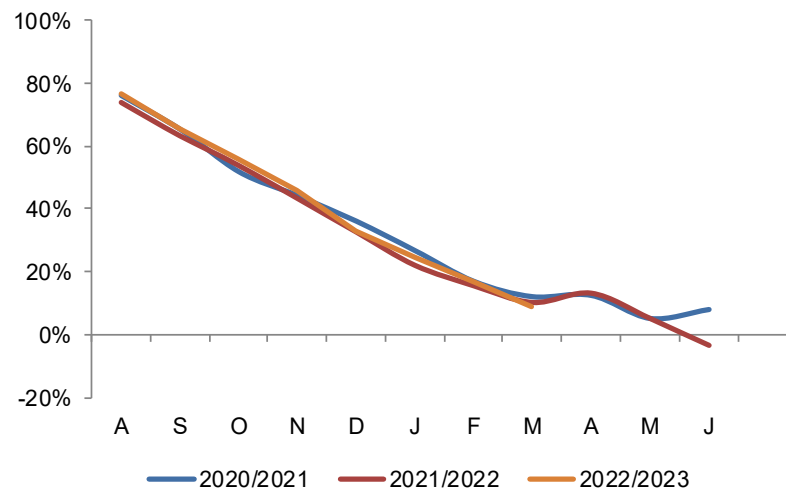


This ratio assesses the ability of Council to pay the principal and interest on borrowings, as and when they fall due, from the funds it generates (predominately rates and charges). The higher the percentage, the less ability Council has to cover non-current liabilities generated from own source revenues. Own-source revenue is used (rather than total revenue) because it does not include capital grants, which are usually tied to specific projects. VAGO accepts a ratio of less than 40% as low risk.

With landfill cell capping works commencing in the 2022/2023 year, non-current liabilities have decreased reducing the indebtedness ratio, compared to prior years.

2022/2023 budgeted a ratio of 12% as at 30 June 2023.

Adjusted underlying result – Adjusted underlying surplus (deficit) / adjusted underlying revenue



This ratio indicates the extent to which Council's operations are sustainable in the longer-term. Ideally, this ratio will always be positive. Large and/or persistent underlying operating deficits indicate Council may not be retaining sufficient funds to maintain infrastructure. VAGO accepts a ratio of more than 5% surplus as low

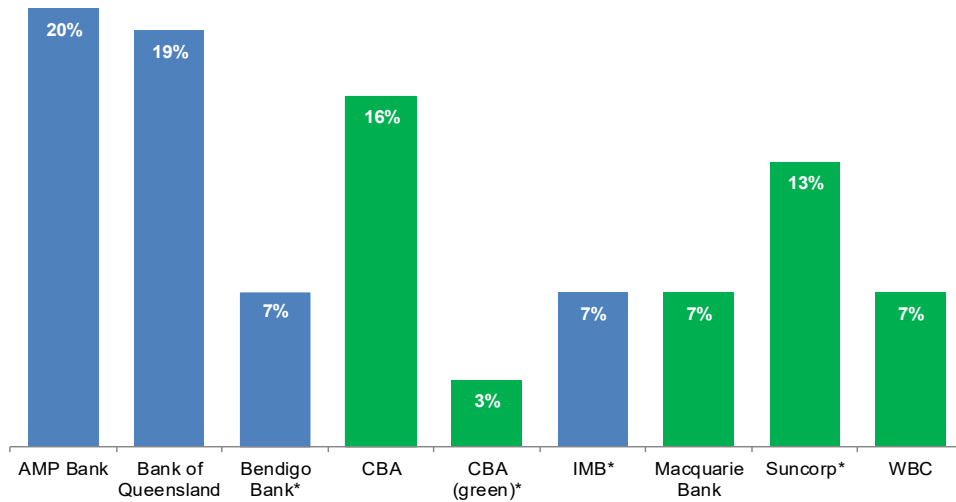
risk. This ratio is adjusted because it does not include capital grants, which are usually tied to specific capital projects.

The 30 June 2023 budget for the adjusted underlying result is a deficit of 17%.

k) Other financial assets

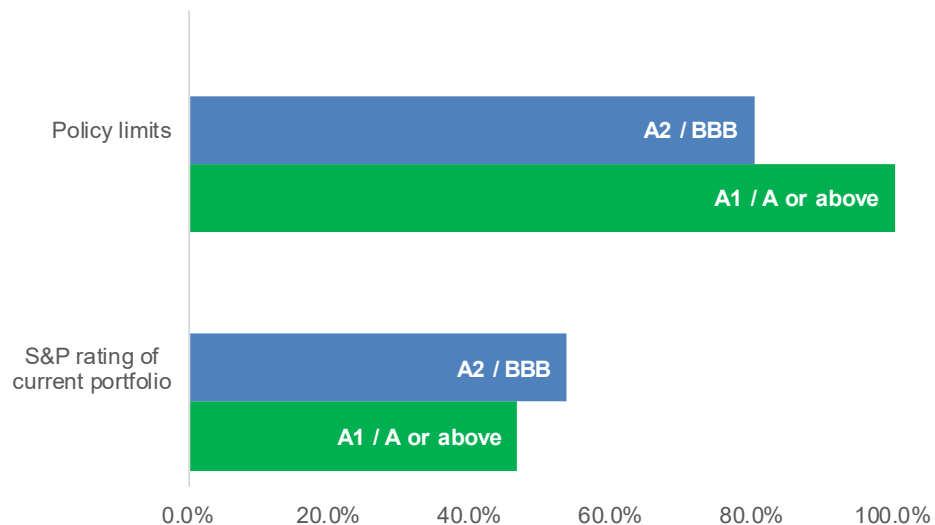
28 investments are held across a number of financial institutions to spread both the portfolio and counterparty credit risk. Bars in green are “A” rated or above banks while bars in blue are rated “below A” with Standard and Poor’s (S & P).

Percentage held by bank (* indicates divested from supporting the fossil fuel industry)



Under the adopted Cash Management Policy, all investments are made relative to the current Standard and Poor’s (S & P) credit ratings set. If ratings are downgraded, to continue to comply with the Policy, deposits may need to be withdrawn prior to maturity.

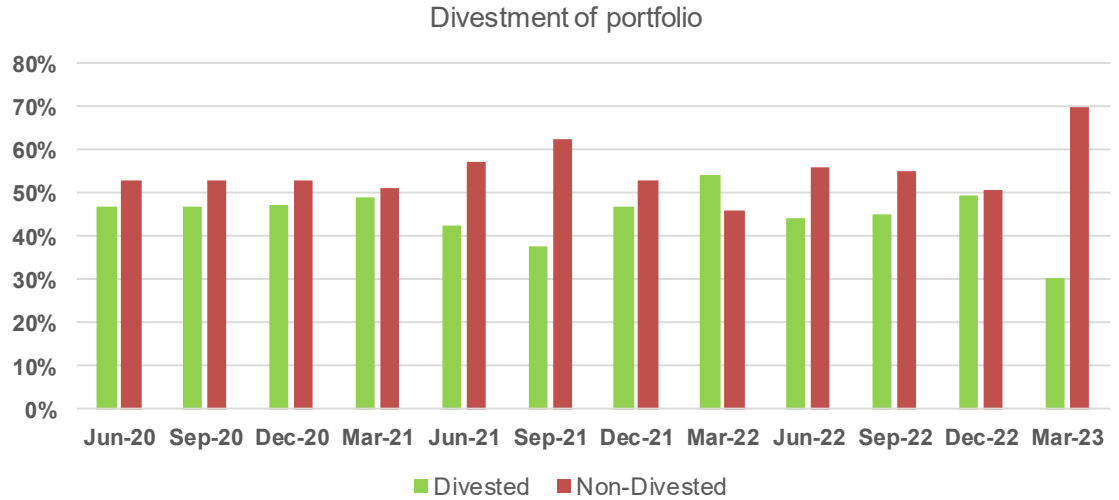
Portfolio limits by S&P Rating



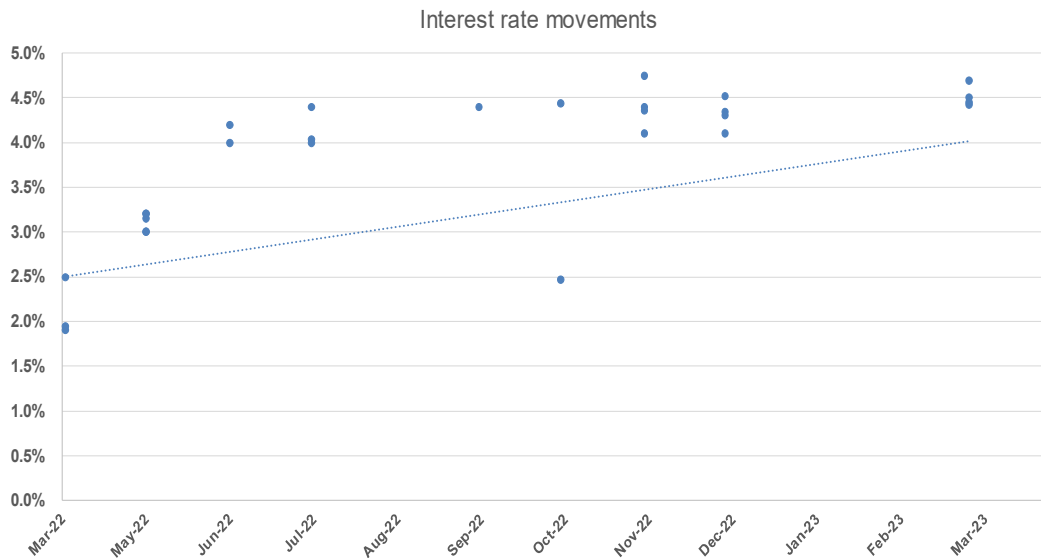
As at 31 March 2023 Council had \$7.51 million (30.32%) invested in financial institutions that support divestment from the fossil fuel industry. This data is confirmed from the Market Forces website:

<http://www.marketforces.org.au/banks/compare>.

Representation of investments held in institutions that do not support the fossil fuel industries over the last three years are shown below.



Interest rate movements for term deposits lodged since 1 March 2022 are detailed below.



I) **Cash flow statement**

Mount Alexander Shire Council



Cash flow statement for the period ended March 2023

Income & Expenses

Adopted						Ref	
Actual	Budget	Budget	Actual	Variance	Variance		
2021/2022	2022/2023	YTD	YTD	YTD	YTD		
\$,000's	\$,000's	\$,000's	\$,000's	\$,000's	%		
Cash flows from operating activities							
26,143	26,776	Rates and charges	21,040	20,855	(185) =	-1%	
1,048	1,444	Statutory fees and fines	825	670	(156) ✖	-19%	
1,410	1,611	User fees	1,061	1,180	119 ✔	11%	
17,246	9,680	Grants - operating and capital	9,974	5,703	(4,270) ✖	-43%	1
156	230	Contributions - monetary	199	946	747 ✔	374%	2
272	366	Interest received	135	598	463 ✔	343%	
(234)	75	Trust funds and deposits (net)	1,147	1,147	0 =	0%	
455	701	Other receipts	391	457	65 ✔	17%	
(16,798)	(18,467)	Employee costs	(13,641)	(13,031)	610 =	-4%	
(10,660)	(15,228)	Materials and services	(8,417)	(15,313)	(6,896) ✔	82%	3
(3,848)	238	Other payments	(1,350)	(1,230)	119 ✖	-9%	
15,190	7,426	Net cash provided by/(used in) operating activities	11,365	1,981	(9,385) ✖	-83%	
Cash flows from investing activities							
218	288	Sale of fixed assets	183	227	44 ✔	24%	
(11,391)	(14,603)	Payments for capital works	(13,106)	(6,252)	(6,854) ✔	52%	4
(11,173)	(14,315)	Net cash provided by/(used in) investing activities	(12,923)	(6,026)	6,898 ✖	-53%	
Cash flows from financing activities							
(107)	(79)	Finance costs	(37)	(42)	42 ✖	-85%	
(1,273)	(291)	Repayment of borrowings	(176)	(172)	(5) =	3%	
(1,380)	(370)	Net cash inflow(outflow) from financing activities	(176)	(214)	(37) ✔	21%	
2,637	(7,259)	Net increase (decrease) in cash	(1,734)	(4,259)	(2,524) ✔	146%	
14,180	23,465	Cash at beginning of the financial period	23,465	31,069	7,604 ✔	32%	
16,817	16,206	Cash at 31 March 2023	21,731	26,810	5,080 ✔	23%	

Reference notes (greater than \$500,000 and 5%):

1. Year to date grants are lower than budgeted as the cash was received earlier than expected, many in June 2022, and will be spent during 2022/2023.
2. Contributions are greater than expected with receipt of unbudgeted developer contributions.
3. Materials and services are greater than expected with payment of many of the June 2022 invoices occurring in July 2022 and later, as well as the landfill cell capping works which have commenced.
4. Capital works are progressing, with accruals recognised in the statements, and works continuing on the landfill cell capping. Refer to section e) for further details.

m) Glossary

Asset – something that is owned and will benefit the community.

Asset expansion expenditure – expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.

Asset renewal expenditure – expenditure on an existing asset, or on replacing the existing asset, that returns the service capability of the asset to its original capability.

Asset upgrade expenditure – expenditure that enhances an existing asset to provide a higher level of service, or increases the life of the asset beyond its original life.

Bad debt - debt that will not be collected, usually due to the debtor going into bankruptcy or when the cost of pursuing the debt is more than the debt owed.

Borrowing cost – interest and other costs that an entity incurs in connection with borrowing money.

Capital works expenditure – expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.

Current asset – an asset is current when it will be realised, sold or consumed within 12 months after the end of the reporting period.

Current liability - a liability is current when it will be settled within 12 months after the end of the reporting period.

Depreciation – the systematic allocation of the depreciable amount of an asset over its useful life.

Doubtful debt – a debt that might become a bad debt at some point in the future.

Earned value – the value of work actually completed to date. It is calculated using the actual percentage of work completed to date multiplied by the project budget. The basic principle of earned value management (EVM) is that the value of the works completed is equivalent to the funding of that work.

Expense – is an outflow of cash or an increase in a liability, such as a creditor.

Equity – the residual interest in the assets of the entity after deducting all of its liabilities.

Financial asset – an asset such as cash or a debt that can be collected.

Financial performance indicators – a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.

Financial resources – income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget.

Income – in an inflow of cash or an increase in an asset, such as a debtor.

Initiatives – actions that are one-off in nature and/or lead to improvements in service.

Interest bearing loans and borrowings – financial liabilities other than current trade payables on normal credit terms e.g. a loan from a bank.

Liability – something that is owed and is required to be paid by the entity.

Net assets – total assets less total liabilities.

New asset expenditure – expenditure that creates a new asset that provides a service that does not currently exist.

Non-financial resources – the resources other than financial resources required to deliver the services and initiatives in the budget e.g. people.

Non-monetary contribution – non-current asset such as land, roads, footpaths or drains, which are transferred to a council for no monetary consideration by a developer at the conclusion of a property development.

Provision – a liability of uncertain timing or amount.

Revenue – income.

Services – assistance, support, advice and other actions undertaken by a council for the benefit of its local community.

Statement of capital works – a statement that shows all capital expenditure of a council in relation to non-current assets, as well as asset expenditure type e.g. new, renewal, upgrade or expansion.

Strategic resource plan – a plan of the financial and non-financial resources required by the council for the next four years to achieve its strategic objectives.