

Mount Alexander Shire Council  
Budget Report  
2026-2027

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## Mayor's Introduction

This year's budget continues Council's focus on delivering the services our community relies on, while planning carefully for the future.

On behalf of Council, I am pleased to present the 2026/2027 Budget for Mount Alexander Shire.

Developing this budget has required thoughtful discussion, difficult decisions and a clear understanding of both our responsibilities and our limits. I want to acknowledge the work of Councillors and staff, as well as the contributions from community members and organisations who shared their ideas and priorities throughout the process.

We are operating in an increasingly challenging environment. Like many rural councils, our revenue is constrained by rate capping, while the costs of maintaining infrastructure and delivering services continue to rise. At the same time, we are seeing growing pressure across the community, with cost-of-living challenges, rising fuel costs and ongoing housing stress affecting many households.

At the same time, members of our community are recovering from the devastating January fires in Harcourt and surrounds.

You won't see recovery projects listed in this budget, because funding for that important work has been provided by the State and Federal governments. I want to thank them for their contribution of \$2.3m for response, relief and recovery efforts to date.

Against this backdrop, Council has delivered a balanced budget for 2026/2027 – ensuring that our planned expenditure aligns with expected income. Achieving that balance has required careful prioritisation and I want to recognise the effort that has gone into making sure we are using our resources responsibly.

This is a practical budget. It focuses on maintaining essential services, supporting community wellbeing and continuing to invest in the infrastructure our shire depends on.

Council's \$56 million budget will support the delivery of more than 100 services, alongside a substantial program of infrastructure renewal and improvement – from roads and drainage to community buildings, parks and waste services.

We have allocated \$16.1 million to capital works this year, supported by \$9.5 million in external funding. This includes \$1 million from the Australian Government's Emergency Response Fund to continue design work on flood levees in Newstead, Castlemaine and Campbells Creek, and \$6 million from the Federal Government to continue the Frederick Street redevelopment.

Highlights of the capital works program include:

- Diamond Gully Road Upgrade, a \$2.3 million project, with \$632,000 funded in its first year through the Australian Government Roads to Recovery program
- Road renewal and upgrades totalling \$3.8 million
- Bridge renewal and replacement, (\$1 million, including \$750,000 for the James Creek Bridge on Myrtle Creek Road, Redesdale)
- Irrigation upgrades at Chewton Soldiers Memorial Park (\$156,000)
- Support for Wesley Hill Play Space (\$40,000)
- McKenzie Hill Shared Pathway project, (\$188,000 Council contribution in 2026/2027 towards the \$3.76 million total project, funded by the Australian Government Active Transport Fund Program)

We are also continuing to invest in the planning and delivery of infrastructure, sustainability initiatives and services that support both our current community and future growth. This work helps ensure our assets remain safe, functional and resilient, while also responding to environmental priorities and community needs. Key initiatives in this area include:

- Support for the ongoing operation of Maldon Caravan Park (\$290,000, \$190,000 net),
- Carbon offset initiatives through Australian Carbon Credit Units (\$105,000)
- Development of a masterplan for the Castlemaine Transfer Station (\$70,000), and targeted tree maintenance in high-risk areas (\$75,000).

Through our Healthy Communities team, we are supporting both established organisations and new initiatives that strengthen community life. This includes ongoing contributions to Buda Historic Home and Garden, Castlemaine Art Museum, Castlemaine Safe Space, Business Mount Alexander and the Castlemaine Fringe Festival.

Key initiatives for the year ahead include:

- Establishing a Wellbeing Economy Business Fund (\$50,000)
- Supporting a shire-wide Children's Winter Festival (\$10,000)
- Developing a new Reconciliation Plan (\$15,000)
- Development of Community Plans (\$48,968)

We are also investing in updated Early Years, Middle Years and Youth Plans, alongside continued work to improve inclusion for LGBTIQ+ communities.

Within Corporate Services, we are focused on improving how Council operates, including investment in new technology, service reviews, and development of a revised rating strategy aimed at improving fairness and transparency.

As always, major projects rely on support from State and Federal governments, and we will continue to advocate strongly on behalf of our community.

This budget reflects steady and responsible financial management in a difficult environment. While challenges remain, we are maintaining a sound financial position and continuing to deliver for our community.

Ultimately, this is a balanced and forward-looking budget – one that recognises our constraints while continuing to invest in the people, places and services that make Mount Alexander Shire a great place to live.

I encourage you to read this document to better understand what will be delivered over the coming year.

**Cr Toby Heydon**

Mayor

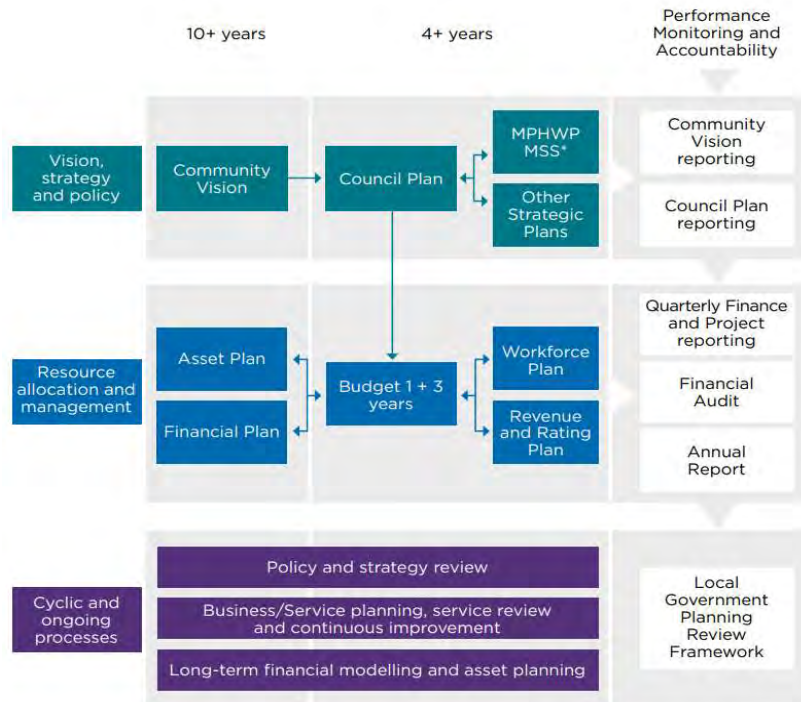
Mount Alexander Shire Council

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

The Local Government Act 2020 requires Council to maintain several strategic documents which form an Integrated Strategic Planning 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.



\*Municipal Public Health and Wellbeing Plan and Municipal Strategic Statement

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

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

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

## 2. Services, initiatives and service performance indicators

### Council Plan Focus Areas

**Focus Area 1: Communities** - Healthy, connected and inclusive communities.

**Focus Area 2: Natural environments** - Enhanced and protected natural environments.

**Focus Area 3: Infrastructure** - Appropriate, accessible and climate-resilient infrastructure.

**Focus Area 4: Wellbeing economies** - Thriving economies that serve the wellbeing of people, place and the environment.

**Focus Area 5: Organisation** - A responsive, trusted and effective Council.

### Executive

Service units	Council Plan Focus Areas					2024/25 Actual \$'000	2025/26 Forecast \$'000	2026/27 Budget \$'000
	1	2	3	4	5			
<b>Executive</b>	✓	✓	✓	✓	✓	<i>Inc</i>	-	-
						<i>Exp</i>	646	1,325
						<i>Net</i>	(646)	(1,325)

Strategically manages the organisation in keeping with the requirements of good governance. Other services include initiatives to address the housing affordability challenge in our community, and management of the affordable housing trust.

### People and Culture

✓	<i>Inc</i>	1	-	-
	<i>Exp</i>	1,064	1,834	1,851
	<i>Net</i>	(1,062)	(1,834)	(1,851)

Provides strategic and operational organisation capability support including human resources and industrial relations strategies, policies and procedures, as well as training and development opportunities.

### New and continuing initiatives to be delivered by Executive in 2026/2027 include:

Consolidation of enterprise agreements in preparation for next rounds of enterprise bargaining negotiations \$23,000.

Additional funding to facilitate Social and Affordable Housing \$40,000.

### Healthy Communities

Service units	Council Plan Focus Areas					2024/25 Actual \$'000	2025/26 Forecast \$'000	2026/27 Budget \$'000
	1	2	3	4	5			
<b>Healthy Communities</b>	✓		✓		✓	<i>Inc</i>	10	50
						<i>Exp</i>	1,128	1,094
						<i>Net</i>	(1,118)	(1,044)

Improves health in the region through projects that focus on encouraging healthy eating and getting more people, more active, more often.

### Economy and Culture

✓			✓	✓	<i>Inc</i>	44	22	30
					<i>Exp</i>	862	1,022	1,010
					<i>Net</i>	(817)	(1,000)	(980)

**Cultural Development:** Provides advocacy and support to help develop and promote arts, cultural and creative activities across the shire.

**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.

**Tourism Services:** Provides visitor information, marketing and industry development for the shire. Supports economic and social benefits of tourism through the operation of Visitor Information Centres in Castlemaine and Maldon. Provides accommodation and tour booking services.

### Community Partnerships

✓	✓			✓	<i>Inc</i>	900	575	583
					<i>Exp</i>	2,410	2,839	2,033
					<i>Net</i>	(1,510)	(2,264)	(1,450)

**Community Partnerships:** Works with local residents, community organisations, and service providers to build community capacity, provide advocacy efforts and strengthen our engagement with the community.

**Emergency Management:** Develops and implements strategies to increase the emergency management capability of the shire and community. Undertakes prevention measures to reduce risk from hazards.

**Social Equity and Inclusion:** Partners with representatives of First Nations, LGBTIQ+ and disability communities, to ensure their diverse voices and perspectives are heard and incorporated into Council's work, and to collaborate on initiatives that raise community awareness.

**Youth Development:** Works in partnership with young people, 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.

**Maternal and Child Health:** Provides consultations, information, referrals, advice and support for children from birth to school age and their families.

Focus Area 1: Communities | Focus Area 2: Natural environments | Focus Area 3: Infrastructure | Focus Area 4: Wellbeing economies | Focus Area 5: Organisation

## Healthy Communities (Continued)

Service units	Council Plan Focus Areas					2024/25 Actual \$'000	2025/26 Forecast \$'000	2026/27 Budget \$'000
	1	2	3	4	5			
<b>Community Wellbeing</b>	✓				✓	<i>Inc</i> 2,752	2,659	2,748
						<i>Exp</i> 3,368	3,568	3,511
						<i>Net</i> (616)	(909)	(763)

**Aged and Disability Services:** Assesses and provides services for older people and people with disability to enable them to remain living independently in their own homes. Services provided include domestic assistance, shopping, personal care, respite, delivered meals, home safety, property maintenance, digital inclusion support and social support programs for isolated older people.

### New and continuing initiatives to be delivered by Healthy Communities in 2026/2027 include:

Contributions to support:

- Buda \$ 12,500
- Castlemaine Art Museum \$ 30,000
- Castlemaine Safe Space \$ 10,000
- Business Mount Alexander \$ 7,000
- Castlemaine Fringe Festival \$ 10,000

Establishment of the Annual Wellbeing Economy Business Fund \$50,000, an ongoing fund for business-led wellbeing-economy projects.

Children's Winter Festival June 2027. \$ 10,000 towards planned activities across the shire in partnership with key stakeholders. Activities will be provided during the 2 week school holidays.

Development of Community Plans. \$ 48,968 to support collaboration with communities to develop and deliver local-area community plans.

Early Years Plan 2026 - 2030. \$ 10,000 to develop an Early Years Plan 2026-2030 that supports the wellbeing of the community and ensures MASC is responsive to the needs of young children and families.

Homelessness Project Officer \$ 77,060.

LGBTIQA+ Steering Group Planning. \$ 10,000 to provide the LGBTIQA+ Steering Group with funding to explore actions as identified by the membership.

Middle Years Plan 2026-2030. \$ 10,000 to develop a Middle Years Plan 2026-2030 that supports the wellbeing of children aged 8-12 years, ensures MASC is responsive to the needs of children and families.

Reconciliation Plan 2026-2029 \$ 15,000 to develop a Reconciliation Plan for 2026-2029.

Welcoming Leanganook (inclusion of Culturally and Linguistically Diverse). \$ 25,000 towards implementation of recommendations arising from the CALD workshop with Councillors and Executive conducted on 2 December 2025.

Youth Plan 2025-2029 \$ 10,000 to support implementing key strategies from the Youth Plan.

Focus Area 1: Communities | Focus Area 2: Natural environments | Focus Area 3: Infrastructure | Focus Area 4: Wellbeing economies | Focus Area 5: Organisation

## Infrastructure and Development

Service units	Council Plan Focus Areas					2024/25 Actual \$'000	2025/26 Forecast \$'000	2026/27 Budget \$'000
	1	2	3	4	5			
<b>Infrastructure &amp; Development Administration</b>	✓	✓	✓	✓	✓	<i>Inc</i> 42	1,123	-
						<i>Exp</i> 491	1,627	651
						<i>Net</i> (449)	(504)	(651)

### Engineering

✓	✓	✓	✓	✓	<i>Inc</i> 199	162	186
					<i>Exp</i> 1,074	1,023	1,051
					<i>Net</i> (875)	(861)	(864)

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.

### Development Services

✓	✓	✓	✓	✓	<i>Inc</i> 1,501	1,661	1,866
					<i>Exp</i> 3,472	4,664	4,107
					<i>Net</i> (1,971)	(3,003)	(2,241)

**Building Services:** Provides building compliance services including emergency management responsibilities, fire safety inspections, swimming pool barrier audits, and investigates complaints and illegal works.

**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.

**Environmental and Public Health:** Conducts inspections and maintains registrations for food and public health businesses, including registration and approval of temporary food permits. Assesses septic tank applications and investigates complaints.

**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. It 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.

### Operations

✓	✓	✓	✓	✓	<i>Inc</i> 6,358	4,158	4,278
					<i>Exp</i> 9,945	10,583	10,683
					<i>Net</i> (3,588)	(6,425)	(6,405)

**Environment and Sustainability:** Several teams work together to develop environmental policy, coordinate and implement environmental projects and work with other services to improve our environmental performance, including climate change initiatives.

**Waste Management:** Manages the waste management facilities in Castlemaine and Maldon. Provides kerbside waste, recycling collection, and develops and implements waste and resource recovery strategies.

**Works: Roads, Bridges, Paths and Drainage:** Undertakes maintenance and renewal of our roads, bridges, paths and drainage. This includes maintenance grading, road patching, periodic gravel and bituminous resurfacing, road and intersection renewals, road line markings, signage, drain clearance and street sweeping.

### Parks, Recreation & Community Facilities

✓	✓	✓	✓	✓	<i>Inc</i> 441	328	271
					<i>Exp</i> 5,610	6,193	6,054
					<i>Net</i> (5,170)	(5,866)	(5,783)

**Building Projects:** Prepares and delivers maintenance and management programs for our buildings, pavilions and other community assets, to maximise value and use.

**Active Communities:** Provides advice on local recreational needs, facility use and planning, development of master plans and strategies to promote and develop healthy physical activity in the shire, and support for sports and recreation clubs.

**Parks and Gardens:** Manages and maintains key parks and recreation areas including Castlemaine Botanical Gardens, Maldon Gardens, Stanley Park North and Victory Park. Oversees tree management and provides tree pruning, planting and removal, in addition to working closely with Landcare groups to enhance, protect and maintain our natural environment areas. The service also provides annual inspections, programming and implementation of power line clearance requirements in Castlemaine and Maldon.

**Property Management:** Management of community facilities and strategic planning for our building, land, commercial and community leases and licences.

**New and continuing initiatives to be delivered by Infrastructure and Development in 2026/2027 include:**

Contribution to the Mount Alexander Sustainability Group - Celebrating Community Sustainability & Shaping the Future - \$ 10,000.

Development of an Aquatic Facilities Strategy \$ 114,000, fully funded from Council's Pool Reserve.

Australian Carbon Credit Units Offset - \$ 105,000 supporting local and national carbon offset initiatives.

Campbells Creek Environmental Drainage Improvements study \$ 25,000.

Maldon dog park feasibility study - \$ 5,000.

Kerbside (household) bin audit \$ 55,000 to support improved service outcomes.

Kerbside reform - Preparation for New service provision - FOGO and Glass recycling services \$ 138,000.

Liveable Newstead - Tree establishment Tivey Street \$ 14,000.

Maldon Caravan Park support for continued operation \$ 290,000, partly funded from park revenues ( \$ 190,000 net).

Maldon Coworking Space, improvements \$ 25,000.

Castlemaine Transfer Station Masterplan. \$ 70,000 for the development of a masterplan to support future development and operational improvements to waste management services.

Castlemaine Heritage Study \$20,000.

Tree Maintenance Special Purpose 2026/2027 \$ 75,000 to target high risk areas in the Shire.

Diamond Gully road Upgrade and Newstead Levy design (refer section 4.5.2 Capital Works).

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Focus Area 1: Communities | Focus Area 2: Natural environments | Focus Area 3: Infrastructure | Focus Area 4: Wellbeing economies | Focus Area 5: Organisation

## Corporate Services

Service units	Council Plan Focus Areas					2024/25 Actual \$'000	2025/26 Forecast \$'000	2026/27 Budget \$'000
	1	2	3	4	5			

### Corporate Services

✓	<i>Inc</i>	-	-	-
	<i>Exp</i>	238	520	489
	<i>Net</i>	(238)	(520)	(489)

Provides policy, systems and support in the areas of continuous improvement, corporate planning and performance reporting.

### Engagement and Customer Experience

✓	✓	✓	✓	<i>Inc</i>	125	90	116
				<i>Exp</i>	2,454	2,459	2,681
				<i>Net</i>	(2,329)	(2,369)	(2,566)

**Communications and Engagement:** Ensures that the community receives timely, relevant and engaging information about what's happening in their shire through numerous channels including our website, social media, email, media engagement, advertising, community newsletters and more. Supports and advises staff on best practice communication strategies, tools and community engagement

**Customer Service:** Assists customers with general enquiries in person, by email and by telephone. Shares information with the community, connects the community with relevant Council staff, registers community requests for services and processes payments.

**Venue Coordination and Events:** Provides hire and management services for public venues, as well as supporting event organisers.

### Finance

✓	<i>Inc</i>	1,578	1,354	1,269
	<i>Exp</i>	2,984	1,902	2,018
	<i>Net</i>	(1,407)	(548)	(750)

Manages finances through preparation and monitoring of the budget, payment of accounts, procurement of services, and the raising and collection of rates and charges.

### Governance and Risk

✓	<i>Inc</i>	46	15	15
	<i>Exp</i>	2,419	2,164	2,163
	<i>Net</i>	(2,373)	(2,149)	(2,148)

**Governance:** Coordinates Meetings of Council, Councillor-related activities and provides support and oversight of compliance with the Local Government Act 2020.

**Records:** Stores, retrieves and archives records, and ensures legislative and privacy requirements are met.

**Risk and Insurance:** Manages Council's insurance program and supports the identification and mitigation of risk to ensure effective risk management across all Council functions.

### Information Technology

✓	<i>Inc</i>	2	-	-
	<i>Exp</i>	1,763	2,032	2,155
	<i>Net</i>	(1,761)	(2,032)	(2,155)

Provides, supports and maintains cost-effective communications and IT systems, enabling Council to deliver services in a productive and efficient way.

### New Initiatives to be delivered by Corporate Services in 2026/2027 include:

Generative AI - Microsoft Copilot \$ 10,000 ongoing funding to support further development.

Rating Strategy \$55,000 to fund the development of a revised rating strategy aimed at ensuring fairness and equity. Mostly funded from external funds (\$50,000) received in 2026.

Service Review funding \$10,000 to support the implementation of ongoing reviews of services.

Focus Area 1: Communities | Focus Area 2: Natural environments | Focus Area 3: Infrastructure | Focus Area 4: Wellbeing economies | Focus Area 5: Organisation

# Reconciliation with budgeted operating result

	2024/25 Actual \$'000	2025/26 Forecast \$'000	2026/27 Budget \$'000
Executive	(1,708)	(3,159)	(2,616)
Healthy Communities	(4,060)	(5,217)	(4,245)
Infrastructure and Development	(12,052)	(16,762)	(16,658)
Corporate Services	(8,107)	(7,618)	(8,107)
<b>Total Net Cost of Services and Initiatives</b>	<b>(25,928)</b>	<b>(32,755)</b>	<b>(31,626)</b>
Rates and charges	28,926	30,014	30,986
Grants - capital	4,628	9,158	9,524
Grants - Operating - VGC	6,578	4,574	4,725
Contributions - monetary	338	500	400
Contributions - non-monetary	706	7,000	1,000
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	(2,383)	(1,295)	(1,255)
Share of net profits (or loss) of associates and joint ventures	37	-	-
<b>Sub total</b>	<b>38,830</b>	<b>49,951</b>	<b>45,380</b>
Depreciation	(10,508)	(10,521)	(10,515)
Amortisation - intangible assets	(231)	(226)	(229)
Depreciation - right of use assets	(133)	(114)	(113)
Borrowing costs	(61)	(55)	(19)
Finance costs - leases	(28)	(22)	(6)
<b>Sub total</b>	<b>(10,961)</b>	<b>(10,938)</b>	<b>(10,882)</b>
<b>Surplus/(deficit) for the year</b>	<b>1,941</b>	<b>6,258</b>	<b>2,872</b>

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2026/27 has been supplemented with projections to 2028/29.

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

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

**Comprehensive Income Statement**  
For the four years ending 30 June 2030

		Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	2027/28 \$'000	Projections 2028/29 \$'000	2029/30 \$'000
	NOTES					
<b>Income / Revenue</b>						
Rates and charges	4.1.1	30,014	<b>30,986</b>	32,071	33,193	34,355
Statutory fees and fines	4.1.2	1,274	<b>1,376</b>	1,404	1,432	1,460
User fees	4.1.3	1,477	<b>1,907</b>	1,964	2,023	2,084
Grants - operating	4.1.4	11,019	<b>9,890</b>	10,236	10,594	10,965
Grants - capital	4.1.4	9,158	<b>9,524</b>	5,664	5,664	5,729
Contributions - monetary	4.1.5	500	<b>400</b>	412	424	437
Contributions - non-monetary	4.1.5	7,000	<b>1,000</b>	1,061	1,093	1,126
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		(1,295)	<b>(1,255)</b>	-	-	-
Other income	4.1.6	1,997	<b>1,830</b>	1,662	1,601	1,493
<b>Total income / revenue</b>		<b>61,144</b>	<b>55,658</b>	<b>54,473</b>	<b>56,024</b>	<b>57,648</b>
<b>Expenses</b>						
Employee costs	4.1.7	24,125	<b>24,673</b>	25,537	26,430	27,355
Materials and services	4.1.8	17,379	<b>15,126</b>	15,580	16,047	16,529
Depreciation	4.1.9	10,521	<b>10,515</b>	10,830	11,155	11,490
Amortisation - intangible assets	4.1.10	226	<b>229</b>	-	-	-
Depreciation - right of use assets	4.1.11	114	<b>113</b>	49	-	-
Allowance for impairment losses		20	<b>25</b>	25	25	25
Borrowing costs		55	<b>19</b>	-	-	-
Finance costs - leases		22	<b>6</b>	-	-	-
Other expenses	4.1.12	2,424	<b>2,081</b>	2,105	2,349	2,154
<b>Total expenses</b>		<b>54,886</b>	<b>52,787</b>	<b>54,126</b>	<b>56,007</b>	<b>57,553</b>
<b>Surplus/(deficit) for the year</b>		<b>6,258</b>	<b>2,871</b>	<b>348</b>	<b>17</b>	<b>95</b>
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation gain / (loss)		-	-	-	-	-
<b>Total other comprehensive income</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive result</b>		<b>6,258</b>	<b>2,871</b>	<b>348</b>	<b>17</b>	<b>95</b>

## Balance Sheet

For the four years ending 30 June 2030

		Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Projections		
	NOTES			2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		11,381	9,423	9,994	5,877	4,481
Trade and other receivables		4,527	4,764	4,517	4,702	4,827
Other financial assets		6,991	6,991	6,991	6,991	6,991
Inventories		53	54	54	55	55
Other assets		2,925	2,925	2,925	2,925	2,925
<b>Total current assets</b>	4.2.1	25,877	24,156	24,481	20,550	19,279
<b>Non-current assets</b>						
Investments in associates, joint arrangement and subsidiaries		1,018	1,018	1,018	1,018	1,018
Property, infrastructure, plant & equipment		461,508	466,666	467,056	471,323	473,007
Right-of-use assets	4.2.4	162	49	-	-	-
Intangible assets		234	5	5	130	190
<b>Total non-current assets</b>	4.2.1	462,922	467,738	468,079	472,471	474,215
<b>Total assets</b>		488,799	491,894	492,560	493,021	493,494
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		2,629	2,756	2,829	2,942	2,928
Trust funds and deposits		1199	1,211	1,223	1,235	1,248
Contract and other liabilities		4,256	4,405	4,559	4,719	4,884
Provisions		3,458	3,499	3,624	3,754	3,888
Interest-bearing liabilities	4.2.3	140	-	-	-	-
Lease liabilities	4.2.4	145	77	-	-	-
<b>Total current liabilities</b>	4.2.2	11,827	11,948	12,235	12,650	12,948
<b>Non-current liabilities</b>						
Provisions		1,798	1,958	2,038	2,118	2,198
Lease liabilities	4.2.4	157	100	51	-	-
<b>Total non-current liabilities</b>	4.2.2	1,955	2,058	2,089	2,118	2,198
<b>Total liabilities</b>		13,782	14,006	14,324	14,768	15,146
<b>Net assets</b>		475,017	477,888	478,236	478,253	478,348
<b>Equity</b>						
Accumulated surplus		116,811	120,735	120,536	120,012	123,234
Reserves		358,206	357,153	357,699	358,241	355,115
<b>Total equity</b>		475,017	477,888	478,236	478,253	478,348

**Statement of Changes in Equity**  
For the four years ending 30 June 2030

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	NOTES	\$'000	\$'000	\$'000	\$'000
<b>2026 Forecast Actual</b>					
Balance at beginning of the financial year		486,723	118,859	349,336	18,528
Surplus/(deficit) for the year		6,258	6,258	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves		(17,964)	(8,306)	-	(9,658)
<b>Balance at end of the financial year</b>		<b>475,017</b>	<b>116,811</b>	<b>349,336</b>	<b>8,870</b>
<b>2027 Budget</b>					
Balance at beginning of the financial year		475,017	116,811	349,336	8,870
Surplus/(deficit) for the year		2,871	2,871	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves	4.3.1	-	1,053	-	(1,053)
<b>Balance at end of the financial year</b>	4.3.2	<b>477,888</b>	<b>120,735</b>	<b>349,336</b>	<b>7,817</b>
<b>2028</b>					
Balance at beginning of the financial year		477,888	120,735	349,336	7,817
Surplus/(deficit) for the year		348	348	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves		-	(546)	-	546
<b>Balance at end of the financial year</b>		<b>478,236</b>	<b>120,536</b>	<b>349,336</b>	<b>8,363</b>
<b>2029</b>					
Balance at beginning of the financial year		478,236	120,536	349,336	8,363
Surplus/(deficit) for the year		17	17	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves		-	(541)	-	541
<b>Balance at end of the financial year</b>		<b>478,253</b>	<b>120,012</b>	<b>349,336</b>	<b>8,905</b>
<b>2030</b>					
Balance at beginning of the financial year		478,253	120,012	349,336	8,905
Surplus/(deficit) for the year		95	95	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves		-	3,126	-	(3,126)
<b>Balance at end of the financial year</b>		<b>478,348</b>	<b>123,234</b>	<b>349,336</b>	<b>5,779</b>

**Statement of Cash Flows**  
For the four years ending 30 June 2030

	NOTES	Forecast Actual 2025/26	Budget 2026/27	Projections		
		\$'000	\$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		30,133	<b>30,973</b>	31,975	33,078	34,244
Statutory fees and fines		1,754	<b>1,513</b>	1,541	1,571	1,603
User fees		2,846	<b>2,097</b>	2,155	2,219	2,286
Grants - operating		9,808	<b>9,886</b>	10,205	10,557	10,929
Grants - capital		9,878	<b>9,520</b>	5,978	5,660	5,721
Contributions - monetary		500	<b>400</b>	412	424	437
Interest received		1,257	<b>1,007</b>	815	728	594
Trust funds and deposits taken		-	<b>12</b>	12	12	12
Other receipts		868	<b>1,094</b>	1,124	1,158	1,194
Net GST refund / payment		2,551	<b>2,633</b>	2,356	2,756	2,596
Employee costs		(24,547)	<b>(24,661)</b>	(25,528)	(26,420)	(27,420)
Materials and services		(16,269)	<b>(16,534)</b>	(17,076)	(17,576)	(18,109)
Trust funds and deposits repaid		(148)	-	-	-	-
Other payments		(2,172)	<b>(2,066)</b>	(2,096)	(2,335)	(2,162)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	16,459	<b>15,874</b>	11,873	11,834	11,924
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant & equipment		(17,308)	<b>(17,755)</b>	(11,175)	(15,775)	(13,260)
Proceeds from sale of property, infrastructure, plant & equipment		181	<b>220</b>	-	-	-
Payments for intangible assets		-	-	-	(125)	(60)
Proceeds from investments		2,645	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	(14,482)	<b>(17,535)</b>	(11,175)	(15,900)	(13,320)
<b>Cash flows from financing activities</b>						
Finance costs		(105)	<b>(19)</b>	-	-	-
Repayment of borrowings		(1,447)	<b>(140)</b>	-	-	-
Interest paid - lease liability		(16)	<b>(6)</b>	-	-	-
Repayment of lease liabilities		(114)	<b>(125)</b>	(126)	(51)	-
<b>Net cash provided by/(used in) financing activities</b>	4.4.3	(1,682)	<b>(290)</b>	(126)	(51)	-
Net increase/(decrease) in cash and cash equivalents		295	<b>(1,951)</b>	572	(4,117)	(1,396)
Cash and cash equivalents at the beginning of the financial year		11,086	<b>11,381</b>	9,430	10,002	5,885
<b>Cash and cash equivalents at the end of the financial year</b>		11,381	<b>9,430</b>	10,002	5,885	4,489

# Statement of Capital Works

For the four years ending 30 June 2030

		Forecast Actual 2025/26 \$'000	Budget 2026/27 \$'000	Projections		
	NOTES			2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
<b>Property</b>						
Land improvements		30	<b>30</b>	276	285	294
<b>Total land</b>		30	<b>30</b>	276	285	294
Buildings		878	<b>158</b>	1,874	1,923	2,188
<b>Total buildings</b>		878	<b>158</b>	1,874	1,923	2,188
<b>Total property</b>		908	<b>188</b>	2,150	2,208	2,482
<b>Plant and equipment</b>						
Plant, machinery and equipment		1,030	<b>900</b>	807	831	857
Computers and telecommunications		254	<b>455</b>	229	236	243
<b>Total plant and equipment</b>		1,284	<b>1,355</b>	1,036	1,067	1,100
<b>Infrastructure</b>						
Roads		9,874	<b>9,920</b>	3,842	3,960	4,127
Bridges		524	<b>1,000</b>	994	1,016	1,044
Footpaths and cycleways		738	<b>523</b>	616	633	750
Drainage		546	<b>1,262</b>	545	697	776
Recreational, leisure and community facilities		1,733	<b>833</b>	538	555	571
Waste management		-	<b>750</b>	250	4,000	1,000
Parks, open space and streetscapes		-	<b>317</b>	-	-	-
Other infrastructure		-	-	188	193	199
<b>Total infrastructure</b>		13,415	<b>14,605</b>	6,974	11,054	8,467
<b>Total capital works expenditure</b>		15,607	<b>16,148</b>	10,159	14,329	12,049
<b>Represented by:</b>						
New asset expenditure	4.5.1	-	<b>915</b>	520	4,114	1,777
Asset renewal expenditure		14,883	<b>8,355</b>	8,747	8,500	9,389
Asset expansion expenditure		-	<b>128</b>	-	114	-
Asset upgrade expenditure		724	<b>6,750</b>	892	1,602	884
<b>Total capital works</b>		15,607	<b>16,148</b>	10,159	14,329	12,049
<b>Funding sources represented by:</b>						
Grants	4.5.1	9,158	9,524	5,664	5,664	5,729
Council Cash		6,449	<b>6,624</b>	4,495	8,665	6,320
<b>Total capital works expenditure</b>		15,607	<b>16,148</b>	10,159	14,329	12,049

## Statement of Human Resources

For the four years ending 30 June 2030

	Forecast Actual	Budget	Projections		
	2025/26	2026/27	2027/28	2028/29	2029/30
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	24,125	<b>24,673</b>	25,537	26,430	27,355
Employee costs - capital	1,100	<b>878</b>	878	767	656
<b>Total staff expenditure</b>	<b>25,225</b>	<b>25,551</b>	<b>26,415</b>	<b>27,197</b>	<b>28,011</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	210.8	<b>218.8</b>	218.4	217.8	217.8
Total staff numbers	<b>210.8</b>	<b>218.8</b>	<b>218.4</b>	<b>217.8</b>	<b>217.8</b>

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

Department	Budget 2026/27 \$'000	Comprises			
		Permanent		Casual	Temporary
		Full Time \$'000	Part time \$'000	\$'000	\$'000
Community Partnerships	<b>1,482</b>	498	958	26	-
Community Wellbeing	<b>2,932</b>	1,005	1,901	26	-
Development Services	<b>3,574</b>	2,454	1,098	22	-
Economy and Culture	<b>589</b>	256	333	-	-
Engagement and Customer Experience	<b>1,871</b>	400	1,409	62	-
Engineering	<b>750</b>	615	135	-	-
Executive	<b>2,113</b>	1,859	254	-	-
Finance	<b>1,363</b>	1,090	273	-	-
Governance and Risk	<b>791</b>	698	93	-	-
Information Technology	<b>754</b>	754	-	-	-
Operations	<b>3,803</b>	3,505	298	-	-
Parks, Recreation and Community Facilities	<b>2,327</b>	2,162	165	-	-
People and Culture	<b>1,002</b>	501	501	-	-
Total permanent staff expenditure	<b>23,350</b>	15,797	7,418	135	-
Other employee related expenditure	<b>1,296</b>				
Capitalised labour costs	<b>878</b>				
<b>Total expenditure</b>	<b>25,524</b>				

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

Department	Budget 2026/27	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
Community Partnerships	<b>11.9</b>	4.0	7.7	0.2	-
Community Wellbeing	<b>32.0</b>	11.0	20.8	0.2	-
Development Services	<b>30.6</b>	21.0	9.4	0.2	-
Economy and Culture	<b>4.6</b>	2.0	2.6	-	-
Engagement and Customer Experience	<b>18.8</b>	4.0	14.1	0.7	-
Engineering	<b>6.1</b>	5.0	1.1	-	-
Executive	<b>12.5</b>	11.0	1.5	-	-
Finance	<b>12.5</b>	10.0	2.5	-	-
Governance and Risk	<b>6.8</b>	6.0	0.8	-	-
Information Technology	<b>6.0</b>	6.0	-	-	-
Operations	<b>39.1</b>	36.0	3.1	-	-
Parks, Recreation and Community Facilities	<b>22.6</b>	21.0	1.6	-	-
People and Culture	<b>8.0</b>	4.0	4.0	-	-
<b>Total staff</b>	<b>211.4</b>	141.0	69.2	1.2	-
Capitalised labour costs	<b>7.4</b>				
<b>Total staff</b>	<b>218.8</b>				

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

	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
<b>Community Partnerships</b>				
Permanent - Full time	498	513	528	544
Women	249	256	264	272
Men	249	256	264	272
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
Permanent - Part time	958	975	1,004	1,034
Women	859	872	898	925
Men	100	103	106	109
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
<b>Total Community Partnerships</b>	<b>1,456</b>	<b>1,487</b>	<b>1,532</b>	<b>1,578</b>
<b>Community Wellbeing</b>				
Permanent - Full time	1,005	1,035	1,066	1,098
Women	822	847	873	899
Men	-	-	-	-
Persons of self-described gender / not specified	-	-	-	-
Vacant	183	188	194	200
Permanent - Part time	1,901	1,898	1,955	2,014
Women	1,074	1,046	1,078	1,110
Men	690	711	732	754
Persons of self-described gender / not specified	-	-	-	-
Vacant	137	141	145	150
<b>Total Community Wellbeing</b>	<b>2,906</b>	<b>2,933</b>	<b>3,021</b>	<b>3,112</b>
<b>Development Services</b>				
Permanent - Full time	2,454	2,527	2,603	2,681
Women	1,285	1,324	1,364	1,404
Men	935	963	992	1,021
Persons of self-described gender / not specified	117	120	124	128
Vacant	117	120	124	128
Permanent - Part time	1,098	1,131	1,165	1,200
Women	689	710	731	753
Men	222	229	236	243
Persons of self-described gender / not specified	-	-	-	-
Vacant	187	193	198	204
<b>Total Development Services</b>	<b>3,552</b>	<b>3,659</b>	<b>3,768</b>	<b>3,881</b>
<b>Economy and Culture</b>				
Permanent - Full time	256	264	272	280
Women	128	132	136	140
Men	-	-	-	-
Persons of self-described gender / not specified	-	-	-	-
Vacant	128	132	136	140
Permanent - Part time	333	343	353	364
Women	282	290	299	308
Men	51	53	54	56
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
<b>Total Economy and Culture</b>	<b>589</b>	<b>607</b>	<b>625</b>	<b>644</b>
<b>Engagement and Customer Experience</b>				
Permanent - Full time	400	412	424	437
Women	300	309	318	328
Men	100	103	106	109
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
Permanent - Part time	1,409	1,451	1,495	1,540
Women	670	690	710	732
Men	390	401	414	426
Persons of self-described gender / not specified	-	-	-	-
Vacant	350	360	371	382
<b>Total Engagement and Customer Experience</b>	<b>1,809</b>	<b>1,863</b>	<b>1,919</b>	<b>1,977</b>

	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000
<b>Engineering</b>				
Permanent - Full time	615	633	652	672
Women	-	-	-	-
Men	615	633	652	672
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
Permanent - Part time	135	139	143	148
Women	74	76	78	81
Men	49	51	52	54
Persons of self-described gender / not specified	-	-	-	-
Vacant	12	13	13	13
<b>Total Engineering</b>	<b>750</b>	<b>773</b>	<b>796</b>	<b>820</b>
<b>Executive</b>				
Permanent - Full time	1,859	1,915	1,973	2,032
Women	1,352	1,393	1,435	1,478
Men	338	348	359	369
Persons of self-described gender / not specified	-	-	-	-
Vacant	169	174	179	185
Permanent - Part time	254	261	269	277
Women	254	261	269	277
Men	-	-	-	-
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
<b>Total Executive</b>	<b>2,113</b>	<b>2,176</b>	<b>2,242</b>	<b>2,309</b>
<b>Finance</b>				
Permanent - Full time	1,090	1,123	1,157	1,192
Women	654	674	694	715
Men	327	337	347	357
Persons of self-described gender / not specified	-	-	-	-
Vacant	109	112	116	119
Permanent - Part time	273	281	289	298
Women	273	281	289	298
Men	-	-	-	-
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
<b>Total Finance</b>	<b>1,363</b>	<b>1,404</b>	<b>1,446</b>	<b>1,489</b>
<b>Governance and Risk</b>				
Permanent - Full time	698	719	740	763
Women	465	479	494	508
Men	233	240	247	254
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
Permanent - Part time	93	96	99	102
Women	93	96	99	102
Men	-	-	-	-
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
<b>Total Governance and Risk</b>	<b>791</b>	<b>815</b>	<b>839</b>	<b>864</b>
<b>Information Technology</b>				
Permanent - Full time	754	777	800	824
Women	126	129	133	137
Men	628	647	667	687
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
Permanent - Part time	-	-	-	-
Women	-	-	-	-
Men	-	-	-	-
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
<b>Total Information Technology</b>	<b>754</b>	<b>777</b>	<b>800</b>	<b>824</b>
<b>Operations</b>				
Permanent - Full time	3,505	3,610	3,719	3,830
Women	292	301	310	319
Men	2,629	2,708	2,789	2,873
Persons of self-described gender / not specified	-	-	-	-
Vacant	584	602	620	638
Permanent - Part time	298	307	316	326
Women	87	89	92	95
Men	211	218	224	231
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
<b>Total Operations</b>	<b>3,803</b>	<b>3,917</b>	<b>4,035</b>	<b>4,156</b>

**Parks, Recreation and Community Facilities**

Permanent - Full time	2,162	2,227	2,294	2,363
Women	515	530	546	563
Men	1,339	1,379	1,420	1,463
Persons of self-described gender / not specified	-	-	-	-
Vacant	309	318	328	338
Permanent - Part time	165	170	175	180
Women	93	95	98	101
Men	62	64	66	68
Persons of self-described gender / not specified	-	-	-	-
Vacant	10	11	11	11
<b>Total Parks, Recreation and Community Facilities</b>	<b>2,327</b>	<b>2,397</b>	<b>2,469</b>	<b>2,543</b>

**People and Culture**

Permanent - Full time	501	516	532	547
Women	125	129	133	137
Men	251	258	266	274
Persons of self-described gender / not specified	-	-	-	-
Vacant	125	129	133	137
Permanent - Part time	501	516	532	547
Women	388	400	412	424
Men	113	116	120	123
Persons of self-described gender / not specified	-	-	-	-
Vacant	-	-	-	-
<b>Total People and Culture</b>	<b>1,002</b>	<b>1,032</b>	<b>1,063</b>	<b>1,095</b>

**Casuals, temporary and other expenditure**

	135	95	28	29
<b>Indirect costs</b>	<b>1,296</b>	<b>1,335</b>	<b>1,375</b>	<b>1,416</b>
<b>Capitalised labour costs</b>	<b>878</b>	<b>904</b>	<b>931</b>	<b>959</b>
<b>Total staff expenditure</b>	<b>25,524</b>	<b>26,174</b>	<b>26,889</b>	<b>27,696</b>

	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE
<b>Community Partnerships</b>				
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
Persons of self-described gender / not specified				
Vacant	-	-	-	-
Permanent - Part time	7.7	7.7	7.7	7.7
Women	6.9	6.9	6.9	6.9
Men	0.8	0.8	0.8	0.8
Persons of self-described gender / not specified				
Vacant	-	-	-	-
<b>Total Community Partnerships</b>	<b>11.7</b>	<b>11.7</b>	<b>11.7</b>	<b>11.7</b>
<b>Community Wellbeing</b>				
Permanent - Full time	11.0	11.0	11.0	11.0
Women	9.0	9.0	9.0	9.0
Men	-	-	-	-
Persons of self-described gender / not specified				
Vacant	2.0	2.0	2.0	2.0
Permanent - Part time	20.8	20.8	20.8	20.8
Women	11.8	11.8	11.8	11.8
Men	7.6	7.6	7.6	7.6
Persons of self-described gender / not specified				
Vacant	1.5	1.5	1.5	1.5
<b>Total Community Wellbeing</b>	<b>31.8</b>	<b>31.8</b>	<b>31.8</b>	<b>31.8</b>
<b>Development Services</b>				
Permanent - Full time	21.0	21.0	21.0	21.0
Women	11.0	11.0	11.0	11.0
Men	8.0	8.0	8.0	8.0
Persons of self-described gender / not specified	1.0	1.0	1.0	1.0
Vacant	1.0	1.0	1.0	1.0
Permanent - Part time	9.4	9.4	9.4	9.4
Women	5.9	5.9	5.9	5.9
Men	1.9	1.9	1.9	1.9
Persons of self-described gender / not specified				
Vacant	1.6	1.6	1.6	1.6
<b>Total Development Services</b>	<b>30.4</b>	<b>30.4</b>	<b>30.4</b>	<b>30.4</b>
<b>Economy and Culture</b>				
Permanent - Full time	2.0	2.0	2.0	2.0
Women	1.0	1.0	1.0	1.0
Men	-	-	-	-
Persons of self-described gender / not specified				
Vacant	1.0	1.0	1.0	1.0
Permanent - Part time	2.6	2.6	2.6	2.6
Women	2.2	2.2	2.2	2.2
Men	0.4	0.4	0.4	0.4
Persons of self-described gender / not specified				
Vacant	-	-	-	-
<b>Total Economy and Culture</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>
<b>Engagement and Customer Experience</b>				
Permanent - Full time	4.0	4.0	4.0	4.0
Women	3.0	3.0	3.0	3.0
Men	1.0	1.0	1.0	1.0
Persons of self-described gender / not specified				
Vacant	-	-	-	-
Permanent - Part time	14.1	14.1	14.1	14.1
Women	6.7	6.7	6.7	6.7
Men	3.9	3.9	3.9	3.9
Persons of self-described gender / not specified				
Vacant	3.5	3.5	3.5	3.5
<b>Total Engagement and Customer Experience</b>	<b>18.1</b>	<b>18.1</b>	<b>18.1</b>	<b>18.1</b>
<b>Engineering</b>				
Permanent - Full time	5.0	5.0	5.0	5.0
Women	-	-	-	-
Men	5.0	5.0	5.0	5.0
Persons of self-described gender / not specified				
Vacant	-	-	-	-
Permanent - Part time	1.1	1.1	1.1	1.1
Women	0.6	0.6	0.6	0.6
Men	0.4	0.4	0.4	0.4
Persons of self-described gender / not specified				
Vacant	0.1	0.1	0.1	0.1
<b>Total Engineering</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>

	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE
<b>Executive</b>				
Permanent - Full time	11.0	11.0	11.0	11.0
Women	8.0	8.0	8.0	8.0
Men	2.0	2.0	2.0	2.0
Persons of self-described gender / not specified				
Vacant	1.0	1.0	1.0	1.0
Permanent - Part time	1.5	1.5	1.5	1.5
Women	1.5	1.5	1.5	1.5
Men	-	-	-	-
Persons of self-described gender / not specified				
Vacant	-	-	-	-
<b>Total Executive</b>	<b>12.5</b>	<b>12.5</b>	<b>12.5</b>	<b>12.5</b>
<b>Finance</b>				
Permanent - Full time	10.0	10.0	10.0	10.0
Women	6.0	6.0	6.0	6.0
Men	3.0	3.0	3.0	3.0
Persons of self-described gender / not specified				
Vacant	1.0	1.0	1.0	1.0
Permanent - Part time	2.5	2.5	2.5	2.5
Women	2.5	2.5	2.5	2.5
Men	-	-	-	-
Persons of self-described gender / not specified				
Vacant	-	-	-	-
<b>Total Finance</b>	<b>12.5</b>	<b>12.5</b>	<b>12.5</b>	<b>12.5</b>
<b>Governance and Risk</b>				
Permanent - Full time	6.0	6.0	6.0	6.0
Women	4.0	4.0	4.0	4.0
Men	2.0	2.0	2.0	2.0
Persons of self-described gender / not specified				
Vacant	-	-	-	-
Permanent - Part time	0.8	0.8	0.8	0.8
Women	0.8	0.8	0.8	0.8
Men	-	-	-	-
Persons of self-described gender / not specified				
Vacant	-	-	-	-
<b>Total Governance and Risk</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>
<b>Information Technology</b>				
Permanent - Full time	6.0	6.0	6.0	6.0
Women	1.0	1.0	1.0	1.0
Men	5.0	5.0	5.0	5.0
Persons of self-described gender / not specified				
Vacant	-	-	-	-
Permanent - Part time	-	-	-	-
Women	-	-	-	-
Men	-	-	-	-
Persons of self-described gender / not specified				
Vacant	-	-	-	-
<b>Total Information Technology</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
<b>Operations</b>				
Permanent - Full time	36.0	36.0	36.0	36.0
Women	3.0	3.0	3.0	3.0
Men	27.0	27.0	27.0	27.0
Persons of self-described gender / not specified				
Vacant	6.0	6.0	6.0	6.0
Permanent - Part time	3.1	3.1	3.1	3.1
Women	0.9	0.9	0.9	0.9
Men	2.2	2.2	2.2	2.2
Persons of self-described gender / not specified				
Vacant	-	-	-	-
<b>Total Operations</b>	<b>39.1</b>	<b>39.1</b>	<b>39.1</b>	<b>39.1</b>

	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE
<b>Parks, Recreation and Community Facilities</b>				
Permanent - Full time	21.0	21.0	21.0	21.0
Women	5.0	5.0	5.0	5.0
Men	13.0	13.0	13.0	13.0
Persons of self-described gender / not specified				
Vacant	3.0	3.0	3.0	3.0
Permanent - Part time	1.6	1.6	1.6	1.6
Women	0.9	0.9	0.9	0.9
Men	0.6	0.6	0.6	0.6
Persons of self-described gender / not specified				
Vacant	0.1	0.1	0.1	0.1
<b>Total Parks, Recreation and Community Facilities</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>	<b>22.6</b>
<b>People and Culture</b>				
Permanent - Full time	4.0	4.0	4.0	4.0
Women	1.0	1.0	1.0	1.0
Men	2.0	2.0	2.0	2.0
Persons of self-described gender / not specified				
Vacant	1.0	1.0	1.0	1.0
Permanent - Part time	4.0	4.0	4.0	4.0
Women	3.1	3.1	3.1	3.1
Men	0.9	0.9	0.9	0.9
Persons of self-described gender / not specified				
Vacant	-	-	-	-
<b>Total People and Culture</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>
<b>Casuals and temporary staff</b>	<b>1.2</b>	<b>0.8</b>	<b>0.2</b>	<b>0.2</b>
<b>Capitalised labour</b>	<b>7.4</b>	<b>7.4</b>	<b>7.4</b>	<b>7.4</b>
<b>Total staff numbers</b>	<b>218.8</b>	<b>218.4</b>	<b>217.8</b>	<b>217.8</b>

#### 4. Notes to the financial statements

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

##### 4.1 Comprehensive Income Statement

###### 4.1.1 Rates and charges

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

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

This will raise total rates and charges for 2026/27 of \$31,070,000.

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

	2025/26 Forecast \$'000	2026/27 Budget \$'000	Change	
			\$'000	%
General rates*	24,534	25,206	672	2.74%
Waste management charge	5,289	5,497	208	3.93%
Supplementary rates and rate adjustments	90	92	2	2.74%
Interest on rates and charges	268	275	7	2.74%
<b>Total rates and charges</b>	<b>30,181</b>	<b>31,070</b>	<b>890</b>	<b>2.95%</b>

\*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	2025/26 cents/\$CIV	2026/27 cents/\$CIV	Change
General rate for rateable residential properties	0.25610	0.26854	4.86%
General rate for rateable farm properties	0.20488	0.21483	4.86%
General rate for rateable commercial properties	0.33293	0.34910	4.86%
General rate for rateable vacant land properties	0.51220	0.53708	4.86%

#### 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	2025/26 \$'000	2026/27 \$'000	Change \$'000	%
Residential	17,192	<b>18,012</b>	820	4.77%
Farm	3,161	<b>3,111</b>	(50)	-1.58%
Commercial	1,922	<b>1,987</b>	65	3.39%
Vacant land	2,177	<b>2,095</b>	(82)	-3.75%
<b>Total amount to be raised by general rates</b>	<b>24,452</b>	<b>25,206</b>	<b>754</b>	<b>3.08%</b>

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

Type or class of land	2025/26 Number	2026/27 Number	Change Number	%
Residential	9,778	<b>9,900</b>	122	1.25%
Farm	1,006	<b>1,007</b>	1	0.10%
Commercial	688	<b>683</b>	(5)	-0.73%
Vacant land	1,183	<b>1,142</b>	(41)	-3.47%
<b>Total number of assessments</b>	<b>12,655</b>	<b>12,732</b>	<b>77</b>	<b>0.61%</b>

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

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

Type or class of land	2025/26 \$'000	2026/27 \$'000	Change \$'000	%
Residential	6,713,068	<b>6,707,361</b>	(5,707)	-0.09%
Farm	1,542,847	<b>1,448,196</b>	(94,651)	-6.13%
Commercial	577,363	<b>569,239</b>	(8,124)	-1.41%
Vacant land	425,126	<b>390,120</b>	(35,006)	-8.23%
<b>Total value of land</b>	<b>9,258,404</b>	<b>9,114,916</b>	<b>-143,488</b>	<b>-1.55%</b>

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

Type of charge	Per Rateable Property 2025/26 \$	Per Rateable Property 2026/27 \$	Change \$	%
Kerbside collection and recycling 80 litre bin	478	<b>496</b>	18	3.80%
Kerbside collection and recycling 140 litre bin	694	<b>720</b>	26	3.80%
<b>Total</b>	<b>1,172</b>	<b>1,217</b>		

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

Type of charge	2025/26 \$'000	2026/27 \$'000	Change \$'000	%
Kerbside collection and recycling 80 litre bin	1,753	<b>1,923</b>	170	9.70%
Kerbside collection and recycling 140 litre bin	3,478	<b>3,574</b>	96	2.76%
<b>Total</b>	<b>5,231</b>	<b>5,497</b>	<b>266</b>	<b>5.09%</b>

#### 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	2025/26 \$'000	2026/27 \$'000	Change \$'000	%
Residential	17,192	<b>18,012</b>	820	4.77%
Farm	3,161	<b>3,111</b>	(50)	-1.58%
Commercial	1,922	<b>1,987</b>	65	3.39%
Vacant land	2,177	<b>2,095</b>	(82)	-3.75%
Kerbside collection and recycling 80 litre bin	1,753	<b>1,923</b>	170	9.70%
Kerbside collection and recycling 140 litre bin	3,478	<b>3,574</b>	96	2.76%
<b>Total Rates and charges</b>	<b>29,683</b>	<b>30,703</b>	<b>1,020</b>	<b>3.43%</b>

#### 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.

	2025/26 Budget	2026/27 Budget
Total Rates at 30 June	\$ 23,741,582	\$ 24,533,661
Number of rateable properties at 30 June	12,655	12,732
Base Average Rate	\$ 1,876	\$ 1,927
Maximum Rate Increase (set by the State Government)	<b>3.00%</b>	<b>2.75%</b>
Capped Average Rate	\$ 1,932	\$ 1,980
Number of rateable properties at 1 July	12,655	12,732
Maximum General Rates Revenue	\$ 24,453,829	\$ 25,208,337
Budgeted General Rates Revenue	\$ 24,452,862	\$ 25,205,577
Budgeted Supplementary Rates and Rates Adjustments	\$ 90,000	\$ 92,465
<b>Budgeted Total Rates Revenue*</b>	<b>\$ 24,542,862</b>	<b>\$ 25,298,041</b>

\* Excludes interest on overdue rates \$268k

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

- The making of supplementary valuations and Rates Adjustments (26/27: estimated \$92,000 and 25/26: \$90,000)
- 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

##### *Farm rate*

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-
- 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

##### *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
- Residential properties that are predominately used for the purposes of short-term rental accommodation.

##### *Vacant land rate*

Applies to rateable residential land that does not have a dwelling and can be developed for residential purposes,

#### 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 2025/26 \$'000	Budget 2026/27 \$'000	Change \$'000	%
Animal control	268	<b>278</b>	10	3.73%
Planning permits and fees	327	<b>310</b>	(17)	-5.20%
Building permits and fees	182	<b>181</b>	(1)	-0.55%
Health registrations	153	<b>137</b>	(16)	-10.46%
Local laws	40	<b>47</b>	7	17.50%
Parking fines	101	<b>104</b>	3	2.97%
Land information certificates	32	<b>33</b>	1	3.13%
Other statutory fees and fines	170	<b>286</b>	116	68.24%
<b>Total statutory fees and fines</b>	<b>1,273</b>	<b>1,376</b>	<b>103</b>	<b>8.09%</b>

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.

#### 4.1.3 User fees

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000	Change \$'000	%
Home and community care	537	<b>753</b>	216	40.22%
Tourism services	55	<b>79</b>	24	43.64%
Facility hire	27	<b>58</b>	31	114.81%
Waste management services	644	<b>634</b>	(10)	-1.55%
Other user fees	216	<b>383</b>	167	77.31%
<b>Total user fees</b>	<b>1,479</b>	<b>1,907</b>	<b>428</b>	<b>28.94%</b>

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 in accordance with councils pricing policy. Refer note 6 for details of individual fees and charges .

#### 4.1.4 Grants

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

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000	Change \$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	17,764	<b>18,478</b>	714	4%
State funded grants	2,415	<b>936</b>	(1,479)	-61%
<b>Total grants received</b>	<b>20,179</b>	<b>19,414</b>	<b>(765)</b>	<b>-4%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance	4,576	<b>4,751</b>	175	4%
Local Roads	2,423	<b>2,489</b>	66	3%
Early Years	4	<b>3</b>	(1)	-25%
CHSP	1,486	<b>1,456</b>	(30)	-2%
Brokerage	95	<b>94</b>	(1)	-1%
Veterans	294	<b>208</b>	(86)	-29%
Other	-	<b>47</b>	(47)	#DIV/0!
	<b>8,878</b>	<b>8,954</b>	76	1%
<b>Recurrent - State Government</b>				
Environmental Health	21	<b>21</b>	-	0%
Parks and Gardens	40	<b>39</b>	(1.00)	-3%
Community Safety and Amenity	78	<b>65</b>	(13.00)	-17%
Youth	97	<b>97</b>	-	0%
Early Years	343	<b>352</b>	9.00	3%
HACC	210	<b>201</b>	(9.00)	-4%
Emergency Management	120	<b>120</b>	-	0%
	<b>909</b>	<b>895</b>	(14)	-2%
<b>Total recurrent grants</b>	<b>9,787</b>	<b>9,849</b>	138	1%
<b>Non-recurrent - Commonwealth Government</b>				
Other	3	-	(3)	-100%
	<b>3</b>	-	(3)	-100%
<b>Non-recurrent - State Government</b>				
Australia Day / Survival Day event	15	<b>15</b>	0	0%
CAM Redevelopment	1,123	-	(1,123)	-100%
Asset Management	25	-	(25)	-100%
Healthy Communities	50	-	(50)	-100%
Other	16	26	10	63%
	<b>1,229</b>	<b>41</b>	<b>(1,188)</b>	<b>-97%</b>
<b>Total non-recurrent grants</b>	<b>1,232</b>	<b>41</b>	<b>(1,191)</b>	<b>-97%</b>
<b>Total operating grants</b>	<b>11,019</b>	<b>9,890</b>	<b>(1,129)</b>	<b>-10%</b>

#### 4.1.4 Grants continued

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000	Change \$'000	%
<b>(b) Capital Grants</b>				
<b><i>Recurrent - Commonwealth Government</i></b>				
Roads to Recovery	1,900	1,300	(600)	-32%
<b>Total recurrent grants</b>	1,900	1,300	(600)	-32%
<b><i>Non-recurrent - Commonwealth Government</i></b>				
Bridges	17	580	563	3312%
Buildings	48	-	(48)	-100%
Roads	6,918	6,632	(286)	-4%
Drainage	-	1,012		
<b><i>Non-recurrent - State Government</i></b>				
Buildings	40	-	(40)	-100%
Drainage	86	-	(86)	-100%
Roads and streetscapes	73	-	(73)	-100%
Recreation	25	-	(25)	-100%
Computers and technology	53	-		
	277	-	(277)	-100%
<b>Total non-recurrent Capital grants</b>	7,260	8,224	964	13%
<b>Total capital grants</b>	9,160	9,524	364	4%

Operating grants include all monies received from state and federal sources for the purposes of funding the delivery of Council's services to ratepayers.

Capital grants include all monies received from state and federal sources for the purposes of funding the capital works program.

#### 4.1.5 Contributions

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000	Change \$'000 %	
Monetary	500	400	(100)	-20%
Non-monetary	7,000	1,000 -	6,000	0%
<b>Total contributions</b>	7,500	1,400 -	6,100	-81.33%

Monetary contributions include open space contributions from developers, and are expected to be higher than the current year. Non-monetary contributions include capital assets, such as roads and footpaths, transferred to Council from developers.

#### 4.1.6 Other income

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000	Change \$'000	%
Interest	1,129	1,007	(122)	-11%
Rent	274	218	-	-
Found Assets	89	-	-	-
Share of net profit of associates	-	-	-	-
Other	505	605	100	20%
<b>Total other income</b>	<b>1,997</b>	<b>1,830</b>	<b>(167)</b>	<b>-8.36%</b>

Other income is expected to increase due to Councils joint services agreement for building services with Hepburn Shire.

#### 4.1.7 Employee costs

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000	Change \$'000	%
Wages and salaries	20,807	21,112	305	1%
WorkCover	365	520	155	42%
Superannuation	2,351	2,425	74	3%
Fringe Benefits Tax	65	69	4	6%
Other	537	547	10	2%
<b>Total employee costs</b>	<b>24,125</b>	<b>24,673</b>	<b>548</b>	<b>2%</b>

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 generally by the Enterprise rate of 3% plus growth adjusted annually for variations due to changes in service delivery requirements, particularly in aged care.

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 2025/26	Budget 2026/27	Change	
	\$'000	\$'000	\$'000	%
Service providers	12,145	9,704	(2,441)	-20.10%
Materials	1,162	1,091	(71)	-6.11%
Plant costs	942	782	(160)	-16.99%
Utilities	508	557	49	9.65%
Office administration	676	563	(113)	-16.72%
Information technology	1,060	1,227	167	15.75%
Insurance	674	682	8	1.19%
Other	212	714	502	236.79%
<b>Total materials and services</b>	<b>17,379</b>	<b>15,320</b>	<b>(2,059)</b>	<b>-11.85%</b>

Materials and services budget is expected to be lower than the 2025/2026 reflecting grant funded non capital projects being completed in 2026, mainly attributable to the Castlemaine Art Museum Project.

#### 4.1.9 Depreciation

	Forecast 2025/26	Budget 2026/27	Change	
	\$'000	\$'000	\$'000	%
Property	2,788	2,771	(17)	-0.61%
Plant and equipment	1,107	1,119	12	1.08%
Infrastructure	6,626	6,626	0	0.00%
<b>Total depreciation</b>	<b>10,521</b>	<b>10,516</b>	<b>(5)</b>	<b>-0.05%</b>

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 2025/26	Budget 2026/27	Change	
	\$'000	\$'000	\$'000	%
Intangible assets	226	229	3	1.33%
<b>Total amortisation - intangible assets</b>	<b>226</b>	<b>229</b>	<b>3</b>	<b>1.33%</b>

#### 4.1.11 Depreciation - Right of use assets

	Forecast 2025/26	Budget 2026/27	Change	
	\$'000	\$'000	\$'000	%
Right of use assets	114	114	0	0.00%
<b>Total depreciation - right of use assets</b>	<b>114</b>	<b>114</b>	<b>0</b>	<b>0.00%</b>

#### 4.1.12 Other expenses

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000	Change	
			\$'000	%
Audit fees	136	114	(22)	-16.18%
Councillors' allowances	316	316	-	0.00%
Regional library contribution	586	586	-	0.00%
Contributions - community grants	630	641	11	1.75%
Contribution - Other	624	64	(560)	-89.74%
Government Levies Payable	57	89	32	56.14%
Fee Waivers	55	55	-	0.00%
Other	20	216	196	980.15%
<b>Total other expenses</b>	<b>2,424</b>	<b>2,081</b>	<b>(343)</b>	<b>-14.15%</b>

#### 4.2 Balance Sheet

##### 4.2.1 Assets

Cash and cash equivalents include cash on hand, deposits at call and other highly liquid investments with original maturities of

##### 4.2.2 Liabilities

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

##### 4.2.3 Borrowings

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

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000	2027/28 \$'000	Projections	
				2028/29 \$'000	2029/30 \$'000
Amount borrowed as at 30 June of the prior year	1,587	140	-	-	-
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	(1,447)	(140)	-	-	-
<b>Amount of borrowings as at 30 June</b>	<b>140</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Amount (of opening balance) to be refinanced	-	-	-	-	-

#### 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

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000
<b>Right-of-use assets</b>		
Plant and equipment	162	49
Vehicles	-	-
Other, etc.	-	-
<b>Total right-of-use assets</b>	<b>162</b>	<b>49</b>
<b>Lease liabilities</b>		
<b>Current lease liabilities</b>		
Plant and equipment	145	77
<b>Total current lease liabilities</b>	<b>145</b>	<b>77</b>
<b>Non-current lease liabilities</b>		
Land and buildings	-	-
Plant and equipment	157	100
Other, etc.	-	-
<b>Total non-current lease liabilities</b>	<b>157</b>	<b>100</b>
<b>Total lease liabilities</b>	<b>302</b>	<b>177</b>

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average

#### 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.

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000
Campbells Creek South Development Contribution	83	83
Diamond Gully Development Contribution	734	734
Energy/Water Saving	388	388
Gravel Pit Rehabilitation	39	39
Parkland/Open Space	556	724
Swimming Pool	3,061	2,917
Developer Tree Planting	124	124
Waste	4,552	3,266
McKenzie Hill Reserve	374	374
General Developer Reserve	83	83
Unspent Grants	4,256	4,405
<b>Total reserves</b>	<b>14,250</b>	<b>13,136</b>

##### 4.3.2 Equity

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

- The 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

The 2026/2027 budget does not include any new borrowings.

## 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2026/27 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

### 4.5.1 Summary

	Forecast 2025/26 \$'000	Budget 2026/27 \$'000	Change \$'000	%
Property	908	188	(720)	-79.30%
Plant and equipment	1,284	1,355	71	5.53%
Infrastructure	13,415	14,605	1,190	8.87%
<b>Total</b>	<b>15,607</b>	<b>16,148</b>	<b>541</b>	<b>3.47%</b>

	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	188	-	30	158	-	-	-	188	-
Plant and equipment	1,355	22	1,238	95	-	-	-	1,355	-
Infrastructure	14,604	2,242	5,361	7,002	-	9,524	-	5,080	-
<b>Total</b>	<b>16,147</b>	<b>2,264</b>	<b>6,629</b>	<b>7,255</b>	<b>-</b>	<b>9,524</b>	<b>-</b>	<b>6,623</b>	<b>-</b>

### 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
<b>PROPERTY</b>									
<b>Land Improvements</b>									
<i>Environmental remediation at Castlemaine depot</i>	30	-	-	30	-	-	-	30	-
<b>Buildings and Improvements</b>									
<i>Castlemaine Caravan Park Amenities block</i>	30	-	30	-	-	-	-	30	-
<i>Swimming Pool Change facility Designs</i>	42	-	-	42	-	-	-	42	-
<i>Annual Strategic Removal of Asbestos</i>	86	-	-	86	-	-	-	86	-
<b>TOTAL PROPERTY</b>	<b>188</b>	<b>-</b>	<b>30</b>	<b>158</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>188</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, Machinery and Equipment</b>									
<i>Plant and machinery</i>	525	-	525	-	-	-	-	525	-
<i>Vehicles</i>	353		353					353	
<i>Electric Vehicle Charger</i>	22	22	-					22	
<b>Computers and Telecommunications</b>									
<i>Workstation and server equipment</i>	360	-	360	-	-	-	-	360	-
<i>Software</i>	95	-	-	95	-	-	-	95	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,355</b>	<b>22</b>	<b>1,238</b>	<b>95</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,355</b>	<b>-</b>

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Annual Design Program	25	-	25	-	-	-	-	25	-
Gravel roads resheeting	1,000	-	1,000	-	-	-	-	1,000	-
Local roads resealing	1,600	-	1,600	-	-	1,000	-	600	-
Diamond Gully Road Upgrade	632	-	-	632	-	632	-	-	-
Frederick Street Castlemaine	6,063	-	-	6,063	-	6,000	-	63	-
Annual Major Patching Program	600	-	600	-	-	300	-	300	-
								-	
Recreational, leisure and community facilities									
Annual Advance Designs - Sport and Recreation	36	36	-	-	-	-	-	36	-
Annual Priority Playground Renewal Program	151	-	-	151	-	-	-	151	-
Annual Open Space Asset Renewal	152	-	152	-	-	-	-	152	-
Public art	165	165	-	-	-	-	-	165	-
Irrigation System Chewton Soldiers Memorial Park	156	-	-	156	-	-	-	156	-
Wesley Hill Play space	40	40	-	-	-	-	-	40	-
Priority Poolworks Program	450	-	450	-	-	-	-	450	-
								-	
Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bridges									
Bridge renewal program	250	-	250	-	-	-	-	250	-
Bridge Replacement - James Creek Bridge	750	1	749	-	-	580	-	170	-
Footpaths and Cycleways									
Active Transport design program	50	50	-	-	-	-	-	50	-
Annual Footpath Renewal	285	-	285	-	-	-	-	285	-
Active Transport - Shared Path Proposal	188	188	-	-	-	-	-	188	-
Drainage									
Drainage improvements	250	-	250	-	-	-	-	250	-
Castlemaine and Campbells Creek Levees Project	1,012	1,012	-	-	-	1,012	-	0	-
Waste Management									
New Waste Stream Equipment and modifications to Transfer Station	750	750	-	-	-	-	-	750	-
TOTAL INFRASTRUCTURE	14,604	2,242	5,361	7,002	-	9,524	-	5,080	-
TOTAL CAPITAL WORKS	16,147	2,264	6,629	7,255	-	9,524	-	6,623	-

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

2027/28	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
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	276	-	276	-	-	276	100	-	176	-
<b>Total Land</b>	<b>276</b>	<b>-</b>	<b>276</b>	<b>-</b>	<b>-</b>	<b>276</b>	<b>100</b>	<b>-</b>	<b>176</b>	<b>-</b>
Buildings	1,874	270	1,604	-	-	1,874	270	-	1,604	-
<b>Total Buildings</b>	<b>1,874</b>	<b>270</b>	<b>1,604</b>	<b>-</b>	<b>-</b>	<b>1,874</b>	<b>270</b>	<b>-</b>	<b>1,604</b>	<b>-</b>
<b>Total Property</b>	<b>2,150</b>	<b>270</b>	<b>1,880</b>	<b>-</b>	<b>-</b>	<b>2,150</b>	<b>370</b>	<b>-</b>	<b>1,780</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	807	-	807	-	-	807	-	-	807	-
Computers and telecommunications	229	-	229	-	-	229	-	-	229	-
<b>Total Plant and Equipment</b>	<b>1,036</b>	<b>-</b>	<b>1,036</b>	<b>-</b>	<b>-</b>	<b>1,036</b>	<b>-</b>	<b>-</b>	<b>1,036</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	3,842	-	3,355	487	-	3,842	1,942	-	1,900	-
Bridges	994	-	994	-	-	994	394	-	600	-
Footpaths and cycleways	616	-	616	-	-	616	156	-	460	-
Drainage	545	-	140	405	-	545	405	-	140	-
Recreational, leisure and community facilities	538	-	538	-	-	538	500	-	38	-
Waste management	250	250	-	-	-	250	-	-	250	-
Other infrastructure	188	-	188	-	-	188	-	-	188	-
<b>Total Infrastructure</b>	<b>6,974</b>	<b>250</b>	<b>5,832</b>	<b>892</b>	<b>-</b>	<b>6,974</b>	<b>3,397</b>	<b>-</b>	<b>3,577</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>10,159</b>	<b>520</b>	<b>8,747</b>	<b>892</b>	<b>-</b>	<b>10,159</b>	<b>3,767</b>	<b>-</b>	<b>6,392</b>	<b>-</b>

2028/29	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
<b>Property</b>										
Land improvements	285	-	285	-	-	285	-	-	285	-
<b>Total Land</b>	<b>285</b>	<b>-</b>	<b>285</b>	<b>-</b>	<b>-</b>	<b>285</b>	<b>-</b>	<b>-</b>	<b>285</b>	<b>-</b>
Buildings	1,923	114	1,696	-	114	1,923	114	-	1,809	-
<b>Total Buildings</b>	<b>1,923</b>	<b>114</b>	<b>1,696</b>	<b>-</b>	<b>114</b>	<b>1,923</b>	<b>114</b>	<b>-</b>	<b>1,809</b>	<b>-</b>
<b>Total Property</b>	<b>2,208</b>	<b>114</b>	<b>1,981</b>	<b>-</b>	<b>114</b>	<b>2,208</b>	<b>114</b>	<b>-</b>	<b>2,094</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	831	-	831	-	-	831	-	-	831	-
Computers and telecommunications	236	-	236	-	-	236	-	-	236	-
<b>Total Plant and Equipment</b>	<b>1,067</b>	<b>-</b>	<b>1,067</b>	<b>-</b>	<b>-</b>	<b>1,067</b>	<b>-</b>	<b>-</b>	<b>1,067</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	3,960	-	3,458	502	-	3,960	2,000	-	1,960	-
Bridges	1,016	-	1,016	-	-	1,016	600	-	416	-
Footpaths and cycleways	633	-	633	-	-	633	-	-	633	-
Drainage	697	-	152	545	-	697	545	-	152	-
Recreational, leisure and community facilities	555	-	-	555	-	555	555	-	-	-
Waste management	4,000	4,000	-	-	-	4,000	-	-	4,000	-
Other infrastructure	193	-	-	-	193	193	-	-	193	-
<b>Total Infrastructure</b>	<b>11,054</b>	<b>4,000</b>	<b>5,259</b>	<b>1,602</b>	<b>193</b>	<b>11,054</b>	<b>3,700</b>	<b>-</b>	<b>7,354</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>14,329</b>	<b>4,114</b>	<b>8,307</b>	<b>1,602</b>	<b>307</b>	<b>14,329</b>	<b>3,814</b>	<b>-</b>	<b>10,515</b>	<b>-</b>

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

2029/30	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
<b>Property</b>										
Land improvements	294	-	294	-	-	294	-	-	294	-
<b>Total Land</b>	<b>294</b>	<b>-</b>	<b>294</b>	<b>-</b>	<b>-</b>	<b>294</b>	<b>-</b>	<b>-</b>	<b>294</b>	<b>-</b>
Buildings	2,188	234	1,954	-	-	2,188	-	-	2,188	-
<b>Total Buildings</b>	<b>2,188</b>	<b>234</b>	<b>1,954</b>	<b>-</b>	<b>-</b>	<b>2,188</b>	<b>-</b>	<b>-</b>	<b>2,188</b>	<b>-</b>
<b>Total Property</b>	<b>2,482</b>	<b>234</b>	<b>2,248</b>	<b>-</b>	<b>-</b>	<b>2,482</b>	<b>-</b>	<b>-</b>	<b>2,482</b>	<b>-</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	857	237	620	-	-	857	-	-	857	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	243	-	243	-	-	243	-	-	243	-
<b>Total Plant and Equipment</b>	<b>1,100</b>	<b>237</b>	<b>863</b>	<b>-</b>	<b>-</b>	<b>1,100</b>	<b>-</b>	<b>-</b>	<b>1,100</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	4,127	-	3,549	578	-	4,127	2,100	-	2,027	-
Bridges	1,044	-	1,044	-	-	1,044	600	-	444	-
Footpaths and cycleways	750	-	750	-	-	750	500	-	250	-
Drainage	776	306	165	306	-	776	612	-	164	-
Recreational, leisure and community facilities	571	-	571	-	-	571	-	-	571	-
Waste management	1,000	1,000	-	-	-	1,000	-	-	1,000	-
Parks, open space and streetscapes	-	-	-	-	-	-	-	-	-	-
Other infrastructure	199	-	199	-	-	199	-	-	199	-
<b>Total Infrastructure</b>	<b>8,467</b>	<b>1,306</b>	<b>6,278</b>	<b>884</b>	<b>-</b>	<b>8,467</b>	<b>3,812</b>	<b>-</b>	<b>4,655</b>	<b>-</b>
<b>Total Capital Works Expenditure</b>	<b>12,049</b>	<b>1,777</b>	<b>9,389</b>	<b>884</b>	<b>-</b>	<b>12,049</b>	<b>3,812</b>	<b>-</b>	<b>8,237</b>	<b>-</b>

## 5. Targeted performance indicators

### 5a. Targeted performance indicators (Council selected)

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

Domain / Indicator	Measure	Notes	Actual 2024/25	Forecast 2025/26	Target 2026/27	Target Projections 2027/28	2028/29	2029/30	Trend +/-
<b>Governance</b>	The percentage of attendance at Council meetings by Councillors								
GOV-G3 Councillor attendance at council meetings	The sum of the number of councillors who attended each council meeting / (number of council meetings) x (number of councillors elected at the last council general election)	1	88%	93%	93%	93%	93%	93%	o
<b>Financial forecasting</b>	Interest bearing loans and borrowings as a percentage of own-source revenue.								
FIF-O6 Loans and borrowings compared to own-source revenue	Interest bearing loans and borrowings / Own-source revenue	2	4.6%	0.4%	0.0%	0.0%	0.0%	0.0%	-
<b>Financial forecasting</b>	Total expenses per head of population								
FIF-C1 Expenses per head of population	Total expenses / Population	3	\$ 2,362	\$ 2,596	\$ 2,472	\$ 2,510	\$ 2,572	\$ 2,617	+
<b>Cost</b>	The direct reconstruction cost per square metre of sealed local roads reconstructed.								
CST-R3 Cost of sealed local road reconstruction	Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed.	4	\$ 59	\$ 86	\$ 100	\$ 100	\$ 100	\$ 100	+
<b>Cost</b>	The direct cost of the library service per head of population.								
CST-LB5 Cost of library services	Direct Cost of the Library Service / Population	5	\$ 28.03	\$ 29.44	\$ 29.15	\$ 29.73	\$ 30.33	\$ 30.93	+
<b>Community</b>	The number of visits to aquatic facilities per head of population.								
COM-AF6 Utilisation of aquatic facilities	Number of visits to aquatic facilities / Population.	6	1.17	0.97	1.12	1.12	1.12	1.12	o
<b>Community</b>	The percentage of infants enrolled in the MCH service.								
COM-MC2 Infant enrolments in the MCH service	Number of infants enrolled in the MCH service (from birth notifications received) / number of birth notifications received.	7	100%	100%	100%	100%	100%	100%	o
<b>Governance</b>	The percentage of Council resolutions made at a meeting of Council, or at a meeting of a delegated committee consisting only of Councillors, closed to the public under section 66(1) of the Act).								
GOV-G1 Council resolutions made at meetings closed to the public.	Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors	8	5%	5%	5%	5%	5%	5%	o
Key to Target Trend: + increase in Council's overall targets o maintaining Council's overall targets - decrease in Council's overall targets									

### 5b. Targeted performance indicators (Mandatory)

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

#### Targeted service performance indicators - Mandatory

Domain / Indicator	Measure	Notes	Actual 2024/25	Forecast 2025/26	Target 2026/27	Target Projections 2027/28	2028/29	2029/30	Trend +/-
<b>Governance</b>									
<b>Community engagement</b> (council decisions made and implemented with community input)	<b>Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions</b> Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	9	53	52	52	52	52	52	o
<b>Environment</b>									
<b>Roads</b> (sealed local roads are maintained and renewed to ensure a safe network)	<b>Sealed local roads below the intervention level</b> Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	10	96%	96%	97%	97%	97%	97%	o
<b>Responsiveness</b>									
<b>Statutory planning</b> (Councils decide on planning applications and fulfill their legislative duties in a timely manner)	<b>Planning applications decided within the relevant required time</b> Number of planning application decisions made within the relevant required time / Number of planning application decisions made	11	-	-	39%	39%	39%	39%	o
<b>Environment</b>									
<b>Waste management</b> (waste is minimised and sustainability is promoted)	<b>Kerbside collection waste to landfill per serviced property</b> Waste in tonnage collected from kerbside waste collection services sent to landfill / Number of serviced properties	12	39%	39%	39%	39%	39%	39%	+
Key to Target Trend: + increase in Council's overall targets o maintaining Council's overall targets - decrease in Council's overall targets									

## 5b. Targeted performance indicators (Mandatory) - Continued.

### Targeted financial performance indicators - Mandatory

Domain / Indicator	Measure	Notes	Actual 2024/25	Forecast 2025/26	Target 2026/27	Target Projections			Trend +/-
Financial management									
Liquidity (sufficient working capital and cash is available to cover expenses)	Current assets compared to current liabilities Current assets / current liabilities	13	223%	219%	202%	200%	163%	149%	-
Financial forecasting									
Asset renewal and upgrade (renewal and upgrade of assets is planned and delivered)	Asset renewal and upgrade compared to depreciation Asset renewal and upgrade expenses / Asset depreciation	14	75%	148%	144%	89%	91%	89%	o
Financial management									
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	15	64%	69%	72%	72%	72%	72%	+
Financial management									
Expenditure and revenue level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments	16	\$4,086	\$4,337	\$4,146	\$4,188	\$4,334	\$4,454	+
Key to Target Trend: + increase in Council's overall targets o maintaining Council's overall targets - decrease in Council's overall targets									

### 5c. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.  
The financial performance indicators below are the prescribed financial performance indicators contained in Part 2 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Domain / Indicator	Measure	Notes	Actual 2024/25	Forecast 2025/26	Budget 2026/27	Projections			Trend +/-
Financial forecasting									
<b>Indebtedness</b> (level of long term liabilities is appropriate to the size and nature of a Council's activities)	<b>Non-current liabilities compared to own-source revenue</b> Non-current liabilities / own source revenue	17	7%	6%	6%	6%	5%	6%	o
	<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)								
	<b>Loans and borrowings compared to own-source revenue</b> Interest bearing loans and borrowings / own-source revenue	18	5%	0%	0%	0%	0%	0%	o
	<b>Loans and borrowings repayments compared to own-source revenue</b> Interest and principal repayments on interest bearing loans and borrowings / own-source revenue	19	1%	5%	0%	0%	0%	0%	o
<b>Population</b> (population is a key driver of a Council's ability to fund the delivery of services to the community)	<b>Expenses per head of population</b> Total expenses/ Population	20	\$ 2,362	\$ 2,596	\$ 2,472	\$ 2,510	\$ 2,572	\$ 2,617	+
	<b>Infrastructure per head of population</b> Value of infrastructure / Population	21	\$ 22,240	\$ 23,015	\$ 23,816	\$ 24,645	\$ 25,503	\$ 26,391	+
<b>Revenue and grants</b> (revenue is generated from a range of sources to fund the delivery of services to the community)	<b>Own-source revenue per head of population</b> Own source revenue / Population	22	\$ 1,520	\$ 1,606	\$ 1,651	\$ 1,740	\$ 1,776	\$ 1,811	+
	<b>Recurrent grants per head of population</b> Recurrent grants / Population	23	\$ 692	\$ 557	\$ 522	\$ 573	\$ 584	\$ 598	o
Financial management									
<b>Liquidity</b> (sufficient working capital and cash is available to cover expenses)	<b>Cash compared to current liabilities</b> Cash / current liabilities	24	64%	96%	79%	82%	46%	35%	-
<b>Operating position</b> (an adjusted underlying surplus is generated in the ordinary course of business)	<b>Adjusted underlying surplus (or deficit)</b> Adjusted underlying surplus (deficit) / Adjusted underlying revenue	25	-3%	-17%	-14%	-8%	-9%	-9%	-
<b>Rates effort</b> (rating level is set based on the community's capacity to pay)	<b>Rates compared to property value</b> Rate revenue / CIV of rateable properties in the municipal district	26	0.32%	0.32%	0.34%	0.34%	0.34%	0.34%	+
<b>Expenditure and revenue level</b> (resources are used efficiently in the delivery of services)	<b>Average rate per property assessment</b> General rates and municipal charges / no. of property assessments	27	\$1,885	\$1,939	\$1,987	\$2,047	\$2,108	\$2,171	+
<b>Rates collection</b> (rates and charges are being responsibly collected)	<b>Rates and charges debt</b> Unpaid rates and charges / all rates and charges	28	13%	13%	13%	13%	13%	13%	o

#### Key to Forecast Trend:

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

#### Notes to measures

##### 5a. Targeted performance indicators (Council selected)

###### 1. The percentage of attendance at Council meetings by Councillors

Absences are rare and whilst Councillors aim to attend 100% of Council meetings, this is not always the case due to unforeseen personal circumstances.

###### 2. Interest bearing loans and borrowings as a percentage of own-source revenue.

Council has a historically very low use of borrowings. Typically borrowings will be used as a source of funding for intergenerational assets.

###### 3. Total expenses per head of population

This target assumes a return to a more sustainable level of inflation and no significant changes to the current service delivery model.

###### 4. The direct reconstruction cost per square metre of sealed local roads reconstructed.

This measure has been adjusted to reflect increased costs due to current global unrest and economic conditions.

###### 5. The direct cost of the library service per head of population.

The cost of this service is expected to grow by CPI which has been modelled at 3% compared to population growth of 1% resulting is a slight increase per head of population per year.

###### 6. The number of visits to aquatic facilities per head of population.

Lower than expected numbers occurred in 25/26 due to the impact of natural disasters.

###### 7. The percentage of infants enrolled in the MCH service.

We aim to achieve 100% of notified births being enrolled into the Maternal and Child Health Service.

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

Occurs in limited circumstances where confidentiality is such that a full public disclosure would not be in the best interests of the Public.

## 5b. Targeted performance indicators (Mandatory)

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

Actual results are obtained from the annual satisfaction survey.

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

Local roads maintenance and renewal is funded from Roads to Recovery, Grants commission local roads funding and council rates.

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

This data was unable to be reported reliably in 2024 to 2026 due to a limitation with the current system. Council will implement the Greenlight System in 2026/27 and expects to be able to reliably measure this indicator in future years.

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

The waste in tonnage collected from kerbside waste collection services sent to landfill per serviced property is a new indicator that has not previously been reported. Council is working towards additional waste streams to reduce waste to landfill, the impact of additional waste streams will be factored into the 2028 and beyond targets when confirmed.

### 13. Current assets compared to current liabilities

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

The 2025/26 and 2026/27 ratio reflects the Frederick Street Redevelopment Project of \$12 million over two years. Remaining years are in line with Council's base Capital budget as per its Asset management plans where applicable.

### 15. Rates compared to adjusted underlying revenue

### 16. Expenses per property assessment

## 5c. Financial performance indicators

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

This measure remains low and stable, Council has no immediate plans to increase liabilities through borrowings.

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

As per note 17, noting that existing borrowings will be repaid in full by the end of 2027.

### 19. Loans and borrowings repayments compared

As per note 18.

### 20. Expenses per head of population

This will continue to grow due to higher inflation compared to population growth.

### 21. Infrastructure per head of population

This will continue to grow due to the value of Infrastructure increasing at a rate that is higher than population growth.

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

It is assumed that own source revenue will continue to grow in line with inflation.

### 23. Recurrent grants per head of population

Recurrent grants are expected to grow in line with inflation, however the timing of the payment of the Victorian Grants Commission Grant can affect this measure due to funding received in advance recognised as income in the year of receipt.

### 24. Cash compared to current liabilities

Council will ensure its reserves, trusts and employee liabilities can be funded from its holdings of Cash and Investments.

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

This will fluctuate with the timing and quantum of operating grants. Council aims to work within the rate cap despite ongoing inflationary pressures.

### 26. Rates compared to property value

Properties are revalued annually by the Valuer General Victoria.

### 27. Average rate per property assessment

Expected to increase in line with CPI/Rate Cap.

### 28. Rates and charges debt

Council will continue to pursue unpaid rates in accordance with the Local Government Act and applicable Ministerial guidelines.

## 6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory / discretionary nature which will be charged in respect to various goods and services during the 2026/2027 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. Fees and charges are priced in accordance with Council's Pricing Policy. This Policy is available on Council's website: <https://www.mountalexander.vic.gov.au/Council/Council-information/Policies-publications-and-strategies/Council-policies>

Pensioner Concession Card\* holder or Low Income Health Care Card holder

\* Includes all forms of Pensioner Concession Cards issued by Services Australia

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Community Partnerships</b>								
<b>Emergency Management</b>								
Administration and Reinspection Fee	Per client	No	205.85	213.00	7.15	3.45%	Discretionary	Full Cost Recovery
Permit to Burn - during fire danger period	Per client	No	190.10	196.00	5.90	3.10%	Discretionary	Full Cost Recovery
Property clearance charges (reimbursement)	Per client	Yes	3,393.75	3,506.00	112.25	3.30%	Discretionary	Full Cost Recovery
<b>Community Wellbeing</b>								
<b>Community Services - Brokerage</b>								
Brokerage - Delivered meals (weekday 7.30 am to 7.30 pm) - per meal	Per Meal	Yes	32.30	34.00	1.70	5.25%	Discretionary	Market Pricing
Brokerage - Foot care Program Podiatry Kit	Per Kit	Yes	49.45	52.00	2.55	5.15%	Discretionary	Market Pricing
Brokerage - Home care (weekday 7.30 am to 7.30 pm) - per hr	Per Hour	Yes	99.55	105.00	5.45	5.45%	Discretionary	Market Pricing
Brokerage - Home care (weekends / public holidays) - per hr	Per Hour	Yes	131.45	138.00	6.55	5.00%	Discretionary	Market Pricing
<b>Community Services - Brokerage (continued)</b>								
Brokerage - Personal care (weekday 7.30 am to 7.30 pm) - per hr	Per Hour	Yes	118.05	124.00	5.95	5.05%	Discretionary	Market Pricing
Brokerage - Personal care (weekends / public holidays) - per hr	Per Hour	Yes	140.35	147.00	6.65	4.75%	Discretionary	Market Pricing
Brokerage - Planned activity group (weekday 7.30 am to 7.30 pm) - per week	Per Week	Yes	32.20	34.00	1.80	5.60%	Discretionary	Market Pricing
Brokerage - Property Maintenance (weekday 7.30 am to 7.30 pm) - per hr	Per Hour	Yes	107.65	113.00	5.35	4.95%	Discretionary	Market Pricing
Brokerage - Respite care (weekday 7.30 am to 7.30 pm) - per hr	Per Hour	Yes	90.65	95.00	4.35	4.80%	Discretionary	Market Pricing
Brokerage - Respite care (weekends / public holidays) - per hr	Per Hour	Yes	129.05	136.00	6.95	5.40%	Discretionary	Market Pricing
Brokerage - Travel - per km	Per km	Yes	1.10	1.10	0.00	0.00%	Discretionary	Market Pricing
<b>Community Services - CHSP</b>								
Bus hire community transport - per trip	Per km	Yes	4.10	5.00	0.90	21.95%	Discretionary	Accessible Pricing
Delivered meals - Low income - per meal	Per Meal	No	12.35	13.00	0.65	5.25%	Discretionary	Accessible Pricing
Delivered meals - Medium income - per meal	Per Meal	No	16.50	17.00	0.50	3.05%	Discretionary	Accessible Pricing
Delivered meals - High income - per meal	Per Meal	No	29.35	31.00	1.65	5.60%	Discretionary	Accessible Pricing
Flexible respite care - Low income - per hr	Per Hour	No	5.15	6.00	0.85	16.50%	Discretionary	Accessible Pricing

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Community Services - CHSP (continued)</b>								
Flexible respite care - Medium income - per hr	Per Hour	No	18.55	20.00	1.45	7.80%	Discretionary	Accessible Pricing
Flexible respite care - High income - per hr	Per Hour	No	82.40	87.00	4.60	5.60%	Discretionary	Accessible Pricing
Foot care Program Podiatry Kit	Per Kit	No	49.45	52.00	2.55	5.15%	Discretionary	Accessible Pricing
Group social support - Low income - per activity	Per Activity	No	16.50	17.00	0.50	3.05%	Discretionary	Accessible Pricing
Group social support - Medium income - per activity	Per Activity	No	18.55	20.00	1.45	7.80%	Discretionary	Accessible Pricing
Group social support - High income - per activity	Per Activity	No	28.85	30.00	1.15	4.00%	Discretionary	Accessible Pricing
Home Care - Low Income - per hr	Per Hour	No	9.25	10.00	0.75	8.10%	Discretionary	Accessible Pricing
Home care - Medium income - per hr	Per Hour	No	21.65	23.00	1.35	6.25%	Discretionary	Accessible Pricing
Home care - High income (M-F) - per hr	Per Hour	No	72.10	76.00	3.90	5.40%	Discretionary	Accessible Pricing
Home Maintenance - Low income - per hr	Per Hour	No	15.50	16.00	0.50	3.25%	Discretionary	Accessible Pricing
Home maintenance - Medium income - per hr	Per Hour	No	27.25	29.00	1.75	6.40%	Discretionary	Accessible Pricing
Home maintenance - High income - per hr	Per Hour	No	86.55	91.00	4.45	5.15%	Discretionary	Accessible Pricing
Home Modifications - Low Income - costed per job	Per Job	No	1.00	1.00	0.00	0.00%	Discretionary	Accessible Pricing
<b>Community Services - CHSP (continued)</b>								
Individual social support - Low income - per hr	Per Hour	No	8.45	9.00	0.55	6.50%	Discretionary	Accessible Pricing
Individual social support - Medium income - per hr	Per Hour	No	21.40	22.00	0.60	2.80%	Discretionary	Accessible Pricing
Individual social support - High income - per hr	Per Hour	No	66.85	70.00	3.15	4.70%	Discretionary	Accessible Pricing
Personal care - Low income - per hr	Per Hour	No	8.25	9.00	0.75	9.10%	Discretionary	Accessible Pricing
Personal care - Medium income - per hr	Per Hour	No	19.55	21.00	1.45	7.40%	Discretionary	Accessible Pricing
Personal care - High income (M-F) - per hr	Per Hour	No	82.40	87.00	4.60	5.60%	Discretionary	Accessible Pricing
<b>Community Services - HACC</b>								
Bus hire community transport - per trip	Per Trip	Yes	4.10	5.00	0.90	21.95%	Discretionary	Accessible Pricing
Delivered meals - Low income - per meal	Per Meal	No	12.35	13.00	0.65	5.25%	Discretionary	Accessible Pricing
Delivered meals - Medium income - per meal	Per Meal	No	16.50	17.00	0.50	3.05%	Discretionary	Accessible Pricing
Delivered meals - High income - per meal	Per Meal	No	29.35	30.00	0.65	2.20%	Discretionary	Accessible Pricing
Foot care Program Podiatry Kit	Per Kit	No	49.45	51.00	1.55	3.15%	Discretionary	Accessible Pricing
Home care - Low income - per hr	Per Hour	No	9.25	10.00	0.75	8.10%	Discretionary	Accessible Pricing

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Community Services - HACC (Continued)</b>								
Home care - Medium income - per hr	Per Hour	No	21.65	22.00	0.35	1.60%	Discretionary	Accessible Pricing
Home care - High income (M-F) - per hr	Per Hour	No	72.10	74.00	1.90	2.65%	Discretionary	Accessible Pricing
Personal care - Low income - per hr	Per Hour	No	8.25	9.00	0.75	9.10%	Discretionary	Accessible Pricing
Personal care - Medium income - per hr	Per Hour	No	19.55	20.00	0.45	2.30%	Discretionary	Accessible Pricing
Personal care - High income (M-F) - per hr	Per Hour	No	82.40	85.00	2.60	3.15%	Discretionary	Accessible Pricing
Planned Activity Group - Low income - per activity	Per Activity	No	16.50	17.00	0.50	3.05%	Discretionary	Accessible Pricing
Planned Activity Group - Medium income - per activity	Per Activity	No	18.55	19.00	0.45	2.45%	Discretionary	Accessible Pricing
Planned Activity Group - High income - per activity	Per Activity	No	28.85	30.00	1.15	4.00%	Discretionary	Accessible Pricing
Planned Activity Group - Transport - per hr	Per Hour	Yes	4.10	5.00	0.90	21.95%	Discretionary	Accessible Pricing
Property maintenance - Low income - per hr	Per Hour	No	15.50	16.00	0.50	3.25%	Discretionary	Accessible Pricing
Property maintenance - Medium income - per hr	Per Hour	No	27.25	28.00	0.75	2.75%	Discretionary	Accessible Pricing
Property maintenance - High income - per hr	Per Hour	No	86.55	89.00	2.45	2.85%	Discretionary	Accessible Pricing
Respite care - Low income - per hr	Per Hour	No	5.15	6.00	0.85	16.50%	Discretionary	Accessible Pricing
<b>Community Services - SAHP</b>								
Respite care - Medium income - per hr	Per Hour	No	18.55	19.00	0.45	2.45%	Discretionary	Accessible Pricing
Respite care - High income (M-F) - per hr	Per Hour	No	82.40	85.00	2.60	3.15%	Discretionary	Accessible Pricing
SAHP - Delivered meals (Tuesdays and Fridays only)	Per Meal	Yes	32.30	34.00	1.70	5.25%	Discretionary	Market Pricing
SAHP - Foot care Program Podiatry Kit	Per Kit	Yes	49.45	52.00	2.55	5.15%	Discretionary	Market Pricing
SAHP - Gardening services	Per Service	Yes	107.65	113.00	5.35	4.95%	Discretionary	Market Pricing
SAHP - Home care (weekday 7.30 am to 7.30 pm) - per hr	Per Hour	Yes	99.55	105.00	5.45	5.45%	Discretionary	Market Pricing
SAHP - Home care (weekends / public holidays) - per hr	Per Hour	Yes	131.45	138.00	6.55	5.00%	Discretionary	Market Pricing
SAHP - Personal care (weekday 7.30 am to 7.30 pm) - per hr	Per Hour	Yes	118.05	124.00	5.95	5.05%	Discretionary	Market Pricing
SAHP - Personal care (weekends / public holidays) - per hr	Per Hour	Yes	140.35	147.00	6.65	4.75%	Discretionary	Market Pricing
SAHP - Planned activity group (weekdays only)	Per Activity	Yes	32.20	34.00	1.80	5.60%	Discretionary	Market Pricing
SAHP - Property Maintenance (weekday 7.30 am to 7.30 pm) - per hr	Per Hour	Yes	107.65	113.00	5.35	4.95%	Discretionary	Market Pricing
SAHP - Respite care (weekday 7.30 am to 7.30 pm) - per hr	Per Hour	Yes	90.65	95.00	4.35	4.80%	Discretionary	Market Pricing
SAHP - Respite care (weekends / public holidays) - per hr	Per Hour	Yes	129.05	136.00	6.95	5.40%	Discretionary	Market Pricing
<b>Community Services - Other</b>								
SAHP - Travel - per km	Per km	Yes	1.10	1.10	0.00	0.00%	Discretionary	Market Pricing
Bus hire community groups only - per km	Per km	Yes	1.10	1.10	0.00	0.00%	Discretionary	Accessible Pricing

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Community Services - Veterans</b>								
Veterans Home Care - per hr, maximum \$5 per week	Per hour	No	5.00	5.00	0.00	0.00%	Statutory	Statutory
Veterans Personal Care - total cost per hr, maximum \$10 per week	Per hour	No	5.00	5.00	0.00	0.00%	Statutory	Statutory
Veterans Property Maintenance - per hr, maximum \$75 per 12-month period	Per hour	No	5.00	5.00	0.00	0.00%	Statutory	Statutory
Veterans Respite Care - no charge to customer	Per hour	No	0.00	0.00	0.00	0.00%	Statutory	Statutory
<b>Development Services</b>								
<b>Building Services</b>								
Building Commission Levy for building works > \$10000 = .128% or \$1.28 per \$1000	Per levy	No	0.00	0.00	0.00	0.00%	Statutory	Statutory
Building information certificates - Building Regulation 52 - 3.19 Fee Units	Per certificate	No	53.60	53.60	0.00	0.00%	Statutory	Statutory
Building permits - private lodgement - 8.23 Fee Units	Per permit	No	138.30	138.30	0.00	0.00%	Statutory	Statutory
Rectification of illegal works (as per new works fee structure)	Per job	No	0.00	0.00	0.00	0.00%	Statutory	Statutory
Registration of a swimming pool/spa where building permit issued on/after 1/11/2020 - 2.15 Fee Units	Per pool/spa	No	36.10	36.10	0.00	0.00%	Statutory	Statutory
Registration of swimming pool/spa constructed/construction started pre 1 Nov 2020 - 2.15 Fee Units	Per pool/spa	No	36.10	36.10	0.00	0.00%	Statutory	Statutory
<b>Building Services (Continued)</b>								
Report & Consent - Consent under Part 6, 10 of the Regulations - 19.61 Fee Units	Per application	No	329.60	329.60	0.00	0.00%	Statutory	Statutory
Report & Consent - Consent under Part 7 of the Regulations - 19.90 Fee Units	Per application	No	334.50	334.50	0.00	0.00%	Statutory	Statutory
Report & Consent - Consent under Part 8 of the Act (Build Over Easement) - 27.45 Fee Units	Per application	No	461.43	461.43	0.00	0.00%	Statutory	Statutory
Report & Consent - Consent under Section 29A of the Act (Demolition) - Form A - 5.75 Fee Units	Per application	No	96.70	96.70	0.00	0.00%	Statutory	Statutory
Report and consent - Consent under Part 5 of the Regulations - siting matters 27.45 Fee Units	Per request	No	461.40	461.40	0.00	0.00%	Statutory	Statutory
Swimming Pool / Spa - Information fee - 3.19 Fee Units	Per pool/spa	No	53.60	53.60	0.00	0.00%	Statutory	Statutory
Swimming Pool / Spa - Registration - lodgement of cert Barrier Compliance - 1.38 Fee Units	Per pool/spa	No	23.20	23.20	0.00	0.00%	Statutory	Statutory
Swimming Pool / Spa - Registration - lodgement of cert Barrier Non-Compliance - 26 Fee Units	Per pool/spa	No	437.10	437.10	0.00	0.00%	Statutory	Statutory
Amendment to permit only	Per Amendment	Yes	242.25	250.00	7.75	3.20%	Discretionary	Market Pricing
Approval of temporary occupation of a building	Per Building	Yes	417.70	431.00	13.30	3.20%	Discretionary	Market Pricing
Change of use - class 10A to class 1A	Per Request	Yes	1,116.85	1,500.00	383.15	34.30%	Discretionary	Market Pricing
Change of use - class 1A to class 1B	Per Request	Yes	1,052.50	1,200.00	147.50	14.00%	Discretionary	Market Pricing
Change of use - class 2 to 9 buildings	Per Request	Yes	1,861.25	2,100.00	238.75	12.85%	Discretionary	Market Pricing

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Building Services (Continued)</b>								
Class 1 - Alterations & additions (up to 50k)	Per Permit	Yes	1,983.50	2,049.00	65.50	3.30%	Discretionary	Market Pricing
Class 1 - Alterations & additions (50k to 150k)	Per Request	Yes	2,230.50	2,304.00	73.50	3.30%	Discretionary	Market Pricing
Class 1 - Dwellings, relocation of dwellings, and units (per individual unit), additions and alterat	Per Request	Yes	2,599.75	2,686.00	86.25	3.30%	Discretionary	Market Pricing
Class 1 - Restumping and underpinning	Per Permit	Yes	1,003.85	1,050.00	46.15	4.60%	Discretionary	Market Pricing
Class 10 - Fences, masts & miscellaneous structures	Per Permit	Yes	781.25	807.00	25.75	3.30%	Discretionary	Market Pricing
Class 10 - Outbuildings, garages, sheds	Per Permit	Yes	1,052.50	1,200.00	147.50	14.00%	Discretionary	Market Pricing
Class 10 - Swimming Pools	Per Permit	Yes	858.50	1,100.00	241.50	28.15%	Discretionary	Market Pricing
Commercial building works to \$50,000	Per Permit	Yes	1,974.40	2,040.00	65.60	3.30%	Discretionary	Market Pricing
Commercial building works > \$50,000 to \$150,000	Per Permit	Yes	2,220.05	2,293.00	72.95	3.30%	Discretionary	Market Pricing
Commercial building works > \$150,000	Per Permit	Yes	2,586.95	2,672.00	85.05	3.30%	Discretionary	Market Pricing
Demolition/removal permit - class 1 to 10	Per Permit	Yes	786.95	813.00	26.05	3.30%	Discretionary	Market Pricing
Demolition/removal permit - class 2 to 9 buildings	Per Permit	Yes	1,173.70	1,250.00	76.30	6.50%	Discretionary	Market Pricing
Extension of building permit 1 year maximum	Per Extension	Yes	315.10	350.00	34.90	11.10%	Discretionary	Market Pricing
Hourly rate - Administration Staff	Per Hour	Yes	120.00	124.00	4.00	3.35%	Discretionary	Market Pricing
Hourly rate - Building Inspector/Building Surveyor	Per Hour	Yes	171.15	177.00	5.85	3.40%	Discretionary	Market Pricing
Hourly rate - Municipal Building Surveyor	Per Hour	Yes	260.80	269.00	8.20	3.15%	Discretionary	Market Pricing
Inspection on works when building permit has lapsed or expired (incl additional or contract inspecti	Per Inspection	Yes	242.25	350.00	107.75	44.50%	Discretionary	Market Pricing
Miscellaneous permits - occupation permits for places of public entertainment in a building	Per Permit	No	786.85	0.00	-786.85	0.00%	Discretionary	Market Pricing
Miscellaneous permits - occupation permits for places of public entertainment in an open area	Per Permit	No	786.85	0.00	-786.85	0.00%	Discretionary	Market Pricing
Miscellaneous permits - siting of temporary structures	Per Permit	No	417.70	431.00	13.30	3.20%	Discretionary	Market Pricing
Occupancy Permit Place of Public Entertainment less than 5000 attendees	Per permit	No	0.00	950.00	950.00	0.00%	Discretionary	Market Pricing
Occupancy Permit Place of Public Entertainment more than 5000 attendees	Per permit	No	0.00	1,150.00	1,150.00	0.00%	Discretionary	Market Pricing
Occupancy Permit Place of Public Entertainment-community based organisations > 5000 attendees	Per permit	No	0.00	475.00	475.00	0.00%	Discretionary	Market Pricing
Relocation of dwellings - security deposit	Per application	No	10,000.00	10,000.00	0.00	0.00%	Discretionary	Market Pricing
Request for copying of permits and plans	Per Copy	No	98.10	101.00	2.90	2.95%	Discretionary	Full Cost Recovery
Special services - assistance for applications to Building Appeals Board - per hour	Per Hour	Yes	230.80	238.00	7.20	3.10%	Discretionary	Market Pricing

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Building Services (Continued)</b>								
Special services - renewal of expired building permits	Per Renewal	Yes	557.45	576.00	18.55	3.35%	Discretionary	Market Pricing
Variation to approved documents - minor works under \$5,000	Per Variation	Yes	242.25	250.00	7.75	3.20%	Discretionary	Market Pricing
Variation to approved documents - works over \$5,000	Per Variation	Yes	423.55	450.00	26.45	6.25%	Discretionary	Market Pricing
<b>Community Safety and Amenity</b>								
Infringement - Animal - 1.5 Penalty Units	Per infringement	No	305.26	305.26	0.00	0.00%	Statutory	Statutory
Infringement - Animal - 2.0 Penalty Units	Per infringement	No	407.02	407.02	0.00	0.00%	Statutory	Statutory
Infringement - Parking - 0.6 Penalty Unit	Per infringement	No	122.10	122.10	0.00	0.00%	Statutory	Statutory
Infringement - Parking - 1.0 Penalty Unit	Per infringement	No	203.51	203.51	0.00	0.00%	Statutory	Statutory
Infringement - Parking - RR168(1)(a) Stopped Contrary to a No Parking Sign - 0.5 Penalty Unit	Per penalty	No	101.75	101.75	0.00	0.00%	Statutory	Statutory
Infringement - Parking - RR205 Parked for Period Longer Than Indicated - 0.5 Penalty Unit	Per penalty	No	101.75	101.75	0.00	0.00%	Statutory	Statutory
Infringement - Parking - RR209(2) Contrary to Requirements of Parking Area - 0.5 Penalty Unit	Per penalty	No	101.75	101.75	0.00	0.00%	Statutory	Statutory
Infringement - Parking - RR211(2) Not Completely within a Parking Bay - 0.5 Penalty Unit	Per penalty	No	101.75	101.75	0.00	0.00%	Statutory	Statutory
Infringement - Planning Compliance - 5 Penalty Units (Natural Person)	Per infringement	No	1,017.55	1,017.55	0.00	0.00%	Statutory	Statutory
<b>Community Safety and Amenity (continued)</b>								
Infringement Court Lodgement	Per lodgement	No	95.80	95.80	0.00	0.00%	Statutory	Statutory
Infringement Summons charge	Per summons	No	95.80	95.80	0.00	0.00%	Statutory	Statutory
Penalty reminder notice - 1.74 Fee Units	Per notice	No	29.20	29.20	0.00	0.00%	Statutory	Statutory
State Government Levy - Domestic Animal Business Registration (Per Business)	Per application	No	20.00	20.00	0.00	0.00%	Statutory	Statutory
Animal Registration - Cat - Full Fee	Per Animal	No	161.70	167.00	5.30	3.30%	Discretionary	Disincentive Pricing
Animal Registration - Cat - Full Fee (Pensioner)	Per Animal	No	82.15	85.00	2.85	3.45%	Discretionary	Accessible Pricing
Animal Registration - Cat - Reduced Fee	Per Animal	No	54.80	57.00	2.20	4.00%	Discretionary	Accessible Pricing
Animal Registration - Cat - Reduced Fee (Pensioner)	Per Animal	No	27.80	29.00	1.20	4.30%	Discretionary	Accessible Pricing
Animal registration - Cats - foster care fee initial rego	per Animal	No	4.35	5.00	0.65	14.95%	Discretionary	Accessible Pricing
Animal Registration - Dog - Full Fee	Per Animal	No	161.70	167.00	5.30	3.30%	Discretionary	Disincentive Pricing
Animal Registration - Dog - Full Fee (Pensioner)	Per Animal	No	82.15	85.00	2.85	3.45%	Discretionary	Accessible Pricing
Animal Registration - Dog - Reduced Fee	Per Animal	No	54.80	57.00	2.20	4.00%	Discretionary	Accessible Pricing
Animal Registration - Dog - Reduced Fee (Pensioner)	Per Animal	No	27.80	29.00	1.20	4.30%	Discretionary	Accessible Pricing

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee Increase /	Fee Increase /	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Decrease	Decrease		
			\$		\$	%		
<b>Community Safety and Amenity (continued)</b>								
Animal registration - Dogs - foster care fee initial rego	per Animal	No	4.35	5.00	0.65	14.95%	Discretionary	Accessible Pricing
Annual parklet (one space)	Per application	No	551.05	569.00	17.95	3.25%	Discretionary	Market pricing
Fee - Animal Business Registration Compliance Inspection	Per Inspection	No	112.85	117.00	4.15	3.70%	Discretionary	Full Cost Recovery
Fee - Failure to Comply with Notice to Comply Administrative Fee (Major Works)	Per Infringement	No	112.85	117.00	4.15	3.70%	Discretionary	Disincentive Pricing
Fee - Failure to Comply with Notice to Comply Administrative Fee (Minor Works)	Per Infringement	No	29.50	30.00	0.50	1.70%	Discretionary	Disincentive Pricing
Fee - Impounded Sundry Item Reclaim	Per Item	No	182.90	189.00	6.10	3.35%	Discretionary	Disincentive Pricing
Fee - Impounded Vehicle Reclaim	Per Vehicle	No	225.60	233.00	7.40	3.30%	Discretionary	Disincentive Pricing
Fee - Officer Inspection for Permit (Initial Permit)	Per Permit	No	89.85	93.00	3.15	3.50%	Discretionary	Full Cost Recovery
Fee - Officer Inspection for Permit (Permit Renewal)	Per Permit	No	44.85	46.00	1.15	2.55%	Discretionary	Full Cost Recovery
Fee - Officer Time to Attend and Impound Animals (Business Hours)	Per Hour	No	56.95	59.00	2.05	3.60%	Discretionary	Disincentive Pricing
Fee - Officer Time to Attend and Impound Animals (After Hours)	Per Hour	No	96.40	100.00	3.60	3.75%	Discretionary	Disincentive Pricing
Fee - Pound - Cat (Per animal for 1st day)	1st day	No	0.00	25.00	25.00	0.00%	Discretionary	Disincentive Pricing
Fee - Pound - Cat (Per animal for 1st day) (Pensioner Concession / Low Income Health Care Card Holder)	1st day	No	0.00	15.00	15.00	0.00%	Discretionary	Disincentive Pricing
<b>Community Safety and Amenity (continued)</b>								
Fee - Pound -Cat (each additional day)	Per Day	No	0.00	10.00	10.00	0.00%	Discretionary	Disincentive Pricing
Fee - Pound -Cat (each additional day) (Pensioner Concession / Low Income Health Care Card Holder)	Per Day	No	0.00	5.00	5.00	0.00%	Discretionary	Disincentive Pricing
Fee - Pound - Dog (Per animal for 1st day)	1st day	No	0.00	30.00	30.00	0.00%	Discretionary	Disincentive Pricing
Fee - Pound - Dog (Per animal for 1st day) (Pensioner Concession / Low Income Health Care Card Holder)	1st day	No	0.00	20.00	20.00	0.00%	Discretionary	Disincentive Pricing
Fee - Pound - Dog (each additional day)	Per Day	No	0.00	10.00	10.00	0.00%	Discretionary	Disincentive Pricing
Fee - Pound - Dog (each additional day) (Pensioner Concession / Low Income Health Care Card Holder)	Per Day	No	0.00	5.00	5.00	0.00%	Discretionary	Disincentive Pricing
Fee - Property Inspection for Dangerous and Restricted Breed Dogs	Per Inspection	Yes	73.35	76.00	2.65	3.60%	Discretionary	Disincentive Pricing
Impounding - Sustenance fee small or medium animals (per day)	Animal/day	No	6.55	7.00	0.45	6.85%	Discretionary	Disincentive Pricing
Impounding - Sustenance (Large Animal)	Per Day	No	14.85	15.00	0.15	1.00%	Discretionary	Disincentive Pricing
Impounding - Transport Costs (Vehicle Only) per km	Per km	No	2.25	3.00	0.75	33.35%	Discretionary	Disincentive Pricing
Impounding - Transport costs (vehicle and float) per km	Per km	No	99.70	103.00	3.30	3.30%	Discretionary	Disincentive Pricing
Impounding - Transport costs (vehicle and stock trailer) per km	Per km	No	3.30	4.00	0.70	21.20%	Discretionary	Disincentive Pricing
Impounding - transport costs by external provider (100% cost recovery)	per Impounding	No	0.00	0.00	0.00	0.00%	Discretionary	Full Cost Recovery

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Community Safety and Amenity (continued)</b>								
Impounding fee medium animals (per animal) (per day) sheep/goats	Animal/day	No	3.30	4.00	0.70	21.20%	Discretionary	Disincentive Pricing
Impounding fee small animals (per animal) (per day) rabbits/poultry	Animal/day	No	1.05	2.00	0.95	90.50%	Discretionary	Disincentive Pricing
Impounding fee large animals (per animal) (per day)	Animal/day	No	6.60	7.00	0.40	6.05%	Discretionary	Disincentive Pricing
Magistrates Court (per application)	per Application	No	0.00	0.00	0.00	0.00%	Discretionary	Full Cost Recovery
Parklet - Each additional car space above the annual fee	Per car space	No	386.25	399.00	12.75	3.30%	Discretionary	Market pricing
Permit - Camping on Private Land Permit (Initial - Up to Six Months)	Per application	No	90.00	93.00	3.00	3.35%	Discretionary	Full Cost Recovery
Permit - Camping on Private Land Permit (Extension)	Per Application	No	45.00	46.00	1.00	2.20%	Discretionary	Full Cost Recovery
Permit - Advertising Sign / A-Frame (Annual)	Per Sign	No	72.30	75.00	2.70	3.75%	Discretionary	Disincentive Pricing
Permit - Camping on Public Place (Per Day)	Per Day	No	28.50	29.00	0.50	1.75%	Discretionary	Accessible Pricing
Permit - Camping on Public Place (Per Week)	Per Week	No	85.40	88.00	2.60	3.05%	Discretionary	Disincentive Pricing
Permit - Camping on Public Place (Per Month)	Per Month	No	170.95	177.00	6.05	3.55%	Discretionary	Disincentive Pricing
Permit - Conduct Activity in Public Place (Per Day)	Per Day	No	72.30	75.00	2.70	3.75%	Discretionary	Full Cost Recovery
Permit - Conduct Works in Public Place (Per Day)	Per Day	No	100.75	104.00	3.25	3.25%	Discretionary	Disincentive Pricing
<b>Community Safety and Amenity (continued)</b>								
Permit - Droving	Per Application	No	180.75	187.00	6.25	3.45%	Discretionary	Disincentive Pricing
Permit - Event Sign (Per Day)	Per Sign	No	34.00	35.00	1.00	2.95%	Discretionary	Disincentive Pricing
Permit - Footway Occupation - Goods	Per Application	No	72.10	74.00	1.90	2.65%	Discretionary	Disincentive Pricing
Permit - Footway Occupation - Street Furniture (Non-Dining)	Per Application	No	32.95	34.00	1.05	3.20%	Discretionary	Full Cost Recovery
Permit - Footway Occupation (Per Seat - Licensed Premises)	Per Seat	No	25.75	27.00	1.25	4.85%	Discretionary	Disincentive Pricing
Permit - Footway Occupation (Per Seat - Not a Licensed Premises)	Per Seat	No	6.70	7.00	0.30	4.50%	Discretionary	Full Cost Recovery
Permit - Footway Occupation (Per Table)	Per Table	No	3.30	4.00	0.70	21.20%	Discretionary	Disincentive Pricing
Permit - Footway occupation fee per other street furniture	per furniture	No	111.25	115.00	3.75	3.35%	Discretionary	Disincentive Pricing
Permit - Fundraising	Per application	No	55.00	57.00	2.00	3.65%	Discretionary	Full Cost Recovery
Permit - Gate or Opening in a Fence on the Boundary of a Public Place.	Per Application	No	99.70	103.00	3.30	3.30%	Discretionary	Full Cost Recovery
Permit - Hoarding (Per Week)	Per Week	No	136.95	141.00	4.05	2.95%	Discretionary	Disincentive Pricing
Permit - Hoarding (Per Two Weeks)	Per Fortnight	No	230.10	238.00	7.90	3.45%	Discretionary	Disincentive Pricing
Permit - Hoarding (Per Month)	Per Month	No	383.40	396.00	12.60	3.30%	Discretionary	Disincentive Pricing

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Community Safety and Amenity (continued)</b>								
Permit - Itinerant Trading (Per Day)	Per Day	No	72.30	75.00	2.70	3.75%	Discretionary	Disincentive Pricing
Permit - Itinerant Trading (Annual)	Per Year	No	569.60	588.00	18.40	3.25%	Discretionary	Disincentive Pricing
Permit - Keep More Than the Permitted Number of Animals	Per Excess Anim	No	55.90	58.00	2.10	3.75%	Discretionary	Disincentive Pricing
Permit - Occupy All or Part of a Public Place (Per Day)	Per Application	No	301.20	311.00	9.80	3.25%	Discretionary	Disincentive Pricing
Permit - Parking - Works / Trade (Per Bay Per Day)	Parking Bay/day	No	35.00	36.00	1.00	2.85%	Discretionary	Disincentive Pricing
Permit - Parking - Works / Trade (Per Bay Per Week)	Parking Bay/wk	No	159.90	165.00	5.10	3.20%	Discretionary	Disincentive Pricing
Permit - Parking - Works / Trade (Per Bay Per Month)	Parking Bay/mth	No	328.60	339.00	10.40	3.15%	Discretionary	Disincentive Pricing
Permit - Place Obstruction in Public Place (Per Day)	Per Receptacle	No	89.95	93.00	3.05	3.40%	Discretionary	Disincentive Pricing
Permit - Real Estate Agency Directional Sign (Per Franchise)	Per Year	No	246.50	255.00	8.50	3.45%	Discretionary	Disincentive Pricing
Permit - Remove Tree, Vegetation or Timber	Per Application	No	243.20	251.00	7.80	3.20%	Discretionary	Disincentive Pricing
Permit - Resident Parking	Per Permit	No	56.60	58.00	1.40	2.45%	Discretionary	Disincentive Pricing
Permit - Roadside Grazing	Per Application	No	182.90	189.00	6.10	3.35%	Discretionary	Disincentive Pricing
Permit - Skip Bin / Bulk Rubbish Container (7 Days)	Per 7 Day Perio	No	52.60	54.00	1.40	2.65%	Discretionary	Disincentive Pricing
<b>Community Safety and Amenity (continued)</b>								
Permit - Skip Bin / Bulk Rubbish Container (Annual)	Per Year	No	449.15	464.00	14.85	3.30%	Discretionary	Disincentive Pricing
Permit - Store Building Goods on Council Land	Per Application	No	99.90	103.00	3.10	3.10%	Discretionary	Full Cost Recovery
Registration - Domestic Animal Business	Per Business	No	278.25	287.00	8.75	3.15%	Discretionary	Full Cost Recovery
Seized Animals - Pound Accommodation	Per Animal/Day	No	57.80	60.00	2.20	3.80%	Discretionary	Disincentive Pricing
<b>Development Services</b>								
Planning Compliance Fines - 10 Penalty Units (Body Corporate)	Per infringement	No	2,035.10	2,035.10	0.00	0.00%	Statutory	Statutory
<b>Environmental Health</b>								
Caravan Park Transfer fee 5 Fee Units	per premises	No	84.05	84.05	0.00	0.00%	Statutory	Statutory
Septic - variable application (per additional 1hr) 6.12 Fee Units	Per application	No	102.88	102.88	0.00	0.00%	Statutory	Statutory
Septic tank application - alteration minor - per alteration	Per application	No	626.17	626.17	0.00	0.00%	Statutory	Statutory
Septic tank application - new or major alteration - per application	Per application	No	821.67	821.67	0.00	0.00%	Statutory	Statutory
Septic tank permit - amendment to permit	Per application	No	174.48	174.48	0.00	0.00%	Statutory	Statutory
Septic tank permit - renew expired permit	Per application	No	139.69	139.69	0.00	0.00%	Statutory	Statutory
Septic tank permit - transfer permit	Per application	No	166.92	166.92	0.00	0.00%	Statutory	Statutory

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee Increase /	Fee Increase /	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Decrease	Decrease		
			\$		\$	%		
<b>Environmental Health (continued)</b>								
Additional inspection required after 1 follow up - Non compliance	Per instance	No	275.30	284.00	8.70	3.15%	Discretionary	Full Cost Recovery
Additional inspection required after 1 follow up inspection - Non-compliance	Per instance	No	170.15	176.00	5.85	3.45%	Discretionary	Full Cost Recovery
Aquatic facility Registration (class 1)	Per Application	No	134.00	138.00	4.00	3.00%	Discretionary	Full Cost Recovery
Class 1A food premises (facility catering for >100 patients/residents/children)	per premises	No	0.00	750.00	750.00	0.00%	Discretionary	Full cost recovery
Class 1B food premises (facility catering for <100 patients/residents/children )	Per Premises	No	0.00	636.00	636.00	0.00%	Discretionary	Full Cost Recovery
Class 2A food premises registration	Per Premises	No	972.95	1,005.00	32.05	3.30%	Discretionary	Full Cost Recovery
Class 2B food premises registration	Per Premises	No	565.70	584.00	18.30	3.25%	Discretionary	Full Cost Recovery
Class 2C food premises registration	Per Premises	No	260.25	269.00	8.75	3.35%	Discretionary	Full Cost Recovery
Class 2D food premises registration	Per Premises	No	118.75	123.00	4.25	3.60%	Discretionary	Full Cost Recovery
Class 3A food registration	Per Premises	No	339.40	351.00	11.60	3.40%	Discretionary	Full Cost Recovery
Code 3AA (DH code) food registration	per premises	No	0.00	250.00	250.00	0.00%	Discretionary	Full cost recovery
Class 3B food premises registration	Per Premises	No	248.90	257.00	8.10	3.25%	Discretionary	Full Cost Recovery
Class 3C food premises registration	Per Premises	No	118.75	123.00	4.25	3.60%	Discretionary	Full Cost Recovery
<b>Environmental Health (continued)</b>								
Class 3D food premises registration	Per Premises	No	65.00	67.00	2.00	3.10%	Discretionary	Full Cost Recovery
Hairdressing and temporary makeup - one-off registration	Per Registratio	No	232.00	240.00	8.00	3.45%	Discretionary	Full Cost Recovery
Immunisation request for records - per request	Per Request	No	39.60	41.00	1.40	3.55%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - General Accommodation Registration	Per instance	No	116.30	120.00	3.70	3.20%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - Prescribed accommodation (Rooming House)	Per instance	No	116.30	120.00	3.70	3.20%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - Public Health and Wellbeing Premises (1 activity)	Per instance	No	127.55	132.00	4.45	3.50%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - Public Health and Wellbeing Premises -multiple activities	Per instance	No	141.80	146.00	4.20	2.95%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - Class 1 food premises -	Per instance	No	308.30	318.00	9.70	3.15%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - Class 2A food premises	Per instance	No	473.45	489.00	15.55	3.30%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - Class 2B food premises	Per instance	No	275.25	284.00	8.75	3.20%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - Class 2C food premises	Per instance	No	126.65	131.00	4.35	3.45%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - Class 3A food premises	Per instance	No	165.15	171.00	5.85	3.55%	Discretionary	Full Cost Recovery
Late payment of registration (>30 days) - Class 3B food premises	Per instance	No	121.15	125.00	3.85	3.20%	Discretionary	Full Cost Recovery

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Environmental Health (continued)</b>								
Late payment of registration (>30 days) - Class 3C food premises	Per instance	No	57.80	60.00	2.20	3.80%	Discretionary	Full Cost Recovery
Microbiological Water Sampling Aquatic facility - Request for test and Retest	Per request	No	150.00	155.00	5.00	3.35%	Discretionary	Full cost recovery
New Food premises application (incl change of Proprietor)	Per Application	No	300.00	310.00	10.00	3.35%	Discretionary	Full Cost Recovery
New/Transfer Public Health & Wellbeing premises (Prescribed accommodation/Registered premises)	Per Transfer	No	200.00	207.00	7.00	3.50%	Discretionary	Full Cost Recovery
Prescribed accommodation Registration (incl rooming house)	Per Premises	No	232.00	240.00	8.00	3.45%	Discretionary	Full Cost Recovery
Public Health & Wellbeing Registration - Registered premises (multiple activities)	Per Application	No	282.90	292.00	9.10	3.20%	Discretionary	Full Cost Recovery
Public Health & Wellbeing Registration - Registered premises (1 activity)	Per Application	No	254.50	263.00	8.50	3.35%	Discretionary	Full Cost Recovery
Septic tank request for records - per request	Per Request	No	68.75	71.00	2.25	3.25%	Discretionary	Full Cost Recovery
Special request for inspection - food premises - per inspection	Per Inspection	No	282.90	292.00	9.10	3.20%	Discretionary	Full Cost Recovery
Special request for inspection Caravan Park premises	per instance	No	169.75	175.00	5.25	3.10%	Discretionary	Full Cost Recovery
Special request for inspection Public Health & Wellbeing premises	Per Inspection	No	169.75	175.00	5.25	3.10%	Discretionary	Full Cost Recovery
Temporary food premises registration - per event (Class 2 or 3 Community group)	Per Event	No	58.85	61.00	2.15	3.65%	Discretionary	Accessible Pricing
<b>Statutory Planning</b>								
Alteration of a certified plan of subdivision	Per application	No	126.10	126.10	0.00	0.00%	Statutory	Statutory
Amend or end a Section 173 agreement	Per application	No	748.00	748.00	0.00	0.00%	Statutory	Statutory
Amendment of a certified plan of subdivision	Per application	No	159.70	159.70	0.00	0.00%	Statutory	Statutory
Certificate of compliance	Per application	No	369.80	369.80	0.00	0.00%	Statutory	Statutory
Certify a plan of subdivision including issuing a statement of compliance	Per application	No	198.40	198.40	0.00	0.00%	Statutory	Statutory
Class 1 application for new use of land only (permit/amendment)	Per application	No	1,496.10	1,496.10	0.00	0.00%	Statutory	Statutory
Class 1 application to change or allow a new use of the land (amendment)	Per application	No	1,496.10	1,496.10	0.00	0.00%	Statutory	Statutory
Class 2 - single dwelling permit applications - up to \$10,000 (permit/amendment)	Per application	No	226.90	226.90	0.00	0.00%	Statutory	Statutory
Class 3 - single dwelling permit applications - \$10,001 to \$100,000 (permit/amendment)	Per application	No	714.40	714.40	0.00	0.00%	Statutory	Statutory
Class 4 - single dwelling permit applications - \$100,001 to \$500,000 (permit/amendment)	Per application	No	1,462.50	1,462.50	0.00	0.00%	Statutory	Statutory
Class 5 - single dwelling permit applications - \$500,001 to \$1 million (permit/amendment)	Per application	No	1,580.10	1,580.10	0.00	0.00%	Statutory	Statutory
Class 6 - single dwelling permit applications - \$1 million to \$2 million (permit/amendment)	Per application	No	1,697.80	1,697.80	0.00	0.00%	Statutory	Statutory
Class 7 - VicSmart permit applications - up to \$10,000 (permit/amendment)	Per application	No	226.90	226.90	0.00	0.00%	Statutory	Statutory

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Statutory Planning (continued)</b>								
Class 8 - VicSmart permit applications - more than \$10,000 (permit/amendment)	Per application	No	487.50	487.50	0.00	0.00%	Statutory	Statutory
Class 9 - VicSmart application to subdivide or consolidate land (permit/amendment)	Per application	No	226.90	226.90	0.00	0.00%	Statutory	Statutory
Class 10 - VicSmart application other than a class 7, 8 or 9 (permit/amendment)	Per application	No	226.90	226.90	0.00	0.00%	Statutory	Statutory
Class 11 - all other developments - up to \$100,000 (permit/amendment)	Per application	No	1,302.80	1,302.80	0.00	0.00%	Statutory	Statutory
Class 12 - all other developments - \$100,001 to \$1 million (permit/amendment)	Per application	No	1,756.60	1,756.60	0.00	0.00%	Statutory	Statutory
Class 13 - all other developments - \$1 million to \$5 million (permit/amendment)	Per application	No	3,874.70	3,874.70	0.00	0.00%	Statutory	Statutory
Class 14 - all other developments - \$5 million to \$15 million (amendment)	Per application	No	3,874.70	3,874.70	0.00	0.00%	Statutory	Statutory
Class 14 - all other developments - \$5 million to \$15 million (permit)	Per application	No	9,875.90	9,875.90	0.00	0.00%	Statutory	Statutory
Class 15 - all other developments - \$15 million to \$50 million (amendment)	Per application	No	3,874.70	3,874.70	0.00	0.00%	Statutory	Statutory
Class 15 - all other developments - \$15 million to \$50 million (permit)	Per application	No	29,123.30	29,123.30	0.00	0.00%	Statutory	Statutory
Class 16 - all other developments - more than \$50 million (amendment)	Per application	No	3,874.70	3,874.70	0.00	0.00%	Statutory	Statutory
Class 16 - all other developments - more than \$50 million (permit)	Per application	No	65,458.10	65,458.10	0.00	0.00%	Statutory	Statutory
Class 17 - Subdivision of an existing building (permit/amendment)	Per application	No	1,496.10	1,496.10	0.00	0.00%	Statutory	Statutory
<b>Statutory Planning (continued)</b>								
Class 18 - Subdivide land into 2 lots (permit/amendment)	Per application	No	1,496.10	1,496.10	0.00	0.00%	Statutory	Statutory
Class 19 - Realignment of common boundary or consolidate 2 or more lots (permit/amendment)	Per application	No	1,496.10	1,496.10	0.00	0.00%	Statutory	Statutory
Class 20 - To subdivide land (\$1,453.40 for each 100 lots created) (permit/amendment)	Per application	No	1,496.10	1,496.10	0.00	0.00%	Statutory	Statutory
Class 21 - create, vary or remove restriction, right of way, easement etc (permit/amendment)	Per application	No	1,496.10	1,496.10	0.00	0.00%	Statutory	Statutory
Class 22 - permit not otherwise provided listed (permit/amendment)	Per application	No	1,496.10	1,496.10	0.00	0.00%	Statutory	Statutory
Satisfaction matters - Where a planning scheme specifies that a matter must be done to the satisfact	Per application	No	369.80	369.80	0.00	0.00%	Statutory	Statutory
Advertising for planning permit application - public notification - administration fee	Per Advertising	No	38.92	40.00	1.08	2.75%	Discretionary	Market pricing
Advertising for planning permit application - public notification - per letter	Per Letter	No	3.40	4.00	0.60	17.65%	Discretionary	Full Cost Recovery
Advertising for planning permit application - site notice	Per Advertising	No	133.60	138.00	4.40	3.30%	Discretionary	Market pricing
Development Plan lodgement fee (for approval)	Per Amendment	No	605.55	626.00	20.45	3.40%	Discretionary	Full Cost Recovery
Newspaper advertisement: At cost	Per Advertising	No	1.00	1.00	0.00	0.00%	Discretionary	Market pricing
Planning - Amendment of endorsed plans (secondary consent)	Per Plan	No	288.35	298.00	9.65	3.35%	Discretionary	Market pricing
Planning - Application for property information	Per Plan	No	95.00	98.00	3.00	3.15%	Discretionary	Full Cost Recovery

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee Increase /	Fee Increase /	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Decrease	Decrease		
			\$		\$	%		
<b>Statutory Planning (continued)</b>								
Planning - Determination of existing use rights	Per Plan	No	356.35	368.00	11.65	3.25%	Discretionary	Full Cost Recovery
Planning - Extension of time - first request	Per Extension	No	423.10	437.00	13.90	3.30%	Discretionary	Full Cost Recovery
Planning - Extension of time - second request	Per Extension	No	515.80	533.00	17.20	3.35%	Discretionary	Full Cost Recovery
Planning - Extension of time - third and subsequent requests	Per Extension	No	640.60	662.00	21.40	3.35%	Discretionary	Market pricing
Pre-application meeting (2-4 dwellings/lots)	Per fee	No	220.00	227.00	7.00	3.20%	Discretionary	Market pricing
Pre-application meeting (5 or more dwellings/lots & other)	Per fee	No	384.30	397.00	12.70	3.30%	Discretionary	Market pricing
Pre-application meeting (Single dwelling/building, or works)	Per fee	No	196.90	203.00	6.10	3.10%	Discretionary	Market pricing
Property Information - Request for written planning advice	Per fee	No	120.00	124.00	4.00	3.35%	Discretionary	Market pricing
Request for archive search for planning and building permits and plans (permit less than 7 years old)	Per Plan	No	98.40	102.00	3.60	3.65%	Discretionary	Full Cost Recovery
Request for archive search for planning and building permits and plans (permit older than 7 years)	Per Request	No	140.35	145.00	4.65	3.30%	Discretionary	Full Cost Recovery
<b>Strategic Planning</b>								
Regulation 7 - requesting Minister for planning scheme amendment	Per amendment	No	4,538.70	4,538.70	0.00	0.00%	Statutory	Statutory
Regulation 8 - requesting Minister for planning scheme amendment	Per amendment	No	1,092.70	1,092.70	0.00	0.00%	Statutory	Statutory
Stage 1 - Planning Scheme Amendments	Per amendment	No	3,462.90	3,462.90	0.00	0.00%	Statutory	Statutory
Stage 2 - Planning Scheme Amendments (more than 10 submissions, up to 20 submissions)	Per amendment	No	34,292.40	34,292.40	0.00	0.00%	Statutory	Statutory
Stage 2 - Planning Scheme Amendments (more than 20 submissions)	Per amendment	No	45,840.90	45,840.90	0.00	0.00%	Statutory	Statutory
Stage 2 - Planning Scheme Amendments (up to 10 submissions)	Per amendment	No	17,163.00	17,163.00	0.00	0.00%	Statutory	Statutory
Stage 3 - Planning Scheme Amendments	Per amendment	No	546.30	546.30	0.00	0.00%	Statutory	Statutory
Stage 4 - Planning Scheme Amendments	Per amendment	No	546.30	546.30	0.00	0.00%	Statutory	Statutory
Administration fee to prepare hard copy(ies) and Council website for exhibition of private proponent	Per Application	No	195.10	202.00	6.90	3.55%	Discretionary	Full Cost Recovery
Amendment Tracking System (ATS) authoring fee (technical)	Per Amendment	No	253.00	261.00	8.00	3.15%	Discretionary	Full Cost Recovery
Heritage advice - site meeting or inspection	Per Amendment	Yes	186.70	193.00	6.30	3.35%	Discretionary	Full Cost Recovery
Private Proponent amendment - Fee per notice in Government Gazette	Per Amendment	No	151.50	156.00	4.50	2.95%	Discretionary	Full Cost Recovery
Private Proponent amendment - Fee per notice in Newspaper	Per Amendment	No	258.10	267.00	8.90	3.45%	Discretionary	Full Cost Recovery
<b>Strategic Planning (continued)</b>								
Private Proponent amendment - Notice letter by mail (to all parties)	Per Amendment	No	5.05	6.00	0.95	18.80%	Discretionary	Full Cost Recovery

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
Engagement and Customer Experience			\$		\$	%		
Venue Coordination								
Castlemaine Senior Citizens Centre - Small venues community	Per Day	Yes	31.80	33.00	1.20	3.75%	Discretionary	Accessible Pricing
Castlemaine Senior Citizens Centre - Small venues private/commercial	Per Day	Yes	49.35	51.00	1.65	3.35%	Discretionary	Accessible Pricing
Chewton Senior Citizens Centre - Small venues community	Per Day	Yes	31.80	33.00	1.20	3.75%	Discretionary	Accessible Pricing
Chewton Senior Citizens Centre - Small venues private/commercial	Per Day	Yes	49.35	51.00	1.65	3.35%	Discretionary	Accessible Pricing
Cleaner	Per Hour	Yes	80.75	83.00	2.25	2.80%	Discretionary	Market Pricing
Former Tea Room - Small venues community	Per Day	Yes	31.80	33.00	1.20	3.75%	Discretionary	Accessible Pricing
Former Tea Room - Small venues private/commercial	Per Day	Yes	49.35	51.00	1.65	3.35%	Discretionary	Accessible Pricing
Grand Piano	Per Day	Yes	300.05	310.00	9.95	3.30%	Discretionary	Market Pricing
Market Building community day	Per Month	Yes	22.35	23.00	0.65	2.90%	Discretionary	Accessible Pricing
Market Building community week	Per Day	Yes	357.60	369.00	11.40	3.20%	Discretionary	Market Pricing
Market Building community month	Per Week	Yes	946.10	977.00	30.90	3.25%	Discretionary	Market Pricing
Market Building private/commercial day	Per Day	Yes	28.80	30.00	1.20	4.15%	Discretionary	Accessible Pricing
Market Building private/commercial week	Per Week	Yes	444.30	459.00	14.70	3.30%	Discretionary	Accessible Pricing
Market Building private/commercial month	Per Month	Yes	1,188.50	1,228.00	39.50	3.30%	Discretionary	Market Pricing
Outdoor space - event more than 50 people	Per Hire	Yes	253.90	262.00	8.10	3.20%	Discretionary	Market Pricing
Outdoor venue bond for event 50-100 people	Per Hire	No	547.70	566.00	18.30	3.35%	Discretionary	Disincentive Pricing
Outdoor venue bond for event 100-500 people	Per Hire	No	1,095.35	1,131.00	35.65	3.25%	Discretionary	Disincentive Pricing
Phee Broadway Theatre community base rate	Per Day	Yes	34.10	35.00	0.90	2.65%	Discretionary	Accessible Pricing
Phee Broadway Theatre performance	Per Half Day	Yes	155.80	161.00	5.20	3.35%	Discretionary	Accessible Pricing
Phee Broadway Theatre private/commercial base rate	Per Day	Yes	68.70	71.00	2.30	3.35%	Discretionary	Accessible Pricing
Phee Broadway Theatre private/commercial casual additional charge	Per Hour	Yes	34.60	36.00	1.40	4.05%	Discretionary	Accessible Pricing
Phee Broadway Theatre private/commercial verified booking rate	Per Hour	Yes	68.70	71.00	2.30	3.35%	Discretionary	Market Pricing
Picket Fencing	Per Day	Yes	150.50	155.00	4.50	3.00%	Discretionary	Full Cost Recovery
Portable PA	Per Day/Wkend	Yes	7.10	8.00	0.90	12.70%	Discretionary	Market Pricing

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Venue Coordination (continued)</b>								
Portable stage (per section)	Per Section/Day	Yes	30.60	32.00	1.40	4.60%	Discretionary	Market Pricing
Portable stage (all sections)	Per Day	Yes	148.25	153.00	4.75	3.20%	Discretionary	Market Pricing
Ray Bradfield - Small venues community	Per Day	Yes	31.80	33.00	1.20	3.75%	Discretionary	Accessible Pricing
Ray Bradfield - Small venues private/commercial	Per Day	Yes	49.35	51.00	1.65	3.35%	Discretionary	Accessible Pricing
Supervising Technician	Per Hour	Yes	61.20	63.00	1.80	2.95%	Discretionary	Market Pricing
Town Hall general use community	Per Half Day	Yes	30.30	31.00	0.70	2.30%	Discretionary	Market Pricing
Town Hall general use private/commercial	Per Day	Yes	98.90	102.00	3.10	3.15%	Discretionary	Market Pricing
Town Hall kitchen community	Per Day	Yes	15.85	16.00	0.15	0.95%	Discretionary	Accessible Pricing
Town Hall kitchen private/commercial	Per Half Day	Yes	23.00	24.00	1.00	4.35%	Discretionary	Accessible Pricing
Town Hall stage lighting extra charge	Per Day	Yes	15.15	16.00	0.85	5.60%	Discretionary	Accessible Pricing
Town Hall, Phee Broadway Theatre or Market Building- alcohol bond - per hire	Per Hire	No	1,095.35	1,131.00	35.65	3.25%	Discretionary	Disincentive Pricing
Town Hall, Phee Broadway Theatre or Market Building- non alcohol bond - per hire	Per Hire	No	547.70	566.00	18.30	3.35%	Discretionary	Disincentive Pricing
<b>Visitor Information Centres</b>								
Tour Guide	Per booking	Yes	72.10	74.00	1.90	2.65%	Discretionary	Market Pricing
Tour Guide booking fee	Per booking	Yes	10.30	11.00	0.70	6.80%	Discretionary	Market pricing
<b>Engineering</b>								
<b>Engineering Services</b>								
Infringement - 1.0 Penalty Unit (formerly LL)	Per unit	No	203.51	203.51	0.00	0.00%	Statutory	Statutory
Infringement Penalty Unit - Road Management 2.0 penalty units	Per unit	No	407.02	407.02	0.00	0.00%	Statutory	Statutory
Infringement Penalty Unit - Road Management 3.0 penalty units	Per unit	No	610.53	610.53	0.00	0.00%	Statutory	Statutory
Infringement Penalty Unit - Road Management 5.0 penalty units	Per unit	No	1,017.55	1,017.55	0.00	0.00%	Statutory	Statutory
Storm Water Legal Point of Discharge issued under Bldg Act 1993 Bldg Regs 2018 - 14.17 Fee Units	Per request	No	238.20	238.20	0.00	0.00%	Statutory	Statutory
Subdivision Plan checking and supervision fees (% of construction)	Per request	No	0.00	0.00	0.00	0.00%	Statutory	Statutory
Subdivision Plan checking and supervision fees (% of construction) [total income]	Per request	No	1.00	1.00	0.00	0.00%	Statutory	Statutory
WWRR-Mnr Wrks <=50kph- NOT Conducted on, or on any part of, roadway, shoulder or pathway-6 Fee Units	Per job	No	100.86	100.86	0.00	0.00%	Statutory	Statutory
WWRR-Mnr Wrks <=50kph-Conducted on, or on any part of, roadway, shoulder or pathway - 9.3 Fee Units	Per job	No	156.33	156.33	0.00	0.00%	Statutory	Statutory

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Engineering Services (continued)</b>								
WWRR-Mnr Wrks >50kph- NOT Conducted on, or on any part of, roadway, shoulder or pathway-6 Fee Units	Per job	No	100.86	100.86	0.00	0.00%	Statutory	Statutory
WWRR-Mnr Wrks >50kph-Conducted on, or on any part of, roadway, shoulder or pathway - 9.3 Fee Units	Per job	No	156.33	156.33	0.00	0.00%	Statutory	Statutory
WWRR-Oth Wrk <=50kph- NOT Conducted on, or on any part of, roadway, shoulder or pathway-6 Fee Units	Per job	No	100.86	100.86	0.00	0.00%	Statutory	Statutory
WWRR-Oth Wrk >50kph-NOT Conducted on, or on any part of, roadway, shoulder or pathway-23.5 Fee Units	Per job	No	395.04	395.04	0.00	0.00%	Statutory	Statutory
WWRR-Oth Wrks-<=50Kkh-Conducted on, or on any part of, roadway, shoulder or pathway - 23.5 Fee Units	Per job	No	395.04	395.04	0.00	0.00%	Statutory	Statutory
WWRR-Oth Wrks->50Kkh-Conducted on, or on any part of, roadway, shoulder or pathway - 43.1 Fee Units	Per job	No	724.51	724.51	0.00	0.00%	Statutory	Statutory
Asset Protection Permit	Per Permit	No	218.30	226.00	7.70	3.55%	Discretionary	Full Cost Recovery
Bond - Asset Protection Permit	Per Permit	No	1,035.00	1,069.00	34.00	3.30%	Discretionary	Disincentive Pricing
Infrastructure - Request for written information	Per Request	No	290.70	300.00	9.30	3.20%	Discretionary	Full Cost Recovery
Metcalfe Water Supply Syndicate	Per assessment	No	234.85	243.00	8.15	3.45%	Discretionary	Full Cost Recovery
Road Licencing - Basic	Per Request	No	61.10	63.00	1.90	3.10%	Discretionary	Full Cost Recovery
Road Licencing - Complex	Per Request	No	122.10	126.00	3.90	3.20%	Discretionary	Full Cost Recovery
Road Licencing - Transfer	Per Request	No	122.10	126.00	3.90	3.20%	Discretionary	Full Cost Recovery
<b>Finance</b>								
<b>Financial Services</b>								
Land Information Certificate - 1.82 Fee Units	Per certificate	No	30.59	30.59	0.00	0.00%	Statutory	Statutory
DHHS administration charge (estimate)	Per Charge	No	1,672.15	1,727.00	54.85	3.30%	Discretionary	Full Cost Recovery
Dishonoured Cheque Administration fee	Per Fee	No	29.40	30.00	0.60	2.05%	Discretionary	Full Cost Recovery
Dishonoured Direct Debit Administration fee	Per Fee	No	29.40	30.00	0.60	2.05%	Discretionary	Full Cost Recovery
Rate Enquiries/ Rate Book Search	Per Search	No	67.85	70.00	2.15	3.15%	Discretionary	Full Cost Recovery
<b>Governance and Risk</b>								
<b>Governance and Risk</b>								
Freedom of Information (FOI) request - 2.0 Fee Units	Per request	No	33.60	33.60	0.00	0.00%	Statutory	Statutory
<b>Operations</b>								
<b>Climate Change</b>								
<b>Waste and Recycling</b>								
Asbestos (packaged domestic) - per cubic metre	Per Cubic Tonne	Yes	290.00	300.00	10.00	3.45%	Discretionary	Full Cost Recovery
Cardboard - Trailer (6' x 4') equivalent to 0.7m3	Per Trailer	Yes	17.00	18.00	1.00	5.90%	Discretionary	Full Cost Recovery
Cardboard - Commercial loads cubic metre	Per Load	Yes	22.65	23.00	0.35	1.55%	Discretionary	Full Cost Recovery
E-waste - Category 1 (per item) Extra Large/kg ( printer, large TV,)	Per Item	Yes	23.00	24.00	1.00	4.35%	Discretionary	Full Cost Recovery

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Waste and Recycling (continued)</b>								
E-waste - Category 2 (per item) Large e.g. ( plasma)	Per Item	Yes	11.00	12.00	1.00	9.10%	Discretionary	Full Cost Recovery
E-waste - Category 3 (per item) Medium e.g. (computer, small TV)	Per Item	Yes	5.00	6.00	1.00	20.00%	Discretionary	Full Cost Recovery
E-waste - Category 4 (per item) Small e.g. (mobile phone, mouse, electric cords, small computers)	Per Item	Yes	0.00	0.00	0.00	0.00%	Discretionary	Full Cost Recovery
Fridge/ Air conditioner	Per Item	Yes	10.00	11.00	1.00	10.00%	Discretionary	Full Cost Recovery
Gas bottle (any size) - per item	Per Item	Yes	5.00	6.00	1.00	20.00%	Discretionary	Full Cost Recovery
General waste - trailer (8' x 5') heaped equivalent to 2.4 cubic metres	Per Trailer	Yes	201.00	208.00	7.00	3.50%	Discretionary	Full Cost Recovery
General waste- trailer (6' x 4') heaped equivalent to 1.5 cubic metres	Per Trailer	Yes	126.00	130.00	4.00	3.15%	Discretionary	Full Cost Recovery
General waste - trailer (8' x 5') equivalent to 1.2 cubic metres	Per Trailer	Yes	100.00	103.00	3.00	3.00%	Discretionary	Full Cost Recovery
General waste per cubic metre	Per Cubic Tonne	Yes	84.00	87.00	3.00	3.55%	Discretionary	Full Cost Recovery
General waste per tonne	Per Tonne	Yes	337.00	348.00	11.00	3.25%	Discretionary	Full Cost Recovery
General waste trailer (6' x 4') equivalent to 0.7 cubic metres	Per Trailer	Yes	58.00	60.00	2.00	3.45%	Discretionary	Full Cost Recovery
General waste - commercial/industrial - per tonne	Per Tonne	Yes	337.00	348.00	11.00	3.25%	Discretionary	Full Cost Recovery
Green waste - Trailer (6' x 4') equivalent to ) 0.7 cubic metres	Per Trailer	Yes	17.45	18.00	0.55	3.15%	Discretionary	Full Cost Recovery
<b>Waste and Recycling (continued)</b>								
Green waste - Trailer (6' x 4') heaped equivalent to 1.5 cubic metres	Per Trailer	Yes	37.35	39.00	1.65	4.40%	Discretionary	Full Cost Recovery
Green waste - per cubic metre	Per Cubic Metre	Yes	25.40	26.00	0.60	2.35%	Discretionary	Full Cost Recovery
Green waste (per tonne)	Per Tonne	Yes	48.55	50.00	1.45	3.00%	Discretionary	Full Cost Recovery
Mattresses or bed bases (any size) - per item	Per Item	Yes	29.95	31.00	1.05	3.50%	Discretionary	Full Cost Recovery
Miscellaneous not listed	per Item	Yes	1.10	1.10	0.00	0.00%	Discretionary	Full Cost Recovery
Motor bike and car tyres (includes 4x4 and small truck) - per tyre	Per Tyre	Yes	11.95	12.00	0.05	0.40%	Discretionary	Full Cost Recovery
Motor bike and car tyres on rims - per tyre	Per Tyre	Yes	34.00	35.00	1.00	2.95%	Discretionary	Full Cost Recovery
Oil for recycling - per litre	per Litre	Yes	0.00	0.00	0.00	0.00%	Discretionary	Full Cost Recovery
Paint (per litre)	Per litre	Yes	3.00	4.00	1.00	33.35%	Discretionary	Full cost recovery
Solar Panels	each	Yes	0.00	20.00	20.00	0.00%	Discretionary	Full Cost Recovery
Tractor tyres - per tyre	Per Tyre	Yes	84.85	88.00	3.15	3.70%	Discretionary	Full Cost Recovery
Truck tyre (large) on rim - per tyre	Per Unit	Yes	49.65	51.00	1.35	2.70%	Discretionary	Full cost recovery
Truck tyres (large) - per tyre	Per Tyre	Yes	40.75	42.00	1.25	3.05%	Discretionary	Full Cost Recovery

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Parks, Recreation &amp; Community Facilities</b>								
<i>Active Communities - Facilities</i>								
Harcourt Recreation Reserve - Community - East room	Per Use	Yes	34.00	35.00	1.00	2.95%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Community - Hall/Kitchen - 1 bay	Per Use	Yes	67.85	70.00	2.15	3.15%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Community - Hall/Kitchen - 2 bays	Per Use	Yes	79.25	82.00	2.75	3.45%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Community - Hall/Kitchen - 3 bays	Per Use	Yes	101.90	105.00	3.10	3.05%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Community - Hall/Kitchen - Whole	Per Use	Yes	141.35	146.00	4.65	3.30%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Community - Main Hall - 1 bay	Per Use	Yes	45.15	47.00	1.85	4.10%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Community - Main Hall - 2 bays	Per Use	Yes	56.60	58.00	1.40	2.45%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Community - Main Hall - 3 bays	Per Use	Yes	73.55	76.00	2.45	3.35%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Community - Main Hall - Whole	Per Use	Yes	113.15	117.00	3.85	3.40%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Community - Meeting room < 2 hrs	Per Use	Yes	16.95	18.00	1.05	6.20%	Discretionary	Accessible Pricing
Harcourt Recreation Reserve - Private - Hall/Kitchen - 1 bay	Per Use	Yes	84.85	88.00	3.15	3.70%	Discretionary	Market Pricing
Harcourt Recreation Reserve - Private - Hall/Kitchen - 2 bays	Per Use	Yes	96.20	99.00	2.80	2.90%	Discretionary	Market Pricing
<i>Active Communities - Facilities (continued)</i>								
Harcourt Recreation Reserve - Private - Hall/Kitchen - 3 bays	Per Use	Yes	118.75	123.00	4.25	3.60%	Discretionary	Market Pricing
Harcourt Recreation Reserve - Private - Hall/Kitchen - Whole	Per Use	Yes	197.90	204.00	6.10	3.10%	Discretionary	Market Pricing
Harcourt Recreation Reserve - Private - Main Hall - 1 bay	Per Use	Yes	56.60	58.00	1.40	2.45%	Discretionary	Market Pricing
Harcourt Recreation Reserve - Private - Main Hall - 2 bays	Per Use	Yes	67.85	70.00	2.15	3.15%	Discretionary	Market Pricing
Harcourt Recreation Reserve - Private - Main Hall - 3 bays	Per Use	Yes	84.85	88.00	3.15	3.70%	Discretionary	Market Pricing
Harcourt Recreation Reserve - Private - Main Hall - Whole	Per Use	Yes	169.75	175.00	5.25	3.10%	Discretionary	Market Pricing
Harcourt Recreation Reserve - Private - Meeting room/kitchen for parties	Per Use	Yes	45.15	47.00	1.85	4.10%	Discretionary	Market Pricing
Swimming Pool - Adult	Per Adult	Yes	5.60	6.00	0.40	7.15%	Discretionary	Accessible Pricing
Swimming Pool - Adult - concession card holder	Per Adult	Yes	4.45	5.00	0.55	12.35%	Discretionary	Accessible Pricing
Swimming Pool - Child Season Ticket (Child < 2 free when accompanied by a paying adult)	Per Ticket	Yes	54.10	56.00	1.90	3.50%	Discretionary	Accessible Pricing
Swimming Pool - Child Ticket (Child < 2 free when accompanied by a paying adult)	Per Child	Yes	3.90	4.00	0.10	2.55%	Discretionary	Accessible Pricing
Swimming Pool - Family season ticket - concession card (2 adults and dependent children < 16 years o	Per Ticket	Yes	148.80	154.00	5.20	3.50%	Discretionary	Accessible Pricing
Swimming Pool - Family season ticket (2 adults and dependent children < 16 years of age)	Per Ticket	Yes	176.65	182.00	5.35	3.05%	Discretionary	Accessible Pricing

Description of Fees and Charges	Unit of Measure	GST Status	2025/2026	2026/2027	Fee	Fee	Basis of Fee	Pricing Policy
			Fee incl GST	Fee incl GST	Increase / Decrease	Increase / Decrease		
			\$		\$	%		
<b>Active Communities - Facilities (continued)</b>								
Swimming Pool - Family Ticket (2 adults and dependent children < 16 years of age)	Per Day	Yes	14.85	15.00	0.15	1.00%	Discretionary	Accessible Pricing
Swimming Pool - School Entry per Child	Per Child	Yes	2.25	3.00	0.75	33.35%	Discretionary	Accessible Pricing
Swimming Pool - Single season ticket	Per Ticket	Yes	79.95	83.00	3.05	3.80%	Discretionary	Accessible Pricing
Swimming Pool - Single season ticket - concession card	Per Ticket	Yes	65.20	67.00	1.80	2.75%	Discretionary	Accessible Pricing
<b>Building and Property - Facilities</b>								
Property Rentals - Not for Profit; Volunteer and Community Service Groups (p.a.)	Per Year	Yes	171.65	177.00	5.35	3.10%	Discretionary	Accessible Pricing
<b>People and Culture</b>								
<b>Occupational Health and Safety</b>								
Permit insurance - Public Liability Insurance - (per permit)	Per Permit	No	27.80	29.00	1.20	4.30%	Discretionary	Market Pricing
Venue hire - Public Liability Insurance - per annum, per venue, max 52 visits (per venue)	Per Annum, Per	Yes	23.40	24.00	0.60	2.55%	Discretionary	Market Pricing

## 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 & Friends of Anglicare	Harcourt Applefest
Australian Red Cross	Harcourt Pre School
Bendigo TAFE	Maldon BSA Rally (Lions Club)
Buda Traditional Fair	Maldon Easter Fair (Lions Club)
Campbell's Creek Antique & Collectables	Maldon Folk Festival Inc
Campbell's Creek Football & Netball Club	Maldon Lions Club
Campbells Creek Primary School	Maldon Neighbourhood Centre Inc
Castlemaine & District Agricultural Society Inc	Maldon RSL
Castlemaine Access Chaplaincy Support Group	Mount Alexander Vintage Engine Club (MAVEC)
Castlemaine Angling Club	Metcalfe Tractor Pull and Woodchop
Castlemaine Billy Cart Challenge	Mt Alexander Seniors Expo
Castlemaine Fire Brigade	Mt Tarrengower Historic Hillclimb
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 bus
Castlemaine Lions Club Swap Meet	South Castlemaine Kindergarten
Castlemaine Pride	Sports Events Projects
Castlemaine Primary School	Taradale Mineral Springs Festival
Castlemaine Rotary Club	The Bone Bus - Mobile Dexa Pty Ltd
Castlemaine RSL	The Cancer Council
Castlemaine RSL - Women's Auxiliary	The Main Game
Castlemaine Salvation Army	The Maldon Classic
Castlemaine State Festival Ltd	The Xtreme Inc
Castlemaine Uniting Church	Three's a Crowd Musical Theatre Inc
Castlemaine Evening View Club	Very Special Kids
Elphinstone Primary School	Victorian Electoral Commission
Friends of Castlemaine Art Museum	Victorian Seekers Club Inc
Guildford Banjo Jamboree	Wide Open Road Art
Guildford Grumpies Car Club Inc	

Mount Alexander Shire Council

# Investment Prospectus 2026

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 practice 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 Agreements with both the Dja Dja Wurrung Clans Aboriginal Corporation and the Taungurung Land and Waters Council.





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# An invitation to invest in Mount Alexander Shire

**Mount Alexander Shire is known for its heritage landscapes, historic townships, vibrant arts and cultural life, and strong sense of community. Located on Djaara and Taungurung Country in central Victoria, and within commuting distance of Melbourne and Bendigo, the Shire continues to attract new residents, visitors and businesses drawn to the opportunities and lifestyle offered by regional living.**

The Shire is experiencing steady population growth alongside significant demographic change. Mount Alexander Shire has one of the oldest population profiles in regional Victoria, increasing demand for accessible infrastructure, health services and community support. At the same time, new residents and families are contributing to growing pressure on housing supply, transport networks, all place-based health services and community facilities.

Much of the Shire's infrastructure was developed to support a smaller population and is now under increasing strain. Many facilities are ageing, no longer meet contemporary standards, or lack the capacity required to support current levels of participation. Participation in local sport and recreation continues to grow, placing increasing pressure on facilities such as Camp Reserve and other community assets.

Like many regional municipalities, Mount Alexander Shire faces structural funding constraints. While we continue to optimise the usage of current facilities and co-locate where possible, the scale of investment required to renew ageing infrastructure and support future growth significantly exceeds the capacity of Council alone.

This investment Prospectus outlines a coordinated program of priority projects that respond to these challenges and deliver broader social, economic and service benefits across Mount Alexander Shire.

Prepared in the lead up to the 2026 Victorian State Election, this Prospectus represents a pipeline of priority, investment ready projects that Council considers strategically positioned for advocacy and government investment discussions. As projects progress, are funded, or new priorities emerge, the Prospectus will continue to evolve to reflect the changing needs and opportunities of the Shire.

Developed through Council's strategic planning processes and aligned with the Mount Alexander Shire Council Plan 2025–2029, these projects focus on enabling housing growth, strengthening community infrastructure, supporting economic development and enhancing environmental resilience.

In addition to this Shire-wide investment prospectus, Council has also developed a dedicated Harcourt Recovery Prospectus to support advocacy and investment discussions associated with community recovery following the 2026 Harcourt bushfires. That document remains an active advocacy tool focused specifically on recovery, resilience and community renewal outcomes for the Harcourt region.

Delivering these initiatives will require strong partnership and co-investment from State and Federal governments. Strategic investment in Mount Alexander Shire will not only support local communities but also contribute to broader regional development outcomes across central Victoria.

Through partnership and investment, we can ensure Mount Alexander Shire continues to thrive, supporting strong communities, sustainable growth and a resilient regional economy.

A photograph of a woman and a young child at a playground. The child is standing on a red slide, holding onto the orange handrails. The woman is standing next to the slide, smiling. They are surrounded by trees with yellow and orange autumn leaves. A large teal graphic element is in the top right corner, and a teal text box is in the bottom left corner.

Our growing community is placing increasing demand on housing supply, transport networks and community facilities, reinforcing the need for investment –  
Cr Toby Heydon, Mayor

# Investment overview



## Communities

<b>Castlemaine Soccer Hub and Multi-purpose Field Upgrade</b>	Development of a fit for purpose multi-pitch soccer and cricket facility to meet growing demand, improve facilities and support regional competition.
<b>Camp Reserve Pavilion and Netball Courts Redevelopment</b>	Redevelopment of Castlemaine's premier sporting facility to deliver modern, inclusive infrastructure that supports growing participation and attracts regional events.
<b>Campbells Creek Recreation Reserve Pavilion Upgrade</b>	Upgrade of community sporting facilities to meet increasing population growth, demand, improve accessibility and support local and regional participation.



## Health and wellbeing

<b>Early Years Hub</b>	Development of an integrated Early Years Hub to expand childcare, kindergarten and family services reduce waitlists and improve access to early intervention support across Mount Alexander Shire.
<b>Mental Health Service Access Improvements</b>	Investment to expand locally accessible mental health services, improving early intervention, crisis response and long-term community wellbeing.
<b>Family Violence Service Access</b>	Establishment of locally delivered family violence services to improve safety, early intervention and access to support for vulnerable individuals and families.



## Infrastructure

<b>65-67 Templeton St, Castlemaine</b>	A council-enabled affordable housing development delivering 21 long-term affordable rental apartments on council-owned land in Castlemaine.
<b>Residential Growth Infrastructure Planning</b>	A coordinated infrastructure planning and master planning program to unlock residential growth across Castlemaine, Chewton, and Campbells Creek.
<b>Pyrenees Highway Intersection Upgrade Diamond Gully/McKenzie Hill</b>	Delivery of critical road and intersection upgrades to unlock residential growth, supporting up to 1,000 new homes over time.



## Economic development

<b>Industrial Land Strategy Enablement</b>	Implementation of strategic planning and infrastructure to expand employment land and attract new industry and investment.
<b>Etty Street Creative and Business Precinct</b>	Development of a business precinct to support local enterprise, jobs and economic diversification.

Projects within this Prospectus are not presented in priority order. Inclusion reflects project readiness and suitability for investment advocacy at the time of publication.

## Mount Alexander Shire - Our Shire



**20,799**  
population



**25,783**  
projected  
population by  
2046



**53.1%**  
in the  
workforce



**51**  
years  
median age



**28%**  
of people  
living in our  
shire are aged  
65 years or  
older



**45%**  
of employed  
people  
worked fewer  
than 35 hours  
per week



**16.7%**  
under 25  
years old



**2,300**  
young people  
aged between  
12-25



**1.6%**  
Aboriginal  
and/or Torres  
Strait Islander  
background



**131**  
babies born  
between July  
2024 and  
June 2025



**80.5%**  
born in  
Australia

Source: REMPLAN data.



# Communities

# Castlemaine Soccer Hub and Multi-Purpose Field Upgrade

## Investment summary

Mount Alexander Shire is experiencing strong growth in soccer participation, particularly among junior players and female participants, placing increasing pressure on existing facilities. Current infrastructure is limited, non-compliant in parts and unable to support the scale of demand or future growth.

The Soccer Hub project will deliver a fit-for-purpose, multi-pitch soccer and cricket facility with supporting infrastructure including lighting, amenities and accessible change facilities. The project will establish a centralised hub capable of supporting local clubs, regional competitions and community use.

This investment will address current infrastructure constraints while positioning the Shire to accommodate continued participation growth and expand its role in regional sport.

As the only dedicated soccer club and facility within Mount Alexander Shire, the Castlemaine Soccer Hub supports participation from residents across the broader Shire. The facility supports growing participation from multiple townships and surrounding regional communities, with no alternative soccer club currently operating within the municipality.

## Why governments should invest

The project provides a direct opportunity to support growing participation in sport and recreation while improving health and wellbeing outcomes across the community. It will relieve pressure on existing facilities, enable increased participation, particularly for women and

girls and create capacity to host regional competitions and events that generate economic activity.

Without investment, current infrastructure limitations will continue to constrain participation and limit the Shire's ability to support growth in community sport. The project delivers strong value through improved utilisation across soccer and cricket, increased participation and broad social and economic benefits.

## Strategic alignment

This project aligns with State and Federal priorities for sport and recreation infrastructure, increase participation in physical activity and improve gender equity in sport. It supports broader objectives around preventative health, community wellbeing and inclusive access to recreation, while also contributing to regional development through improved sporting facilities and event capacity.

## Location

McGrath St, Castlemaine VIC 3450

## Investment needed

We are seeking \$13.67M in state and federal funding.

Football's participation continues to surge across Victoria, with over 400,000 participants and 127,000 registered players, a 57% increase since 2022.

This growth's been driven by a 120% increase in women and girls participation since 2019 alone.

# Camp Reserve Pavilion and Netball Courts Redevelopment

## Investment summary

Camp Reserve is Mount Alexander Shire's premier sporting facility, supporting multiple user groups and serving as a central hub for sport, recreation and community events in Castlemaine. However, the existing pavilion and netball facilities are ageing, non-compliant and no longer meet the needs of current users.

This project will deliver a new, modern pavilion with accessible and gender-neutral change rooms, upgraded amenities and flexible community spaces, alongside two compliant netball courts suitable for training, competition and regional events. The redevelopment will also relocate key infrastructure outside of the flood-prone area, improving resilience and usability.

The project responds to significant growth in participation across football, netball and other sports, and represents a critical investment in community infrastructure.

## Why governments should invest

This project will deliver substantial social and economic benefits by supporting increased participation in sport and recreation, improving health and wellbeing outcomes and strengthening community connection. It will provide inclusive, modern facilities that support female participation and accommodate growing user demand.

The upgraded reserve will attract regional events and visitors, contributing to local economic activity. The project will also enhance the resilience and long-term functionality of a key community asset.

## Strategic alignment

This project aligns with State and Federal priorities for sport and recreation infrastructure, gender equity in sport and community wellbeing. It supports participation, inclusion and healthy communities.

## Location

11 Forest St, Castlemaine VIC 3450



## Investment needed

We are seeking \$21M in state and federal funding.



**65%** of young people surveyed said sport/being active was important to them

# Campbells Creek Recreation Reserve Pavilion Upgrade

## Investment summary

Campbells Creek is a growing township with increasing demand for community and sporting infrastructure. The existing pavilion at Campbells Creek Recreation Reserve is outdated and does not meet current standards or user expectations, limiting its ability to support participation and host events.

This project will upgrade the pavilion to provide modern, accessible and fit-for-purpose facilities that support local sporting clubs and broader community use. The upgrade will improve functionality, accessibility and amenity, ensuring the reserve can meet current and future demand.

The project represents an important investment in local infrastructure to support population growth and strengthen community participation.

## Why governments should invest

This project will improve access to quality community infrastructure, support participation and enhance community wellbeing in a growing township. It will also enable increased use of the facility and support local events.

Without investment, infrastructure limitations will continue to constrain participation and community use. The project provides strong local impact with long-term benefits.

## Strategic alignment

This project aligns with regional infrastructure and community participation priorities, supporting healthy, active and connected communities.

## Location

37 Campbells Creek-Fryers Rd,  
Campbells Creek VIC 3451



## Investment needed

We are seeking \$3.5M in state and federal funding.



**58%** of  
Parents and carers  
noted sport and  
recreation as one of  
the most important  
things for my family



# Health and Wellbeing



# Early Years Hub

## Investment summary

Mount Alexander Shire is experiencing unprecedented demand for childcare, kindergarten and integrated early years services, with current waiting lists now exceeding 440 children across the Shire. Existing kindergarten and childcare facilities are at or above capacity, while workforce shortages are reducing the number of available places at a time when demand continues to rise.

This project will deliver a coordinated Early Years infrastructure response through the development of a new Early Years Hub. The Hub will provide additional childcare and kindergarten places, co-located family services and flexible early intervention supports, while improving access for vulnerable children and families.

The project is both a community wellbeing and economic participation initiative, designed to increase service capacity, support workforce participation and strengthen early childhood outcomes across Mount Alexander Shire.

The Hub is intended to support families and service access across the broader Shire, responding to increasing regional demand for integrated early years services.

## Why governments should invest

This project represents a high-value early intervention and workforce participation investment. Long childcare waitlists are already limiting employment and education opportunities for parents and carers, with some families travelling to neighbouring shires or declining opportunities due to lack of local access.

Government investment will directly increase childcare and kindergarten capacity, improve access for vulnerable children and families, and support integrated service delivery through co-located early years, maternal and child health and family support services.

The project also delivers strong economic returns by enabling parents to participate in the workforce and supporting the Shire's ability to attract and retain young families.

Without investment, service shortages will continue to constrain workforce participation, early childhood development outcomes and population growth.

## Strategic alignment

This project aligns strongly with Victorian and Commonwealth priorities in early childhood reform, school readiness, women's workforce participation and regional service access. It supports the objectives of the Best Start, Best Life reforms, universal access to three- and four-year-old kindergarten, expanded childcare supply and place-based family service delivery in regional communities.

The project also contributes to broader government priorities around reducing disadvantage, improving outcomes for vulnerable children and supporting long-term productivity through early intervention and improved workforce participation.

## Investment needed

Targeted government investment is required to deliver the Early Years Hub to expand local service capacity across Mount Alexander Shire.

# Mental Health Service Access Improvements

## Investment summary

Mount Alexander Shire currently lacks a locally based crisis mental health service. This creates significant access barriers, particularly for individuals experiencing acute mental health episodes, and can delay or prevent people from seeking support. Travelling outside the Shire for services further exacerbates existing pressures, including financial cost, transport limitations and logistical challenges for individuals and families.

There is also a recognised gap in locally available alcohol and other drug (AOD) support services, limiting access to integrated care and increasing the risk of escalation across mental health, substance use and related social issues.

This project will improve access to mental health services through the establishment of locally delivered crisis response and expanded early intervention supports. It will build on existing community-led initiatives and partnerships to provide more accessible, coordinated and place-based support across the Shire.

The proposed service improvements are intended to support residents from across Mount Alexander Shire, particularly where access to specialist and place-based mental health services remains limited within regional communities.

## Why governments should invest

This project presents a critical opportunity to improve access to timely, community-based mental health support in a Shire that currently relies on remote triage and Bendigo or Melbourne-based crisis pathways. The lack of local crisis and early intervention services creates barriers to care and increases the likelihood of escalation into emergency or acute settings.

Government investment in locally accessible mental health services will improve early intervention, reduce avoidable hospital presentations and strengthen long term community

wellbeing outcomes. It will also help reduce downstream impacts across related systems including alcohol and other drugs, family violence, homelessness and justice, making this a high value preventative investment with strong regional and health social returns.

## Strategic alignment

This project aligns with State and Federal priorities to strengthen mental health reform, expand access to community-based care and invest in early intervention and crisis alternatives. It supports the objectives of Victoria's Mental Health and Wellbeing system reforms, including improved local access, reduce hospital reliance and stronger community-based response models, as well as Commonwealth priorities around regional mental health access and prevention.

By improving access to local support pathways, the project contributes to broader government objectives in health equity, suicide prevention, community resilience and reduced pressure on acute care systems.

## Investment needed

Targeted government investment is required to strengthen local mental health crisis and early intervention pathways across the shire.

# Family Violence Service Access

## Investment summary

Mount Alexander Shire currently has no locally based family violence service, with residents required to travel to Bendigo and surrounds to access support. This creates significant barriers for vulnerable individuals and families, particularly those experiencing crisis, financial stress or limited transport options. At the same time, reported incidents of family violence in the Shire have increased, highlighting growing demand for accessible, local support services. The current need to access out of area services continues to increase the risk to victims and survivors, particularly when seeking to leave the situation.

This project seeks to establish a dedicated, locally accessible family violence service in Castlemaine, including outreach delivery aligned with models such as The Orange Door. It also includes strengthening prevention initiatives, outreach programs and case management coordination across local services to improve early intervention and response.

The project aligns with State and Federal priorities to prevent family violence, improve service accessibility and strengthen early intervention, and represents a critical investment to improve safety, accessibility and service coordination for people experiencing or at risk of family violence.

## Why governments should invest

This project will deliver significant social and economic benefits by improving access to timely and locally delivered family violence services, enabling earlier intervention and better outcomes for individuals and families. It will reduce barriers to support, particularly for vulnerable residents, and improve safety through more coordinated and responsive service delivery.

By strengthening prevention and early intervention, the project will also reduce long-term demand on crisis services, health systems and justice systems.

Improved access to support will contribute to stronger, safer communities and aligns with broader government objectives to reduce family violence and its impacts.

## Strategic alignment

This project aligns strongly with Victorian and Commonwealth commitments to prevent family violence, improve women's safety and strengthen access to community-based support services. The objectives of the National Plan to End Violence against Women and Children 2022-2032, and broader policy priorities focused on early intervention, integrated service delivery and improved outcomes in regional communities. This project aligns with strategic objectives of the newly formed Family and Gendered Violence Systems Network meeting within, and focused on Mount Alexander Shire specifically.

The proposed service improvements are intended to support victim survivors and vulnerable residents from across Mount Alexander Shire, particularly where access to specialist family violence and early intervention services remains limited within regional communities.

By establishing locally accessible services, the project also advances current government priorities around equity of access, prevention and reducing pressure on justice, housing and crisis systems.

## Investment needed

Targeted government investment is required to establish a place-based family violence response model for Mount Alexander Shire.



# Infrastructure





**20,000+**

people live in the Shire, increasing pressure on growth infrastructure



**25,588**

forecast growth by 2046 reinforces long term planning need



**44.8%**

Current rental stress levels according to the 30/40% rule



**84%**

businesses noted that cost of housing is impacting recruitment and retention



**1042**

additional rental properties are needed in the Shire



**2.2%**

The level of community and public housing in the shire



Diamond Gully is one of Council's highest yield housing enablement opportunities



**50.4%**

of workers commute by car, reinforcing the need for safe efficient corridors



The Pyrenees Highway Intersection Upgrade will improve regional freight, emergency access and town centre connectivity



**7,924**

jobs supported by the local economy



**1513**

jobs in the largest industry: manufacturing

Mount Alexander Shire is experiencing increasing housing pressure driven by population growth, regional migration and limited rental availability.

# Affordable Housing – 65-67 Templeton St

## Investment summary

Mount Alexander Shire is experiencing increasing housing pressure driven by population growth, regional migration and limited rental availability. The 65-67 Templeton Street project will deliver a medium-density affordable housing development on Council-owned land in central Castlemaine, providing approximately 22 one-and two-bedroom apartments.

The project is being progressed in partnership with community housing providers and is well advanced, with site identification, partnerships and early design work completed. Located close to services, public transport and employment, the project is positioned for delivery and represents a ready opportunity to increase affordable housing supply.

## Why governments should invest

This project provides a direct and immediate opportunity to increase affordable housing supply in a regional area experiencing significant housing stress. It will support workforce retention, reduce pressure on the private rental market and improve housing access for key workers, older residents and low-income households.

Investment in this project will deliver long-term economic benefits by enabling people to live and work locally, supporting businesses and essential services. Without investment, housing shortages will continue to constrain economic growth and place increasing pressure on health, housing and social systems.

## Strategic alignment

This project aligns strongly with State and Federal Labor Government priorities to increase housing supply, improve housing affordability and support regional communities. It contributes to commitments under the National Housing Accord, the Housing Australia Future Fund and Victoria's Big Housing Build by delivering well-located, affordable housing in a regional centre.

The project also supports broader objectives around cost-of-living relief, workforce participation and regional development.

## Location

65-57 Templeton St, Castlemaine



## Investment needed

We are seeking \$18M in state and federal funding.

# Residential Growth Infrastructure Project

## Investment summary

Mount Alexander Shire is experiencing increasing housing demand driven by population growth, regional migration and continued pressure on housing affordability. While significant land is already identified for residential growth across Harcourt, Castlemaine, Chewton and Campbells Creek, infrastructure uncertainty and servicing constraints are slowing development and limiting housing delivery.

The Housing Growth Infrastructure Enablement program will deliver a coordinated package of growth infrastructure planning and priority enabling works across the Shire's key growth areas / This includes infrastructure assessments, road and storm water planning, master planning for infill sites, and targeted road and intersection upgrades required to support residential development across the Shire.

By combining township growth infrastructure with Shire-wide residential planning, the program creates a clear and coordinated pathway to accelerate housing supply, improve development certainty and unlock significant long-term housing capacity across multiple communities.

## Why governments should invest

This program provides a high-value opportunity to accelerate regional housing supply by removing one of the most significant barriers to development: infrastructure uncertainty and delayed servicing investment.

The combined program will improve planning efficiency, provide certainty for developers, reduce delays and ensure infrastructure keeps pace with population growth. By enabling housing delivery across multiple townships rather than a single site, it offers strong leverage for State and Federal investment and supports both short-term lot creation and long-term infill development opportunities.

Without this investment, fragmented infrastructure planning and delayed upgrades will continue to constrain housing

supply, place pressure on affordability and limit the Shire's ability to absorb future population growth.

## Strategic alignment

This program aligns strongly with State and Federal Labor Government priorities to increase housing supply, accelerate planning reform and invest in infrastructure that unlocks development-ready land.

It directly supports Victoria's Housing State, regional growth objectives and national commitments to increase housing supply through enabling infrastructure and planning certainty. By focusing on both growth townships and established urban areas, the program also aligns with broader policy priorities around housing diversity, regional liveability and infrastructure-led growth.

## Location

Harcourt, Castlemaine, Chewton and Campbells Creek



## Investment needed

We are seeking \$9M in state and federal funding.

# Pyrenees Highway Intersection Upgrade

## Investment summary

Mount Alexander Shire is experiencing increasing demand for housing driven by population growth and regional migration. While significant land has been identified for residential development in the Diamond Gully growth area, infrastructure constraints, particularly at key intersections, are limiting the ability to unlock this land and deliver new housing.

Pyrenees Highway Intersection Upgrade project will deliver critical road and intersection improvements required to support residential development in this designated growth area. This includes upgrades to the Ireland Street and Pyrenees Highway intersection and surrounding road network to improve safety, traffic flow and capacity.

The project is well advanced, supported by extensive strategic planning, traffic modelling and consultation with the Department of Transport and Planning. It represents a high-impact enabling investment that will unlock residential development, supporting approximately 200 new dwellings in the short term and up to 1,000 homes over time.

## Why governments should invest

This project is a high-impact enabling investment that will unlock significant housing supply in a designated growth area. It will improve safety and efficiency on a key transport corridor while supporting population growth and housing delivery.

Without this investment, infrastructure constraints will continue to delay development and limit housing supply, placing further pressure on affordability and economic growth. The project delivers strong value by leveraging existing zoned land and unlocking development-ready housing opportunities.

## Strategic alignment

This project aligns with State and Federal Labor priorities to accelerate housing delivery, invest in enabling infrastructure and support regional growth. It directly supports Victoria's Housing Statement and national commitments to increase housing supply by removing infrastructure barriers. The project also aligns with broader objectives to improve transport networks, support productivity and deliver infrastructure that enables economic growth.

## Location

Pyrenees Hwy & Ireland St, Castlemaine



## Investment needed

We are seeking \$15M in state and federal funding.



# Economic Development



# Industrial Land Strategy Enablement

## Investment summary

Mount Alexander Shire currently faces a shortage of serviced industrial land, limiting opportunities for business expansion, investment and job creation. Without strategic intervention, this constraint will continue to restrict economic growth and reduce the Shire's ability to attract and retain industry.

The Industrial Land Strategy Implementation project will progress key actions required to identify, plan and develop new industrial precincts, including planning scheme amendments, feasibility investigations and early-stage infrastructure planning. It will also support improvements to existing industrial areas, including access, amenity and wayfinding.

The project represents a critical enabling investment to support the delivery of employment land and position the Shire for future economic growth.

## Why governments should invest

This project will enable business growth, attract investment and support job creation by increasing the supply of employment land. It will strengthen the Shire's economic base and improve long-term competitiveness.

Without investment, the shortage of industrial land will continue to constrain economic growth. The project provides a strategic pathway to unlock employment opportunities.

## Strategic alignment

This project aligns with State and Federal priorities for industry growth, regional economic development and productivity.

## Location

Castlemaine, Victoria



## Investment needed

We are seeking \$240,000 in state and federal funding.

# Etty Street Creative and Business Precinct

## Investment summary

Mount Alexander Shire has a strong and growing creative economy, however there is limited fit-for-purpose space to support creative industries, small businesses and entrepreneurship within Castlemaine.

The Etty Street Creative and Business Precinct project will transform an underutilised site into a flexible, mixed-use precinct that supports creative production, small business growth and local enterprise. The development will provide adaptable workspaces, studios and commercial areas designed to accommodate a range of users, from artists and makers to start-ups and service providers.

The project builds on Castlemaine's reputation as a regional creative hub and represents a strategic investment in economic diversification, innovation and local employment.



## Investment needed

We are seeking \$2M in state and federal funding.

## Why governments should invest

This project will support job creation, business growth and economic diversification. It will provide affordable space for creative and small businesses, enabling innovation and local enterprise.

Without investment, opportunities for economic growth and business development will be limited. The project delivers strong economic return through local activation and employment.

## Strategic alignment

This project aligns with State and Federal priorities for regional jobs, creative industries and economic diversification.

## Location

Etty St, Castlemaine

# Investing in Mount Alexander Shire's future

**Mount Alexander Shire Council is seeking strategic partnership and investment to deliver a coordinated program of priority projects that respond to the Shire's most pressing challenges and emerging opportunities.**

This Prospectus brings together a balanced portfolio of initiatives that will enable housing growth, renew and expand critical infrastructure, strengthen community wellbeing and support a resilient regional economy. These projects reflect the changing needs of the Shire, including population growth, an ageing demographic, increasing demand for housing and pressure on existing infrastructure and services.

The investment program includes enabling infrastructure that will unlock new residential development across key growth areas, upgrades to community and sporting facilities that are operating beyond capacity, and economic development initiatives that support local industry, tourism and job creation. It also includes targeted investments in mental health, family violence prevention and early years services, recognising the importance of early intervention and accessible support systems in building strong and resilient communities.

Together, these projects represent a coordinated and investment-ready pipeline that will deliver long-term social and economic value. They are supported by strategic planning, community engagement and strong alignment with local, regional and government priorities.

Delivering this program will require partnership and co-investment from State and Federal governments. Strategic investment in Mount Alexander Shire will not only address local needs, but also contribute to broader regional outcomes including increased housing supply, improved infrastructure, stronger workforce participation and enhanced community wellbeing.


This Prospectus provides a clear opportunity to invest in a growing regional community, supporting sustainable development, strengthening local economies and improving quality of life for current and future residents.


While several projects are physically located within key townships, many deliver broader social, economic and service outcomes that support communities across the wider Mount Alexander Shire.



Together, these projects represent a coordinated and investment-ready pipeline that will deliver long-term social and economic value.



# Investing in Mount Alexander Shire's future

 Communities		<b>Total \$38.17M</b>	<b>State Electorate</b>	<b>Federal Electorate</b>
<b>Castlemaine Soccer Hub and Multi-purpose Field Upgrade</b>	Development of a fit for purpose multi-pitch soccer and cricket facility to meet growing demand, improve facilities and support regional competition	<b>\$13.67M</b>	Bendigo West Electorate	Bendigo Electorate
<b>Camp Reserve Pavilion and Netball Courts Redevelopment</b>	Redevelopment of Castlemaine's premier sporting facility to deliver modern, inclusive infrastructure that supports growing participation and attracts regional events.	<b>\$21M</b>	Bendigo West Electorate	Bendigo Electorate
<b>Campbells Creek Recreation Reserve Pavilion Upgrade</b>	Upgrade of community sporting facilities to meet increasing population growth, demand, improve accessibility and support local and regional participation.	<b>\$3.5M</b>	Bendigo West Electorate	Bendigo Electorate

 Health and wellbeing			<b>State Electorate</b>	<b>Federal Electorate</b>
<b>Early Years Hub</b>	Development of an integrated Early Years Hub to expand childcare, kindergarten and family services reduce waitlists and improve access to early intervention support across Mount Alexander Shire.	Targeted government investment is required.	Bendigo West Electorate	Bendigo Electorate
<b>Mental Health Service Access Improvements</b>	Investment to expand locally accessible mental health services, improving early intervention, crisis response and long-term community wellbeing.	Targeted government investment is required.	Bendigo West Electorate	Bendigo Electorate
<b>Family Violence Service Access</b>	Establishment of locally delivered family violence services to improve safety, early intervention and access to support for vulnerable individuals and families.	Targeted government investment is required.	Bendigo West Electorate	Bendigo Electorate

 <b>Infrastructure</b>		<b>Total \$42.3M</b>	<b>State Electorate</b>	<b>Federal Electorate</b>
<b>65-67 Templeton St, Castlemaine</b>	A council-enabled affordable housing development delivering 21 long-term affordable rental apartments on council-owned land in Castlemaine.	<b>\$18M</b>	Bendigo West Electorate	Bendigo Electorate
<b>Residential Growth Infrastructure Planning</b>	A coordinated infrastructure planning and master planning program to unlock residential growth across Castlemaine, Chewton, and Campbells Creek.	<b>\$9.3M</b>	Bendigo West Electorate	Bendigo Electorate
<b>Pyrenees Highway Intersection Upgrade Diamond Gully/McKenzie Hill</b>	Delivery of critical road and intersection upgrades to unlock residential growth, supporting up to 1,000 new homes over time.	<b>\$15M</b>	Bendigo West Electorate	Bendigo Electorate
 <b>Economic development</b>		<b>Total \$2.24M</b>	<b>State Electorate</b>	<b>Federal Electorate</b>
<b>Industrial Land Strategy Enablement</b>	Implementation of strategic planning and infrastructure to expand employment land and attract new industry and investment.	<b>\$240,000</b>	Bendigo West Electorate	Bendigo Electorate
<b>Etty Street Creative and Business Precinct</b>	Development of a business precinct to support local enterprise, jobs and economic diversification.	<b>\$2M</b>	Bendigo West Electorate	Bendigo Electorate

Projects within this Prospectus are not presented in priority order. Inclusion reflects project readiness and suitability for investment advocacy at the time of publication.

Information contained within this prospectus, including project scopes and indicative costings, reflect Council's current understanding and is accurate at the time of publication (June 2026). Project details may be subject to further investigation, design development and cost review as projects progress toward funding and delivery.

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# Annual Action Plan

## Active Transport Strategy

January - December 2026

### Council Plan 2025-2029 alignment

Focus Area	Objective	Strategic Priorities
Infrastructure	Accessible, safe, and inclusive infrastructure for all ages and backgrounds.	<ol style="list-style-type: none"> <li>1. Expand active transport connectivity and safety including footpaths, paths, and bike trails.</li> <li>2. Advocate for improved digital connectivity and improved public transport.</li> <li>3. Explore development of an Integrated Transport Strategy</li> </ol>

### Goal 1 Increase active transport awareness

#### Action area 1 Action 1 – Advocacy Indicators

1.1.1	Advocate for greater coordination of scheduling between public transport providers to assist with improved active transport connections.	<ol style="list-style-type: none"> <li>1. Establishment of public transport subgroup from members of Internal and External Active Transport Working Groups.</li> <li>2. Desktop analysis of bus scheduling and provision across the shire.</li> <li>3. Desktop analysis of provision of other public transport providers, including community initiatives.</li> <li>4. Advocate to DTP and PTV to undertake community consultation to determine community need to inform gap analysis.</li> <li>5. Engage with PTV to discuss community need and to investigate changes to current public transport provision.</li> </ol>
1.1.2	Advocacy for the State Government's Strategic Cycling Corridors to be aligned to this strategy.	<ol style="list-style-type: none"> <li>1. Continue to work with DTP to ensure State Cycling Corridor and Principle Bike Network mapping is revised and updated to align with aspirational mapping routes once finalised.</li> <li>2. Meet with DTP to discuss linkages between finalised aspirational map routes and the Principle Bike Network.</li> </ol>

#### Action area 2 Action 2 – Communication Platforms Indicators

1.2.1	Community engagement campaign to inform community of active transport benefits, to include how residents can engage with Council.	<ol style="list-style-type: none"> <li>1. Broad active transport promotional campaign to promote aspirational map feedback and finalisation, include information on how the community can report safety issues and maintenance requests.</li> </ol>
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#### Action area 3 Action 3 – Programs Indicators

1.3.1	Support, directly and indirectly, community based active transport programs across the shire	<ol style="list-style-type: none"> <li>1. Investigation of opportunities with community organisations and health providers, such as Dhelkaya Health to deliver active transport programs.</li> <li>2. Promotion of available programs on Council's website.</li> <li>3. Investigate funding avenues to help resource active transport program initiatives.</li> </ol>
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# Annual Action Plan

## Active Transport Strategy

January - December 2026



Goal 2 Develop and deliver safe, connected and sustainable active transport infrastructure		
Action area 1	Action 1 – Network Improvements	Indicators
2.1.1	Complete condition audit of existing footpath network to include accessibility. Undertake review of bike lane road line marking.	<ol style="list-style-type: none"> <li>1. Complete condition audit of existing footpath network, including accessibility.</li> <li>2. Review of bike lane road line marking complete and requests for any repainting made to road managers: DTP and Council.</li> </ol>
2.1.2	Support and advocate to State and Federal Governments for off-road routes providing connections between townships.	<ol style="list-style-type: none"> <li>1. Investigate mapping of off-road connections between townships.</li> <li>2. Develop a prioritisation list of routes between townships to seek funding for design.</li> </ol>
2.1.3	Internal working group and external working group to finalise draft aspirational active transport network maps in consultation with community.	<ol style="list-style-type: none"> <li>1. Develop a mapping subgroup from members of Internal and External Active Transport Working Groups.</li> <li>2. Undertake community consultation to seek feedback on Aspirational Maps.</li> <li>3. Finalisation of Aspirational Maps and develop a prioritisation list for delivery.</li> </ol>
Action area 2	Action 2 – Safety	Indicators
2.2.1	Advocate to State & Federal Governments for funding to implement safety recommendations from existing traffic studies.	<ol style="list-style-type: none"> <li>1. Develop prioritisation list of projects from existing primary school traffic studies.</li> <li>2. Advocate for funding to deliver projects, utilising prioritisation list.</li> <li>3. Support Castlemaine Secondary College to advocate for funding to develop a traffic study.</li> </ol>
2.2.2	Advocate for the Department of Transport and Planning to incorporate active transport infrastructure renewal and upgrade requirements into their annual program.	<ol style="list-style-type: none"> <li>1. Provide Department of Transport with active transport projects for consideration.</li> </ol>
Action area 3	Action 3 – Accessibility	Indicators
2.3.1	Review potential accessibility enhancements to network, and consider implementation into action plan.	<ol style="list-style-type: none"> <li>1. Complete Accessibility Study for Castlemaine.</li> <li>2. Recommendations from Accessibility Study to be incorporated into future annual action plans and possible future grant funding/annual budget bids.</li> <li>3. Engagement with the Disability Inclusion Action Group and Mount Alexander Disability Advocacy Group to seek input into the finalisation of the aspirational maps (this aligns with Action 1.4.5 from the Disability Inclusion Action Plan).</li> </ol>

# Annual Action Plan

## Active Transport Strategy

January - December 2026



Action area 4	Action 4 – Sustainability	Indicators
2.4.1	Investigation into improvements to tree canopy cover along high use active transport routes.	<ol style="list-style-type: none"> <li>1. Community engagement for finalisation of Aspirational Maps to include survey question about shading on high use active transport routes to help identify sites for future planting (this aligns with the Climate Change Strategy).</li> </ol>

<b>Goal 3</b>	Enhance community health and wellbeing outcomes through active transport activities
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Action area 1	Action 1 – Accessibility	Indicators
3.1.1	Improve accessible communication for Active Transport Network.	<ol style="list-style-type: none"> <li>1. Include review of information at bus stops in Public Transport Study and advocate to PTV for improvements.</li> <li>2. Undertake audit of wayfinding signage and incorporate recommendations for improvements into future grant submissions and annual budget bids.</li> <li>3. Update Council website content for Active Transport with accessibility options, including audio and visual updates.</li> </ol>

Action area 2	Action 2 – Data Capture	Indicators
3.2.1	Undertake data capture activities to better understand current needs, provision and safety issues of the Active Transport Network.	<ol style="list-style-type: none"> <li>1. Undertake desktop audit of all available Active Transport Data from Council and other organisations such as DTP, PTV and VicPol along with data from online platforms such as Strava.</li> <li>2. Undertake data capture on high use active transport sites to help inform future works.</li> <li>3. Inclusion of survey questions in Aspirational Mapping communication consultation to collect data to help inform on gaps in Active Transport Network.</li> </ol>

# Municipal Public Health & Wellbeing Plan (MPHWP) 2025-2029

## Annual Plan 2025/2026 Progress Report Q3

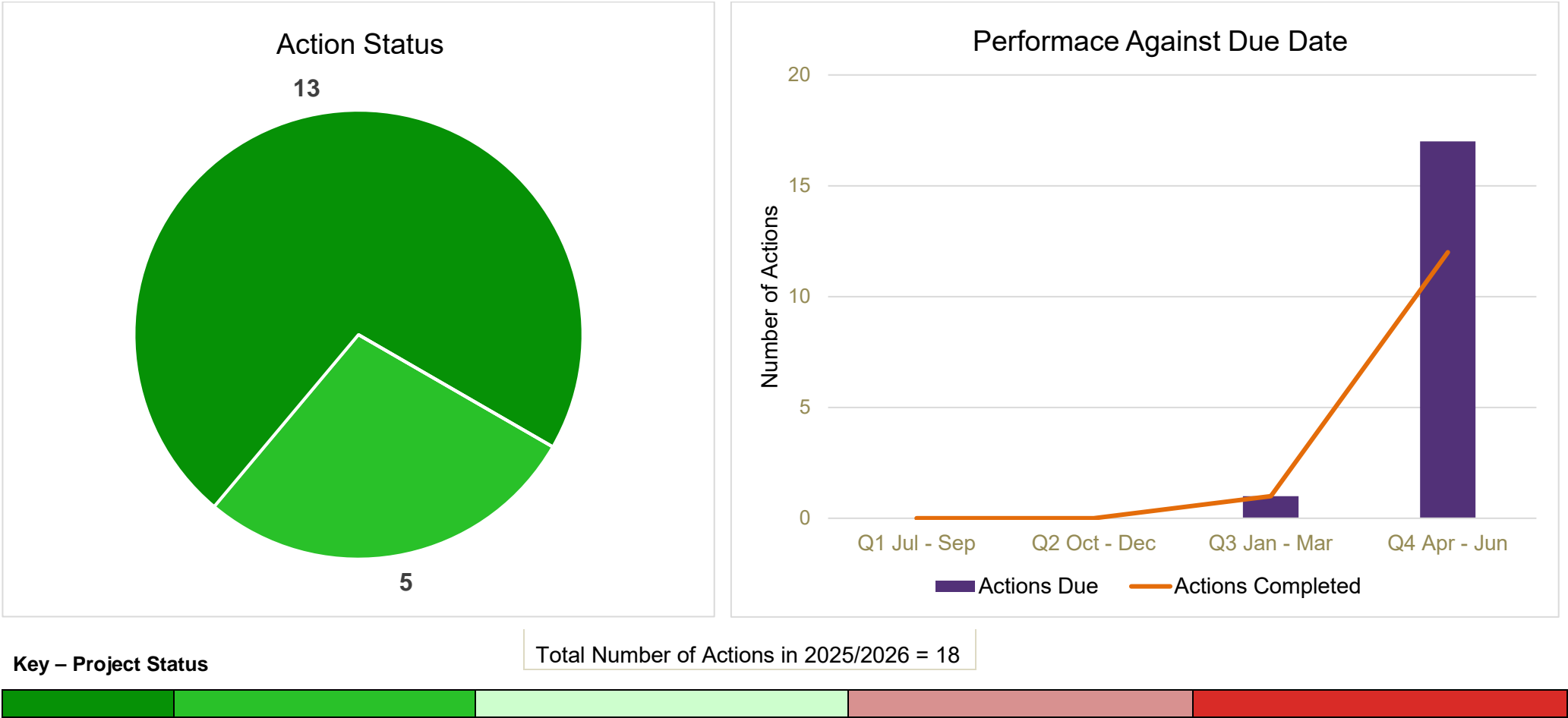


# Annual Plan 2025/2026 Actions Progress Report

The Annual Plan 2025/2026 Progress Report is presented quarterly to Council and demonstrates progress towards the priority actions Mount Alexander Shire Council is undertaking in the 2025/2026 financial year. These actions operationalise and support the achievement of the strategic priorities of the MPHWP 2025-2029.

The dashboard below provides a snapshot of the status of each action at the end of Quarter 3 (31 March 2026).

## Dashboard Reporting



<b>Completed</b> 100% achieved	<b>On Schedule – Commenced</b> Commenced on time and relevant activities are on schedule	<b>Not Due to Commence</b> Not due, and work on relevant activities not yet planned to commence	<b>Behind Schedule – Recoverable</b> Behind schedule, but can be completed within the current financial year	<b>Behind Schedule – Not Recoverable</b> Behind schedule and cannot be completed within the current financial year
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### Key Achievements for this Reporting Period:

#### The following 13 Actions were completed in Quarter 3

Action Code #	Action	Focus Area
MPHWP 1.1.4a	Advocacy for mental health undertaken	Improving Wellbeing
MPHWP 2.1.2a	Food insecurity within the shire reviewed and reported	Increasing Healthy Eating
MPHWP 2.1.4a	Healthy Loddon Campaspe cooking program undertaken	Increasing Healthy Eating
MPHWP 2.1.6a	Healthy Loddon Campaspe Flourish program undertaken	Increasing Healthy Eating
MPHWP 2.1.7a	Advocacy for MASC Food Relief Network undertaken	Increasing Healthy Eating
MPHWP 2.1.8a	Advocacy for further Healthy Loddon Campaspe funding undertaken	Increasing Healthy Eating
MPHWP 3.1.1a	Promotion of the Active Living Census undertaken	Increasing Active Living
MPHWP 4.1.1a	MASC Alcohol Harm Prevention Action Plan implemented	Reducing Harm from Alcohol and Drug Use
MPHWP 5.1.4a	Partnership with LMPHU to improve community energy efficiency literacy established	Tackling Climate Change and its Impacts on Health
MPHWP 5.1.11a	Traditional Owner actions for the Rural Land Strategy identified	Tackling Climate Change and its Impacts on Health
MPHWP 6.1.1a	MAS Family and Gendered Violence Network launched	Preventing All Forms of Violence
MPHWP 6.1.4a	Advocacy for Orange Door service undertaken	Preventing All Forms of Violence
MPHWP 6.1.7a	Gender equity initiatives and events developed	Preventing All Forms of Violence

### Concerns for this Reporting Period:

No actions are of concern in Quarter 3

# 2025 – 2029 MPHWP

The MPHWP Annual Plan Progress Report is presented quarterly to Council and demonstrates progress towards the priority actions Mount Alexander Shire Council is undertaking in the 2025/2026 financial year. These actions operationalise and support the achievement of the strategic priorities of the 2025-2029 MPHWP.


The focus areas, objectives and the number of strategic priorities of the 2025-2029 MPHWP are:

Focus Area	Objective	Strategic Priorities
1. Improving Wellbeing	1.1 Reduce psychological distress and suicide risk & increase social connection and access to mental health support.	9 1.1.1 to 1.1.9
2. Increasing healthy eating and food security	2.1 Increase fruit and vegetable consumption & reduce food insecurity and improve access to healthy, affordable food.	8 2.1.1 to 2.1.8
3. Increase active living	3.1 Increase daily physical activity across all age groups & create safer, more inclusive environments for walking, cycling and play.	4 3.1.1 to 3.1.4
4. Reducing harm from alcohol and drug use	4.1 Reduce risky alcohol and drug use, including that for adults and young people & increase access to early intervention, prevention and harm reduction programs.	7 4.1.1 to 4.1.7
5. Tackling climate change and its impacts on health	5.1 Strengthen community resilience to climate impacts in acknowledgement of the different ways groups are impacted e.g. gendered impacts of climate change, access to heating and cooling, etc. & reduce health risks from heat, ultraviolet exposure and extreme weather events.	11 5.1.1 to 5.1.11
6. Preventing violence and promoting gender equity	6.1 Reduce family violence and discrimination & promote gender equity, safety, and respect in all settings.	7 6.1.1 to 6.1.7

**MPHWP 1.: IMPROVING WELLBEING**

**MPHWP 1.1: Reduce Psychological distress and suicide risk & Increase social connection and access to mental health support.**


**MPHWP 1.1.4: Advocate for more funding for resources, support and connection spaces for older adults.**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 1.1.4a	Advocacy for mental health undertaken	30/06/2026	Completed	100%		30/03/2026	Many advocacy efforts undertaken to seek placed based supports in the Shire. This includes State Government and MH providers. Number of programs implemented following 9 January bushfires.


## MPHWP 2.: INCREASING HEALTHY EATING

**MPHWP 2.1: Increase fruit and vegetable consumption & Reduce food insecurity and improve access to healthy, affordable food.**


**MPHWP 2.1.2: Develop networks between community pantries and community groups addressing food shortages.**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 2.1.2a	Food insecurity within the shire reviewed and reported	30/06/2026	Completed	100%		31/03/2026	HLC Flourish project with partners at Harcourt Progress Association to support the food pantry relocation to a permanent location. This will support food security for those impacted by the January bushfires.


**MPHWP 2.1.4: Deliver food education and cooking programs, especially for priority groups.**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 2.1.4a	Healthy Loddon Campaspe cooking program undertaken	30/06/2026	Completed	100%		31/03/2026	HLC healthy eating project activations are progressing and being implemented currently.


**MPHWP 2.1.6: Continue to partner with regional initiatives including the Flourish program and Healthy Loddon Campaspe activation projects.**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 2.1.6a	Healthy Loddon Campaspe Flourish program undertaken	30/06/2026	Completed	100%		31/03/2026	HLC healthy eating projects are all progressing supporting an increase in knowledge and skills in cooking and preparing healthy foods.

#### MPHWP 2.1.7: Advocate for resources for implementation of the Mount Alexander Food Relief Network.

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 2.1.7a	Advocacy for MASC Food Relief Network undertaken	30/06/2026	Completed	100%		31/03/2026	Advocacy efforts continue across the Shire for food insecurity needs and the Council support provided for numerous food pantries across the Shire.


#### MPHWP 2.1.8: Advocate for continuation of Healthy Loddon Campaspe and its initiatives.

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 2.1.8a	Advocacy for further Healthy Loddon Campaspe funding undertaken	30/06/2026	Completed	100%		31/03/2026	Advocating for the continuation of HLC funding where possible, sharing the advocacy document.


## MPHWP 3.: INCREASING ACTIVE LIVING

**MPHWP 3.1: Increase daily physical activity across all age groups & create safer, more inclusive environments for walking, cycling and play.**


**MPHWP 3.1.1: Promote and support the 2025 Active Living Census.**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 3.1.1a	Promotion of the Active Living Census undertaken	30/06/2026	Completed	100%		31/03/2026	Promotion of the ALC reports and data will occur once reports are released, due in June 2026. Promoting early released ALC data.

**MPHWP 3.1.2: Use the 2025 Active Living Census data to prioritise actions for 2026- 2029.**


Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 3.1.2a	Evaluation of the Active Living Census undertaken	30/06/2026	On schedule - commenced	85%			HLC physical activity activation project is currently being implemented to support greater local opportunities for physical activity. Once data from ALC is released will share with all stakeholders.

**MPHWP 3.1.3: Advocate for upgraded footpaths, crossings and lighting in priority areas (refer to Council Plan).**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 3.1.3a	Active transport aspirational maps finalised	30/04/2026	On schedule - commenced	30%			Aspirational maps have been updated and will be published for community feedback on the Shape platform in April/May 2026.

**MPHWP 3.1.4: Consideration of community active transport infrastructure focusing on vulnerable cohorts and locations e.g. schools, active retiree**


villages and activity centres.

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 3.1.4a	Castlemaine Primary School traffic management study conducted	30/04/2026	On schedule - commenced	55%			Project has funding of \$16,000 this financial year. Three meetings held with school late in 2025. Community feedback received (approximately 35 responses). Funding being used to complete a detailed design by end of Term 2. Working with school on best design outcome


## MPHWP 4.: REDUCING HARM FROM ALCOHOL AND DRUG USE

**MPHWP 4.1: Reduce risky alcohol and drug use, including that for adults and young people & Increase access to early intervention, prevention and harm reduction programs.**

**MPHWP 4.1.1: Implement the Mount Alexander Shire Council Alcohol Harm Prevention Action Plan (2024- 2025).**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 4.1.1a	MASC Alcohol Harm Prevention Action Plan implemented	30/06/2026	Completed	100%		31/03/2026	The Health Promotion actions outlined in the MASC Alcohol Harm Prevention Action Plan were successfully delivered under VicHealth Tier 2 funding, which concluded in November 2025.


**MPHWP 4.1.4: Establish and promote alcohol/ vape-free outdoor spaces and events.**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 4.1.4a	Expanding smoke-free areas in public spaces in the Shire investigated and new areas designated	30/06/2026	On schedule - commenced	40%			A Smoke and Vape Free policy is being drafted alongside a standard operating procedure for the expansion and promotion alcohol and vape free outdoor spaces and events.


## MPHWP 5.: TACKLING CLIMATE CHANGE AND ITS IMPACTS ON HEALTH

**MPHWP 5.1: Strengthen community resilience to climate impacts in acknowledgement of the different ways groups are impacted e.g. gendered impacts of climate change, access to heating and cooling, etc. & Reduce health risks from heat, ultraviolet exposure and extreme weather events.**


**MPHWP 5.1.4: Support local energy efficiency and literacy initiatives to reduce heat impacts.**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 5.1.4a	Partnership with LMPHU to improve community energy efficiency literacy established	30/06/2026	Completed	100%		31/03/2026	Energy efficiency programs led by LMPHU continue to be undertaken - and widely promoted by MASC.

**MPHWP 5.1.5: Mount Alexander Shire Council Heatwave Plan.**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 5.1.5a	Year One - Mount Alexander Shire Heatwave Plan developed.	30/06/2026	On schedule - commenced	40%			Heatwave community information is provided on MASC website


**MPHWP 5.1.11: Recognise and support leadership of Traditional Owners in land and climate initiatives, including cultural burning, traditional ecological knowledge and Caring for Country approaches. Partner with DJAARA to embed these approaches in local adaptation planning.**

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 5.1.11a	Traditional Owner actions for the Rural Land Strategy identified.	31/03/2026	Completed	100%		31/03/2026	The traditional owner actions for the Rural Land Strategy have been recognised and embedded into the project through collaboration with DJAARA.


## MPHWP 6.: PREVENTING ALL FORMS OF VIOLENCE

### MPHWP 6.1: Reduce family violence and discrimination. & Promote gender equity, safety, and respect in all settings.


#### MPHWP 6.1.1: Reinstate and resource the local family violence and gender equity network.

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 6.1.1a	MAS Family and Gendered Violence Network launched	30/06/2026	Completed	100%		31/03/2026	MAS Family and Gendered Violence network has been launched and meetings scheduled for 2026 with partner agencies.

#### MPHWP 6.1.4: Advocate for an Orange Door service in our shire.

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 6.1.4a	Advocacy for Orange Door service undertaken	30/06/2026	Completed	100%		31/03/2026	Advocacy for the Orange Door undertaken via the MASC Family and Gendered Violence network - noting that this has been unsuccessful to date.

#### MPHWP 6.1.7: Support community-led gender equity, and safety initiatives and events.

Project Code	Project Name	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
MPHWP 6.1.7a	Gender equity initiatives and events developed	30/06/2026	Completed	100%		31/03/2026	Family and Gendered Violence network has been launched and events associated with International Women's Day undertaken. Council also reports on Gender Impact Assessments as part of corporate reporting requirements.

# Development Contributions Policy



<b>Document Type:</b>	Council Policy	TRIM reference:	DOC/26/13658
<b>Document Status:</b>	Under Review		
<b>Policy Owner (position):</b>	Manager Development Services		
<b>Internal endorsement required:</b>	Not Applicable		
<b>Final Approval by:</b>	Council		
<b>Date approved:</b>	<a href="#">Click here to enter a date.</a>		
<b>Evidence of approval:</b>			
<b>Version Number:</b>	Choose an item. 2	Frequency of Review:	Triennially
<b>Review Date:</b>	16/06/2026		
<b>Date rescinded:</b>	<a href="#">Click here to enter a date.</a>		
<b>Related legislation:</b>	Planning and Environment Act 1987 Subdivision Act 1998 Local Government Act 2020		
<b>Related strategic documents, policies, or procedures:</b>	Development Contributions via Section 173 agreements standard operating procedure: DOC/20/10535[v2] <i>Development Contributions Guidelines</i> , Version 5.9 (16 June 2003): DOC/22/43128		

Date	Version Number
18/10/2022	1
16/6/2026	2

## 1. Purpose

The purpose of this policy is to outline Council's position on and approach to the collection of development contributions, one that is fair and equitable to Council, ratepayers and developers alike, and based on prevailing land use and development legislative and procedural frameworks.

## 2. Scope

The policy applies to landowners developing land in the Mount Alexander Shire, where:

- The land is located in an area covered by an infrastructure plan that has been prepared by Council.
- The landowner is undertaking development of a type subject to development contributions according to an infrastructure plan prepared by Council.

Development contributions will not be sought in areas where no infrastructure plan exists.

## 3. Policy

Council is committed to ensuring there is essential higher order infrastructure in place to service the current and future needs of our community. Council is committed to a consistent and transparent approach to collecting development contributions, and will seek to collect contributions via the 'section 173 agreements' process provided for under Section 173 of the *Planning and Environment Act 1987*, in areas that have an infrastructure plan prepared by Council.

## 4. Key Principles of the Policy

The policy is based on the following principles:

- New development often generates a demand on existing infrastructure.
- New development should share the cost burden of providing future higher order infrastructure (new or upgraded) with Council, where their development creates the need to provide it.
- Infrastructure projects identified within a catchment that Council will collect development contributions for must be either:
  - Intrinsic to the health, safety or well-being of the community, or
  - Consistent with community expectations of what is required to meet its health, safety or well-being.
- Council will act consistently and transparently in its approach to the collection of contributions.

When negotiating development contributions via Section 173 of the Act, supported by an infrastructure plan, Council will utilise the same principles which are applied to a Development Contributions Plan as described in the government's *Development Contributions Guidelines*, Version 5.9 (16 June 2003). This includes:

- A strategic basis.
- Justification for the need for infrastructure projects.
- A nexus between new development and the need for new infrastructure.
- A reasonable time horizon.
- Infrastructure costs apportioned on the basis of projected 'share of usage'.
- A commitment to provide the infrastructure.
- Accountability.
- Transparency.

## 5. Definitions of Terms and Abbreviations Used

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

Term	Definition
The Act	Refers to the <i>Planning and Environment Act 1987</i> which can be viewed <a href="#">here</a> . The Act is was passed by the Parliament of Victoria in 1987 to provide a framework for urban planning and the use and development of land in the State of Victoria.
Development Contributions Plan	A Development Contributions Plan is a means of enabling the fair funding and delivery of infrastructure for a particular new development area. It is a planning and legal instrument used to levy new development for contributions under the Planning and Environment Act (1987).
<a href="#">Development contributions</a>	Defined by the Department of Environment, Land, Water and Planning as payments or in-kind works, facilities or services provided by developers towards the supply of infrastructure required to meet the future needs of the community.
<a href="#">Section 173</a> of the Act	Provides a mechanism for formalising a voluntary agreement. A voluntary agreement in relation to infrastructure provision can be initiated when: <ul style="list-style-type: none"> <li>• Council considers a planning scheme amendment request, and/or</li> <li>• Council considers a planning permit application.</li> </ul>
Infrastructure plan	An infrastructure plan, sometimes termed 'Informal Shared Funding Agreements', identifies a list of infrastructure projects internal to an identified (growth) area, which are costed and shared among the landowners and Council. Each infrastructure plan that Council
















	<p>prepares is specific to its relevant development area, and details higher order infrastructure needs specific to the area to which it relates. The plan provides the strategic basis and justification for negotiating contributions, which is then formalised within an agreement between relevant parties. It generally includes a set per lot contribution rate for specific sites subject to development contributions.</p>
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## 6. Human Rights Statement

### 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).

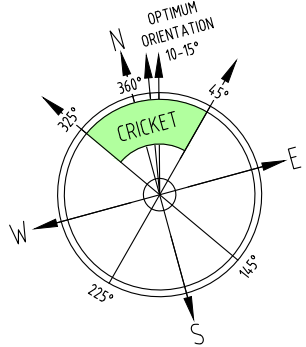
## LEGEND

-  EXISTING OVERHEAD ELECTRICAL
-  EXISTING SURFACE CONTOURS (500mm INTERVALS)
-  EXISTING FENCING TO REMAIN
-  EXISTING FENCING TO BE REMOVED
-  EXISTING VEGETATION TO REMAIN
-  EXISTING MATURE EUCALYPT & CHINESE ELMS SHOWN RED TO BE PROTECTED DURING WORKS.
-  PROPOSED SENIOR SOCCER & CRICKET FIELD PLAYING AREAS
-  PROPOSED SENIOR RUN-OFF & JUNIOR SPORTS FIELD AREAS
-  CONCRETE FOOTPATH/SPECTATOR/PAVEMENT AREAS
-  PROPOSED PAVILION
-  300mm WIDE CONCRETE PLINTH WITH 1.2m HIGH CHAIN MESH FENCE (BLACK PVC COATED), & 600mm WIDE CONCRETE SPOON DRAIN.
-  SPORTS FIELD RUN-OFF EXTENTS
-  INDICATIVE POLE LOCATIONS FOR SPORTS FIELD LIGHTING.
-  EXISTING OPEN DRAIN TO BE INFILLED
-  PROPOSED REALIGNED OPEN DRAIN

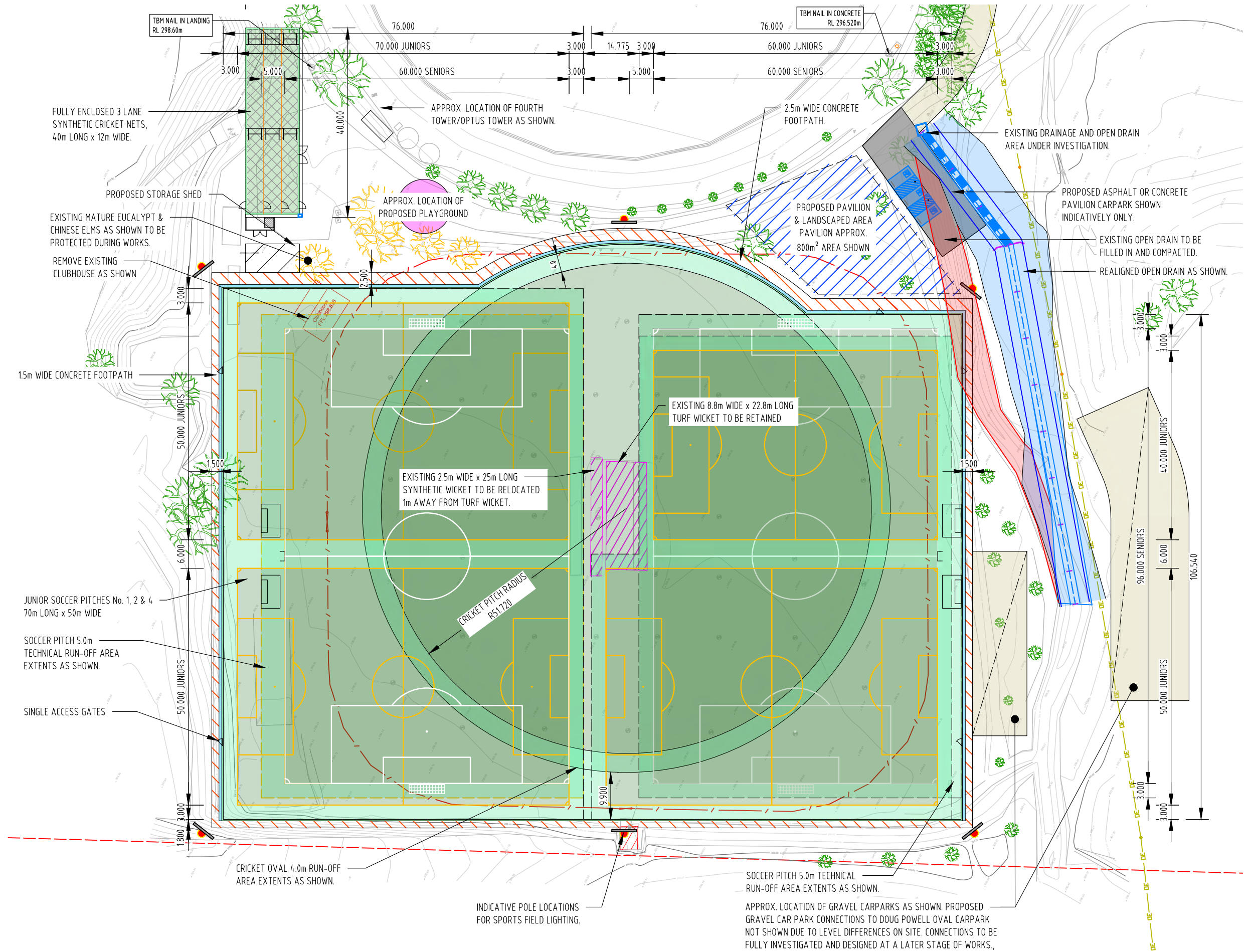


LEGEND

- |   |   |
|---|---|
|   | EXISTING OVERHEAD ELECTRICAL  |
|   | EXISTING SURFACE CONTOURS (500mm INTERVALS)   |
|   | EXISTING FENCING TO REMAIN  |
|   | EXISTING FENCING TO BE REMOVED  |
|  | EXISTING VEGETATION TO REMAIN   |
|  | EXISTING MATURE EUCALYPT & CHINESE ELMS<br>SHOWN RED TO BE PROTECTED DURING WORKS.                                      |
|   | PROPOSED SENIOR SOCCER &<br>CRICKET FIELD PLAYING AREAS   |
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|   | EXISTING OPEN DRAIN TO BE INFILLED  |
|   | PROPOSED REALIGNED OPEN DRAIN   |



## CRICKET PITCH OPTIMAL ORIENTATION



[REDACTED]  
Castlemaine 3450

16.3.2026

Troy Lyons.

Dear Troy,

Firstly, thank you for the opportunity to discuss and raise concerns regarding the proposed car park as part of the Elsie Palmer oval upgrade.

As mentioned in our phone conversation, the SES also have a proposed plan to develop a car park on land prior to the creek area as part of an upgrade to their depot on the corner of Scott's Ave. and McGrath Street.

Questions asked.

Has there been an environmental study done on the impact of the carpark to the creek with home to frogs, snakes and other living species?  
Kangaroos also come there for water.

A visual amenity study statement has been done on adjacent and opposite surrounding properties of the proposed car park.

With the 176 car parking spaces, will the car park be sealed to allow for allocated car parking spaces and will lighting be installed?

The car park is a fair distance from the Elsie Palmer oval.

An alternative area would be what used to be

the original Castlemaine tip, with sloping pathways taking players and spectators directly to the ovals and playground area.

There was a notice on the old gate to this area the sign for the communities' input for the Elsie Palmer oval.

This would take visitors to the ovals via Railway ~~Park~~ <sup>Ave</sup> and up to a designated car park well away from the few residences in Railway Ave.

Concerns and objections have been raised of the siting of the Optus telecommunications tower on the Doug Powell oval and the now closeness of the child's playground, with many unknowing parents who would ~~like~~ have health and well-being of their children compromised while participating in the area.

There is an active action group still opposing this tower and its location - going back to 2018. What goes up can come down.

Council released a Health and well-being plan for residents and ratepayers 2021-2025

The traffic increase - which, as stated 816 more day trips will bring high volumes of traffic down intersections of Merson and Taylor Streets from Duke St with no mention of McGrath St. This will greatly impact residences day and evening, which at present are very quiet streets.

Currently there is no signage at Merson/Duke St intersection to indicate the sporting complex of Wesley Hill, this is only found at Taylor St.

Noise travels.- if the proposed car park goes ahead, noise from vehicles coming and going, slamming of car doors and chatter will make for a nuisance to nearby residences in an other very serene environment.

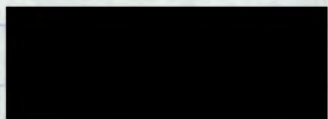
If the council decide to try and mitigate the visual impact of the car park, any bushes and trees should be of a height to block the view and cancel out the eyesore created to residences in McGrath St and Scotts Avenue.

Please note: Not more gum trees like those planted in McGrath Street, due to the already, shedding, falling branches and huge amounts of leaves filling gutters and drains that require constant clean ups.

Perhaps crepe myrtles like in Kennedy St. or grevillias or bottle brushes which we already have in McGrath St.

Yours sincerely

Mike.

Greg 

## Troy Lyons

---

**From:** [REDACTED]  
**Sent:** Wednesday, 11 March 2026 2:24 PM  
**To:** Troy Lyons  
**Subject:** Wesley Hill Rec Upgrades

**Caution:** This email is originated from outside of the organisation. Do not click on links or open attachments unless you recognise the sender, and know the content is safe.

Hi Troy

Just passing on feedback about plans for Wesley Hill Upgrade as community member.

The proposed pavilion location may be suitable for change rooms, toilets and a cafeteria (although unlikely to be big enough) but for spectator viewing the designated area will be of no use - likewise playground area if it is a long way from toilets and any food options won't be that handy - the kids run off out there with so much open space - I would suggest having the playground closer to the pavilion and extending the pavilion footprint - also I would investigate options for terracing around the perimeter of the pitches to enable informal seating for the games, done carefully this could create something similar to an amphitheatre and using dirt/gravel/rocks/retaining walls... still enable vegetation to be retained and re-veg to be attempted which I am sure the soccer club players and local schools would get behind :)

There needs to be sufficient spaces also between the pitches for spectators to stand and be well back from the edge of the grounds... Castlemaine has a great club culture where parents/spectators must be behind the boundary which is usually a minimum of 1m from the sideline to ensure the players aren't as intimidated as much as they would otherwise be and so you need at least 4 metres between each pitch (1m for spectator boundary and assistant refs to do the lines) then 2m for spectators to stand in... also some kind of undercover shelter for half time and during match etc to provide protection for players/subs/coaches - as well as somewhere for the referees to retreat too during half time and at end of game - this has to be safe to get to and from the ground in case of unhappy spectators which does happen occasionally.

Any lighting should be dark sky certified for all facilities these days to consider wildlife (can't hunt/survive when dark sky too light) and dark sky amenity for humans too.

thanks and best wishes

Donna

# Community Engagement Summary



Elsie Palmer Field Design





# 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 practice 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 Agreements with both the Dja Dja Wurrung Clans Aboriginal Corporation and the Taungurung Land and Waters Council.

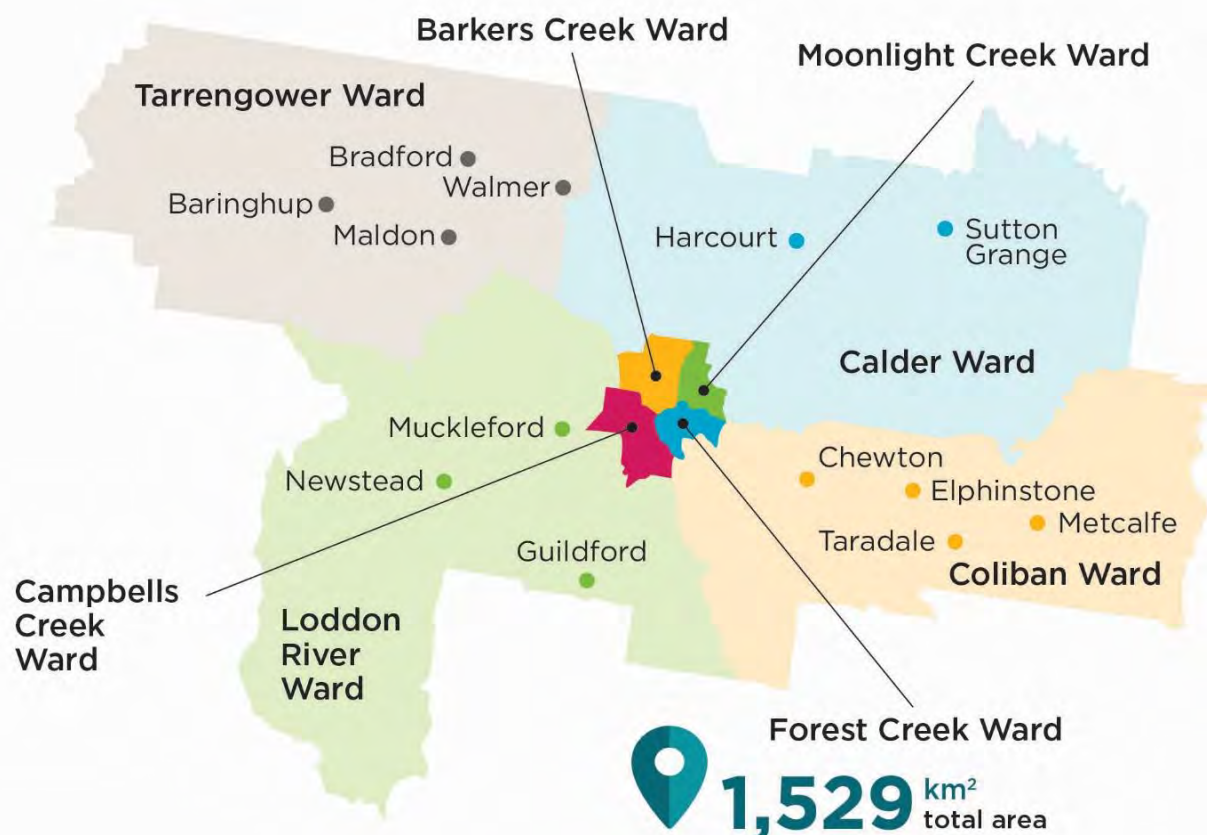
# Our shire

## Mount Alexander Shire – a snapshot

Mount Alexander Shire is diverse, with urban and rural communities. It has much to offer: Beautiful heritage streetscapes and picturesque towns, stunning natural surroundings, a thriving local economy and a vibrant cultural life.

Our community comprises more than 20,000 people with most living in and around the townships of Castlemaine, Harcourt, Maldon, Campbells Creek, Newstead, Elphinstone, Guildford, Chewton and Taradale.

Located within commuting distance of Melbourne and Bendigo, the popularity of the shire continues to grow as new residents move to the area to make the most of the lifestyle and all the shire offers.



Source: REMPLAN data



# Executive summary

Mount Alexander Shire Council asked the community to share their thoughts on proposed plans for an upgrade to the Elsie Palmer Field at Wesley Hill Recreation Reserve. Through surveys, written submissions, a drop-in session and targeted engagement with diverse user groups, residents shared their thoughts, concerns, and ideas about the current draft design for the improved Elsie Palmer Sports field.

Community feedback showed strong support for the project, with an average rating of 3.3 out of 4. Many people liked the size and layout of the field, as well as the plan for a new pavilion in Stage 2. Some concerns were raised, mainly about car parking and the location of the pavilion, which received mixed views.

We grouped the feedback into themes so it's easy to see what the community values most, what opportunities exist, and what could be improved. Community input will be used to guide Council's decisions.

## Timeline

- ✓ **Wednesday 18 February**  
Community engagement commences.
- ✓ **Monday 2 March**  
Drop-in session on site from 3:30pm - 5:30pm.
- ✓ **Monday 16 March**  
Community engagement concludes.
- ✓ **March to April 2026**  
Community feedback collated and analysed.
- ✓ **April to May 2026**  
Present concept designs and community feedback to Councillors for decision.
- ★ **Ongoing**  
Council will continue to integrate community input into future decisions and share outcomes with the community.



# Project overview

To support the growing interest in soccer in our shire, Council is planning to upgrade Elsie Palmer Field in Wesley Hill. After reviewing several options, this site was chosen as the best place to add new soccer fields for the Castlemaine Goldfields Football Club to train and play.

In July 2025, Council agreed to develop a detailed concept plan. This will look at how to fit in soccer pitches, cricket wickets, sports lighting, cricket nets, and improved facilities like changerooms, a kiosk, clubrooms, umpire rooms, and storage.

This upgrade is part of our Council Plan to keep community facilities well-maintained, welcoming, and used by as many people as possible.

## Impact and integration

This summary presents clearly themed and organised community feedback that can be directly integrated into Council's plans and strategies. It highlights key issues, place-based opportunities, and community priorities in language aligned with project goals. Councillors and Council staff will use this input to guide decision-making, and it provides a transparent record of how community engagement is shaping outcomes.

Themed  
responses with  
subject matter  
related language



Community  
identified issues  
and opportunities  
for place-based  
solutions



Community  
identified priorities  
for elevation and  
guidance



## Community informed outcomes

# Engagement overview

The purpose of this engagement is to help shape our proposed upgrades to Elsie Palmer Field at Wesley Hill Recreation Reserve. These upgrades aim to improve the quality, safety and usability of the space for players, families and the wider community.

The project focuses on creating flexible, inclusive sports facilities that support growing soccer participation and balance the needs of cricket participation, casual users and nearby residents.

By inviting feedback from residents, players, parents and neighbours, Council is ensuring the final design reflects local priorities and supports well-used, accessible community infrastructure across the Shire.

## What we did

- Raised awareness via social media, local news articles.
- Informed the community about the consultation period via a Shape page which received 489 visits in February and March 2026.
- Consulted the community via an online survey, which received 49 responses between 18 February and 16 March 2026.
- Delivered a drop-in session at the Wesley Hill Recreation Reserve.
- Letterbox dropped to approximately 45 neighbouring residential properties.



## What we asked

The survey asked participants about their connection to Elsie Palmer Field, how they currently use the reserve and whether they or their families take part in sports or activities at Wesley Hill Recreation Reserve.

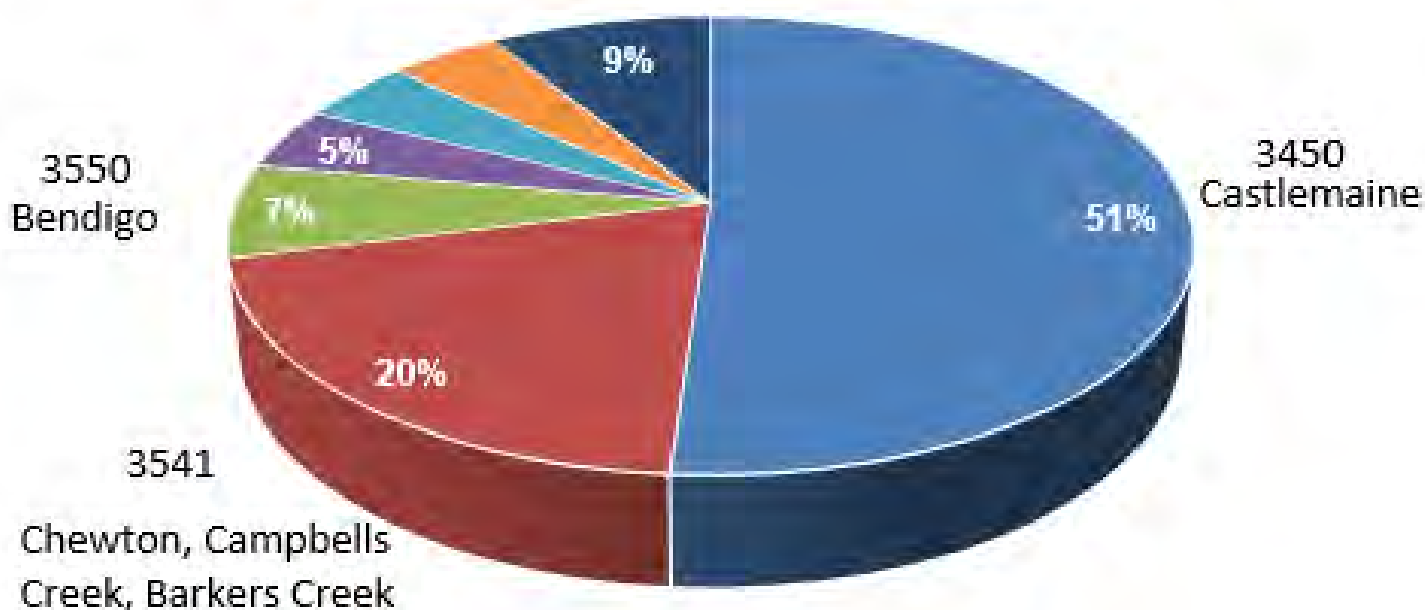
Participants were invited to share what they value about the space, any challenges they experience, and their thoughts on proposed improvements such as field layout, lighting, amenities and access. The survey also provided space for general comments, ideas and suggestions to help shape the final design.

# Community response

The following section highlights the key themes that emerged from community engagement, reflecting the most common concerns, values and aspirations shared by participants.

By grouping feedback into clear themes and linking it to the goals of the project, this section provides a practical foundation for decision-making. It shows how community input is directly shaping the direction of the upgrades to Elsie Palmer Field.

Postcode of survey respondents



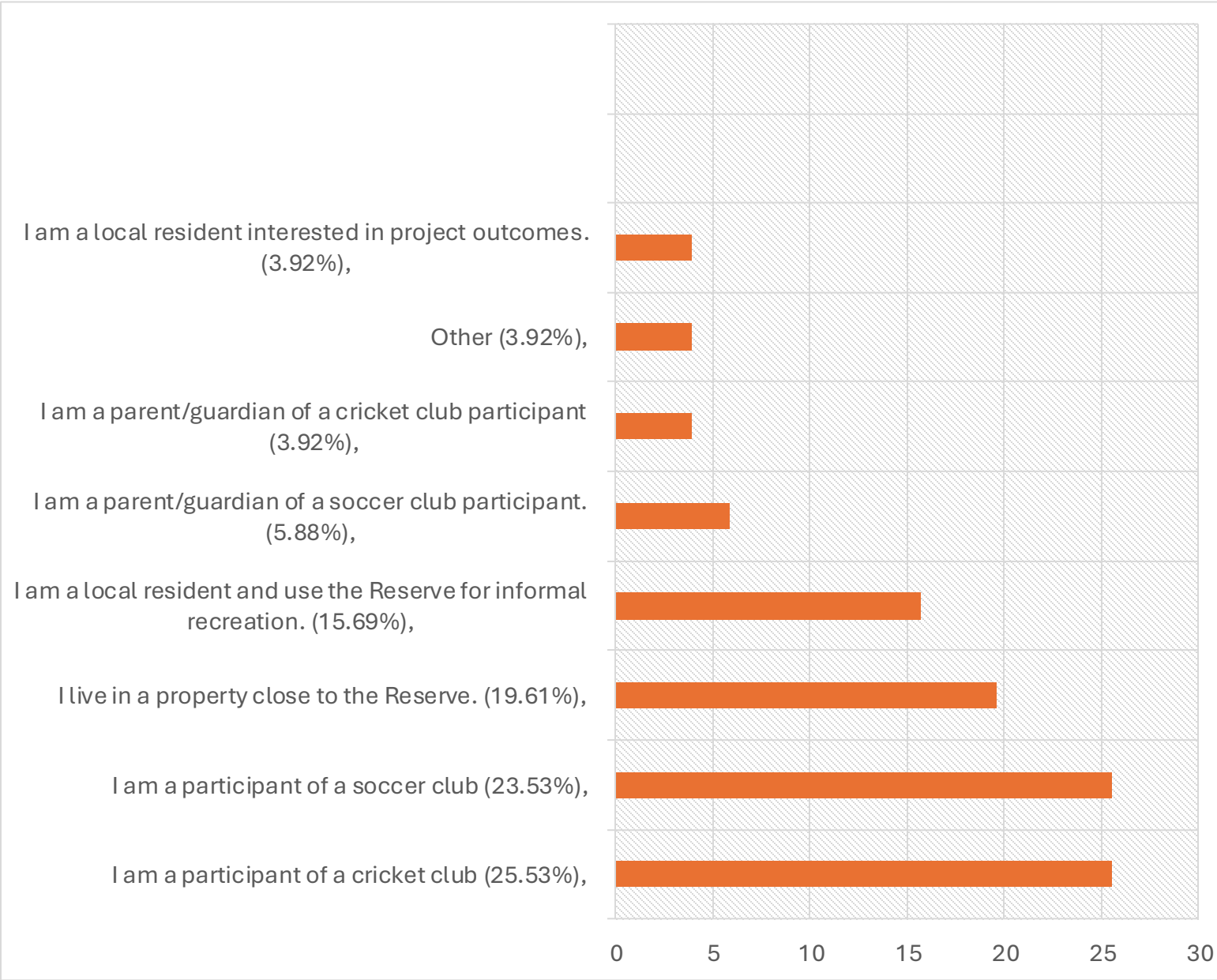
The majority of respondents are concentrated in the Castlemaine area (51%), with notable representation from surrounding areas such as Chewton, Campbells Creek, and Barkers Creek under the postcode 3451 (20%). A smaller number of responses were received from outlying postcodes within and outside of the Shire, indicating limited engagement.

# Community response

## Q. Why are you interested in this project?

A total of **49** survey responses and two written submissions were also received.

Respondents included a mix of:



# Community response

## Q1. What do you like and value in the proposed design?

Through this survey question, respondents provided qualitative answers to the question with approximately 88 items that have been categorised with a positive sentiment. Please see below an overview of the themes that have a positive sentiment about the project and/or design.

### Positive sentiment

Theme	Number
Ground size/orientation	25 (28%)
Pavilion	13 (15%)
General support	13 (15%)
Cricket Wicket	8 (9%)
Playground	8 (9%)
Car Parking	6 (7%)
Soccer Fields	6 (7%)
Cricket Nets	2 (2%)
Sharing/multipurpose	1 (1%)
<b>TOTAL</b>	<b>82 (100%)</b>

“

It is fantastic to see the Council supporting this redevelopment that will allow participation to grow for soccer... It is great to see the cricket and soccer clubs working together on a shared solution.

”

# Community response

## Q2. Are there any elements you think could be improved in the proposed design?

Through this survey question, respondents provided approximately 33 items that have been categorised with a negative sentiment. Please see below an overview of the themes

### Negative sentiment

Theme	Number
Car Parking location	15 (45%)
Pavilion and cricket net locations	11 (33%)
Playground	4 (12%)
Sports lighting	2 (6%)
Traffic volume	1 (3%)
TOTAL	33 (100%)

“

I don't think there should be extra parking on the reserve. Ample parking already around... Residents should be encouraged to actively travel to the area.

”

# Community response

## Q3. Is there anything else you think would benefit the community that we should consider?

Through this survey question, respondents provided approximately 37 areas of suggestion or improvements to the design plans and/or other items for Council to consider.

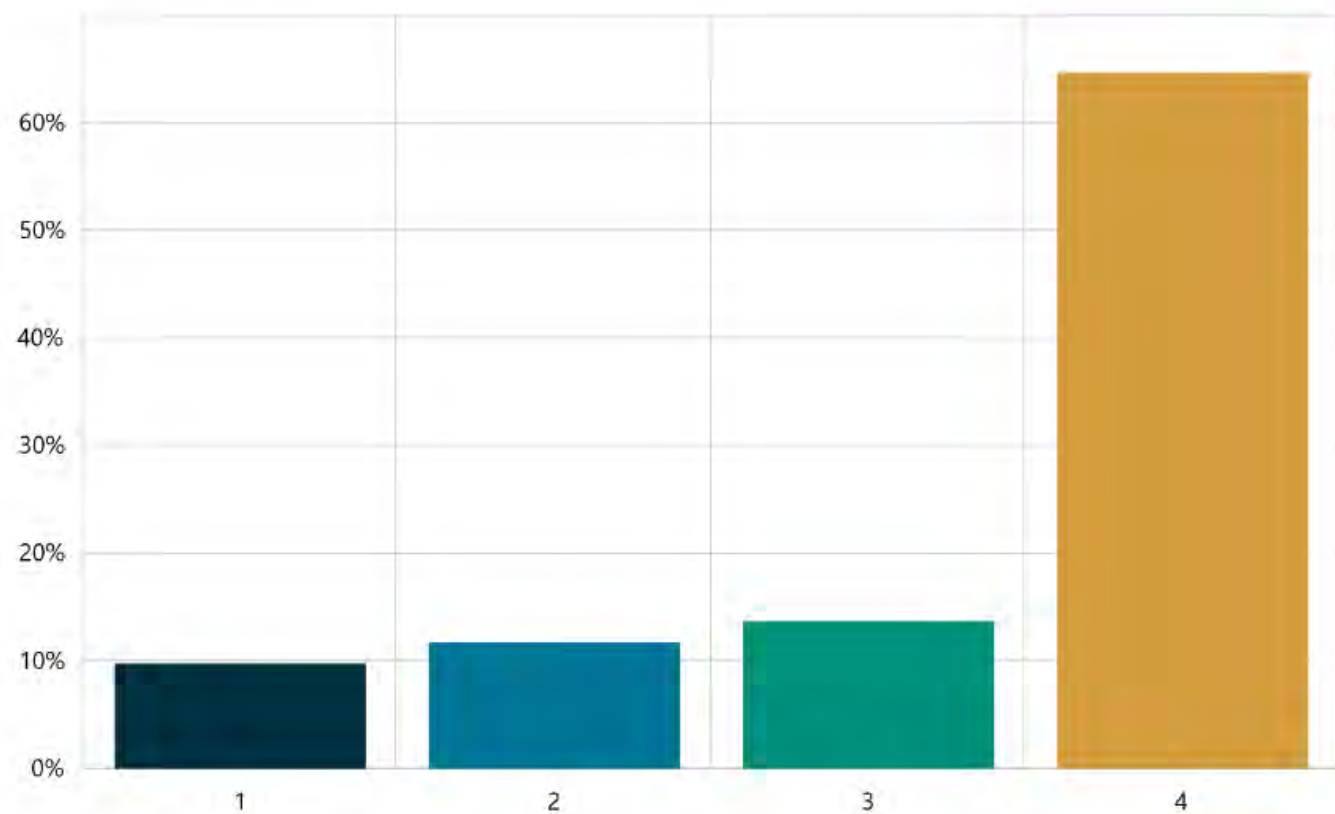
### Suggestions for improvement/s

Theme	Number
Pavilion considerations	13 (35%)
Spectator experience	6 (16%)
Dog off leash	5 (14%)
Trees and plantings	4 (11%)
Maintenance and upkeep	3 (8%)
Playground	2 (5%)
Electric Vehicle charging	1 (3%)
Swimming Pool	1 (3%)
More soccer pitches	1 (3%)
Electronic scoreboard	1 (3%)
<b>TOTAL</b>	<b>37 (100%)</b>

# Community response

Q4. What is your overall support for this project and the proposed design?

6. What is your overall level of support for this project and the proposed design? Required  
Rating | Skipped: 0 | Answered: 51 (100%)



1	2	3	4	Count	Weighted average
9.80%	11.76%	13.73%	64.71%	51	3.33
5	6	7	33		

# Community identified Issues and opportunities

## **Location of pavilion/ cricket nets:**

Many residents representing the cricket club identified an alternative location for the pavilion to mitigate viewing impacts of looking into the sun. Many suggested a switch with the cricket nets or an alternative location.

## **Car parking:**

Some local residents questioned if more parking was required and suggested other possible locations.

## **Pavilion considerations:**

There were some differing views on what should be included within a future pavilion. This feedback will be considered during stage 2 - future pavilion design process.

# Community priorities

If we combine the key feedback themes with the community identified issues and opportunities, some distinct community priorities emerge. These will help guide the project team and Council as they consider next steps.

**1 Review the provision of car parking and consider other locations.**

**2 Review the pavilion location.**

**3 Considerations and inclusions for future pavilion design, including spectator experience.**



## **Mount Alexander Shire Council**

Cnr Lyttleton and Lloyd streets  
Castlemaine VIC 3450

**Phone:** (03) 5471 1700

**Email:** [info@mountalexander.vic.gov.au](mailto:info@mountalexander.vic.gov.au)

**Website:** [www.mountalexander.vic.gov.au](http://www.mountalexander.vic.gov.au)

**Shape website:** [www.shape.mountalexander.vic.gov.au](http://www.shape.mountalexander.vic.gov.au)



## Gender Impact Assessment – Soccer Participation Facility Feasibility Study and Concept Plan

### STEP ONE: DEFINING THE ISSUES AND CHALLENGE ASSUMPTIONS

Question		Response
Title of policy/program/service:		Soccer Participation Facility Feasibility Study and Concept Plan
Business Unit:		Parks Recreation and Community Facilities
Duration of policy/program/service:		Short-term / ongoing
Purpose and Objectives	What is the purpose of this particular policy, program or service? Why is it needed?	<p>There is only one soccer club in the Shire – Castlemaine Goldfields Football Club (CGFC).</p> <p>This club has the highest participation out of any sports club in the Shire.</p> <p>This club has very high female participation and is growing male, female and gender diverse members.</p> <p>CGFC home ground is Chewton Soldiers Memorial Park. This facility provides one senior sized pitch.</p> <p>Due to high participation this is the most used pitch in Victoria.</p> <p>It has been calculated that a club of this size requires 2 x senior sized pitches and 2 sized junior pitches.</p> <p>The current ground is not large enough for expansion, it is therefore necessary to investigate a new site for expansion, design concept plans and develop costings for funding advocacy.</p>
	Who is the target group/end user, for this policy, program or service?	<p>Soccer participants and members.</p> <p>Local residents for selected site.</p> <p>Visiting clubs.</p>

	Who will be impacted by this policy, program or service beyond the target group?	<p>Soccer participants and members.</p> <p>Local residents for selected site.</p> <p>Visiting clubs.</p> <p>Existing Community Asset Committees or school community (depending on site selection)</p>
	How have those who are impacted (directly and indirectly) by the policy, program or service been included in the design or decision making?	<p>Key stakeholders will be part of a project working group.</p> <p>CGFC are contributing \$5k to this project.</p> <p>CGFC provided a deputation to Council in October 2023 requesting this project proceeds.</p>
	What barriers might limit women, men, gender-diverse people from accessing, benefitting and using this policy, program or service?	<p>A key element of the project will be to identify sites and develop concept plans that cater for all – specifically existing and future club members who are female and gender diverse. The club is planning specific gender diverse training.</p> <p>The club already has 142 female players with potential for expansion.</p> <p>The current committee is 2/3 female.</p> <p>Cost of participation in sport (Membership fees)</p>
	What actions could be taken to remove those barriers?	<p>The club keeps its membership fees as low as possible.</p> <p>There is funding support available through the Victoria Government for Sport Vouchers. Eligible families who hold health care cards or other concession cards can apply for vouchers of up to \$200 per child. Council can assist in promoting this to the community.</p>
	How will this policy, program or service impact those who are gender diverse?	<p>By providing greater opportunities for participation in soccer – the club is welcoming and inclusive. On Monday nights they hold a women and gender diverse session with current membership at 70.</p>
Considering Intersection	How will this policy, program or service impact those who identify as Aboriginal or Torres Strait Islander?	<p>Neutral impact.</p> <p>CGFC has a code of conduct to welcome all community members to become members of the club.</p>

	How will this policy, program or service impact those who might have disabilities, are from different cultural identities, ages, sexual orientations or religion?	<p>Site selection and concept design development will take into consideration accessibility requirements.</p> <p>There is the potential for walking football to be introduced.</p> <p>The club have commenced inclusive indoor training sessions at Castlemaine Secondary College and are planning to grow these and to provide them at future sites.</p>
	How will this policy, program or service impact people who live in the urban environment (in town) compared to living remotely or are isolated?	<p>Current club location is in Chewton, which is a 7 minute drive from Castlemaine CBD.</p> <p>A key consideration in site selection will be an attempt to consolidate soccer activities as possible in the one location and ideally more central to Castlemaine allowing for more public transport or cycle options.</p>
	Considering intersectionality, what additional needs might there be for people who experience gender inequality alongside other forms of discrimination?	<p>Specific consultation sessions with different sectors of the community to ensure that all needs are captured when selecting the site and developing concept designs.</p> <p>Consultation will include accessibility provision such as auslan interpreters and face-to-face options at accessible venues.</p>
	What action can be taken to address these needs?	Listed above.
<b>Focus Area</b>	<b>What will you focus on in your assessment to support a more gender equitable outcome for the end user and community?</b>	<p>Accessible, central site</p> <p>Accessible concept designs</p> <p>Inclusive community consultation practices</p> <p>Gender specific consultation</p>

## STEP TWO: RESEARCH AND CONSULTATION

Question	Response
What information is available to help you understand the above issues in more depth?	<ul style="list-style-type: none"> <li>Football Victoria Design Guidelines</li> <li>Building code</li> <li>IAP2 community consultation guidelines</li> <li>MASC Community consultation toolkit</li> </ul>

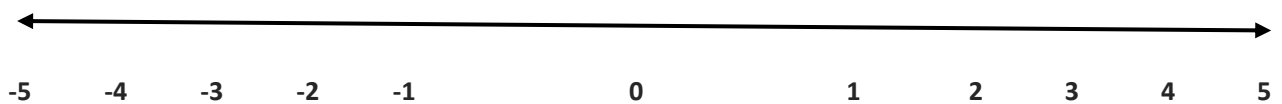
<p>What did the internal data, desktop research, consultation and engagement tell you?</p>	<ul style="list-style-type: none"> <li>• Football facility guidelines provide accessibility recommendations</li> <li>• Community consultation documents provided guidelines on how best to consult with all sectors of the community and to ensure all have a voice.</li> </ul> <p><b>ACTIVE LIVING CENSUS 2019</b></p> <p>55.3% of people want to do more activity.</p> <p>In particular:</p> <ul style="list-style-type: none"> <li>• Adults: 35-49</li> <li>• English not main language</li> <li>• Aboriginal and Torres Strait Islander people</li> <li>• People who identify as LBGTQIA+</li> <li>• People with a high education</li> <li>• Low income and food insecure households</li> </ul> <p>Females were more likely to use most of the public facilities except sports grounds, ovals and clubrooms and skateparks or BMX facilities (where males were more likely users).</p> <p><b>Demographics of Townships (Remplan)</b></p> <p><b>CASTLEMAINE</b></p> <p>Overall population growth (Males and Females):</p> <p>2021 (ABS): 7,705</p> <p>increase to 8,003 by 2026</p> <p>increase to 8,359 by 2031</p> <p>increase to 8,723 by 2036</p> <p>increase to 9,450 by 2046</p> <p>Overall population growth (Females):</p> <p>2021 (ABS): 3,775</p> <p>increase to 3,919 by 2026</p> <p>increase to 4,093 by 2031</p> <p>increase to 4,271 by 2036</p> <p>increase to 4,617 by 2046</p> <p>Overall population growth (Males):</p>
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	<p>2021 (ABS): 3,930</p> <p>increase to 4,084 by 2026</p> <p>increase to 4,266 by 2031</p> <p>increase to 4,452 by 2036</p> <p>increase to 4,833 by 2046</p> <p><b>Summary</b> –Overall there is almost 50/50 split male/female across the shire illustrating a need to ensure there is equitable provision of facilities for male/female and gender diverse people.</p> <p>We have an aging community, hence the need to provide more accessible facilities and participation opportunities.</p>
Have you consulted with the affected target groups? (If not, please explain why not).	<p>Fortnightly meetings have been held and will continue to with CGFC to help inform development of the feasibility study and concept designs.</p> <p>Continued consultation will be designed in collaboration with the club.</p>

### STEP THREE: OPTIONS ANALYSIS

Question	Response
Based on the information in Step One and Two, what are your options for helping mitigate, or reduce the gendered and/or intersectional impacts of the policy, program or service?	<p>Option 1: Develop and implement fully inclusive communications plan for project roll out.</p> <p>Option 2: Ensuring that accessibility and inclusivity is a key consideration for site selection and concept designs.</p> <p>Option 3: Council currently developing Fair Access Roadmap. Policy to be adopted by June 2024. Policy positions will be reflected in the development of this project.</p>
What are the benefits associated with this particular option?	<p>Option 1:</p> <p>Accessible for all ages and abilities</p> <p>Option 2:</p>

	<p>Accessible for all ages and abilities</p> <p>Option 3: Universal participation</p>
What are the costs (if any) associated with this particular option?	No financial impacts for any option. More time to be allowed in consultation to ensure it is broad and captures all sectors listed.
<p><b>Overall gender impact</b></p> <p>Score your option using the guide below to determine if the option has a positive, neutral or negative overall gender impact.</p>	5



**NEGATIVE GENDER IMPACT**

- Reinforces traditional gender roles/norms
- Reinforces privilege to genders already privileged in this area
- Doesn't level the playing field
- Doesn't create any new opportunities for access and inclusion
- Doesn't consider gender inequality alongside other forms of discrimination

**NEUTRAL GENDER IMPACT**

- Does not appear to support gender inequality/equality

**POSITIVE GENDER IMPACT**

- Considers the different needs of different genders and diverse groups to support a more fair and inclusive community.
- Works to remove barriers to gender equality and deliberately tries to level the playing field.
- Actively promotes equality for those experiencing gender inequality alongside other forms of discrimination.

## STEP FOUR: RECOMMENDATIONS

Question	Response
<p data-bbox="204 329 735 398">Based on the steps above, what is your final recommendation?</p> <p data-bbox="204 479 400 508">Please describe:</p> <ul data-bbox="256 591 772 952" style="list-style-type: none"><li data-bbox="256 591 692 660">• Explain the rationale behind this recommendation</li><li data-bbox="256 703 772 842">• Describe how this recommendation meets the needs of the target group of different genders, address gender inequality and promotes equality</li><li data-bbox="256 884 759 952">• Describe any risk mitigation strategies where applicable</li></ul>	<ol data-bbox="858 383 1382 555" style="list-style-type: none"><li data-bbox="858 383 1382 416">1) Develop inclusive communications plan</li><li data-bbox="858 418 1382 488">2) Consider accessibility and inclusivity in site selection and concept designs.</li><li data-bbox="858 490 1382 555">3) Align Fair Access Policy with project development</li></ol>

## Final Checklist

Once a complete GIA has been applied to your policy, program or service, complete the checklist below and then please send a copy of your completed GIA to People and Culture

@[mountalexander.vic.gov.au](mailto:mountalexander.vic.gov.au) with the subject format: GIA – policy/program/service title – Unit:

Have you:	Yes	No	Comment
Challenged your own assumptions and identified gaps in gender knowledge? (Step One)	X		
Worked with your team to identify who is likely to be impacted by this policy, program or service and what gendered factors might influence the way different community members are impacted? (Step One)	X		
Conducted desktop research and analysed gender disaggregated statistics to investigate how issues of gender, cultural identity, ability, sexual orientation, gender identity, age or religion might shape how your policy, program or service is implemented or experienced? (Step Two)	X	<input type="checkbox"/>	
Undertaken collaborative approaches to consultation and engagement to understand access to, and experience of the policy, program or service and/or co-design a solution? (Step Two)	<input type="checkbox"/>	X	This will occur as part of the project
Develop an option or options for your proposed policy, program or service that improves the gender-related benefits and costs? (Step Three)	X	<input type="checkbox"/>	
Made a recommendation with rationale for your approach which considers how your recommendation meets the needs of people of different genders; addresses gender inequality; and promotes gender equality? (Step Four)	X	<input type="checkbox"/>	
Do you recommend any further work to be undertaken in steps one, two or three? If so, what?	X	<input type="checkbox"/>	Once project progresses to construction and implementation, ensure club implements inclusive user policies
Do you support the recommendation made?	X		

**Name of Unit:** Parks Recreation and Community Facilities

**Name of lead officer:** Troy Lyons and Karen Evennett

**GIA completion date:** 8/12/2023

# Council Plan 2025-2029

## Annual Plan 2025/2026 Progress Report Q3

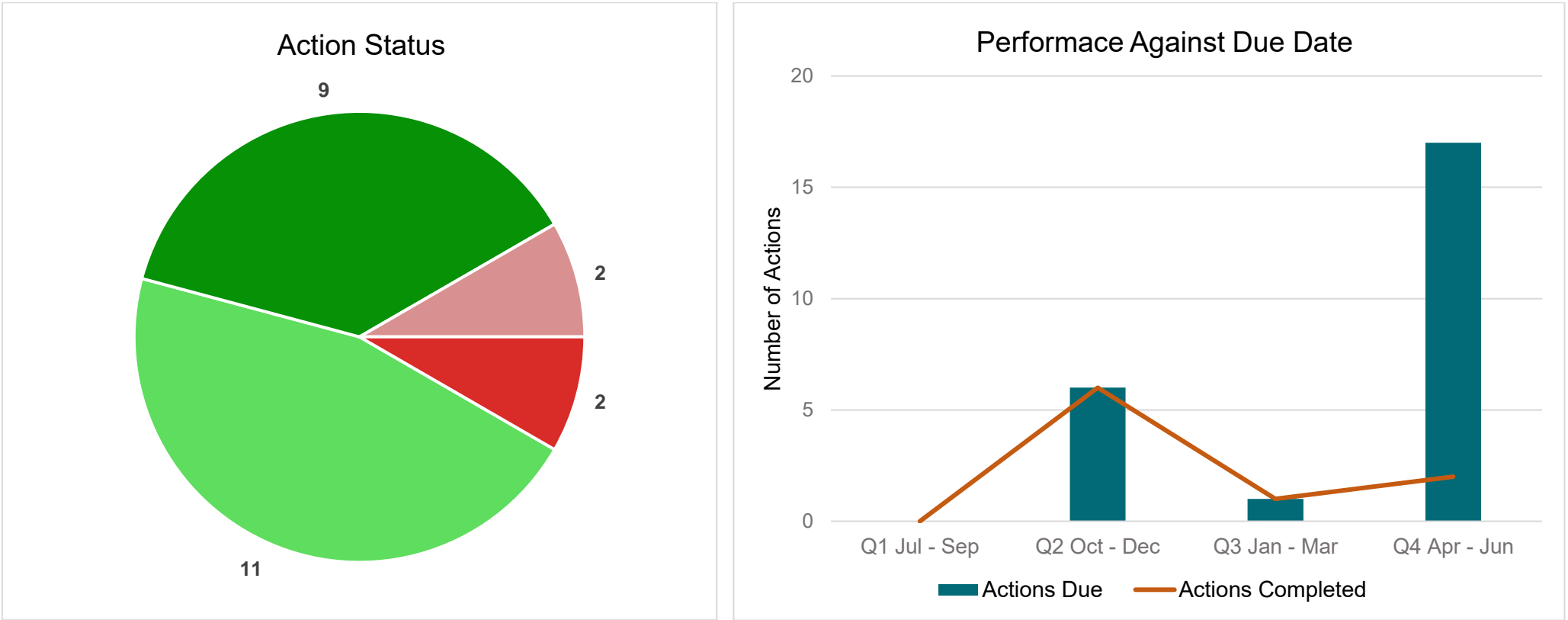


# Annual Plan 2025/2026 Progress Report Q3

The Annual Plan 2025/2026 Progress Report is presented quarterly to Council and demonstrates progress towards the priority actions Mount Alexander Shire Council is undertaking in the 2025/2026 financial year. These actions operationalise and support the achievement of the strategic priorities of the Council Plan 2025-2029.

The dashboard below provides a snapshot of the status of each action at the end of Quarter 3 (31 March 2026).

## Reporting Dashboard



Total Number of Actions in 2025/2026 = 24





Key – Project Status				
Completed 100% achieved	On Schedule – Commenced Commenced on time and relevant activities are on schedule	Not Due to Commence Not due, and work on relevant activities not yet planned to commence	Behind Schedule – Recoverable Behind schedule, but can be completed within the current financial year	Behind Schedule – Not Recoverable Behind schedule and cannot be completed within the current financial year

## Key Achievements for this Reporting Period:

The following two Actions were completed in Quarter 3

Action Code #	Action	Focus Area
CP 2.2.4a	Implementation of Forestree software completed.	Natural Environments
CP 4.3.4a	Year One - FOGO and glass waste stream processing approach finalised.	Wellbeing Economies

## Concerns for this Reporting Period:

Action Status	Action Code #	Action	Comments
Behind Schedule – Not Recoverable 	CP 1.3.4a	Aged Care Strategy to meet the needs of older adults living in the Shire developed.	Current staffing resources have impacted on the timeframe of delivery for the Aged Care Strategy. Completion of this action will be undertaken in the 2026/2027 financial year.
Behind Schedule – Not Recoverable 	CP 3.4.2a	End Point provider appointed for network of public electric vehicle charging stations within Mount Alexander Shire.	Stakeholder related delays have extended the tender timeline. Tender now to be awarded in Quarter 1 2026/2027 financial year.
Behind Schedule – Recoverable 	CP 4.3.1a	Industrial Land Strategy and design guidelines adopted.	Final Strategy and Guidelines to be presented to Council in May 2026.
Behind Schedule – Recoverable 	CP 5.2.2a	Year One – Increase in organisational risk maturity from baseline measure.	Risk maturity improvement activities are in progress. Activities that are behind schedule, or are not due to commence, will be completed by 30 June 2026.

# Council Plan 2025-2029


The focus areas and objectives of the Council Plan 2025-2029 are listed below:

Focus Area	Objective
<b>1. Communities</b> Healthy, connected and inclusive communities	<b>1.1</b> A strong, connected network of community-led wellbeing initiatives. <b>1.2</b> Vibrant townships, reflecting local spirit and aspirations. <b>1.3</b> Services and initiatives are delivered equitably. <b>1.4</b> Council decisions, services, and planning are actively informed by the diverse voices of all people from across the Shire. <b>1.5</b> Strong relationships with Traditional Owners, First Nations groups and community members.
<b>2. Natural Environments</b> Enhanced and protected natural environments	<b>2.1</b> We are working to protect local biodiversity and ecosystems. <b>2.2</b> A shire that understands and cares for our environment. <b>2.3</b> A well-prepared, resilient shire with residents and communities equipped for extreme weather events and disasters. <b>2.4</b> First Nations knowledge and cultural values are embedded into environmental decision-making and organisational processes.
<b>3. Infrastructure</b> Appropriate, accessible and climate-resilient infrastructure	<b>3.1</b> Well-maintained, actively used infrastructure. <b>3.2</b> Increased access to housing, which is affordable, appropriate, accessible and considers environmentally sustainable design principles. <b>3.3</b> Accessible, safe, and inclusive infrastructure for all ages and backgrounds. <b>3.4</b> Infrastructure is designed to protect people, property, and the environment from natural disasters. <b>3.5</b> Built, cultural and natural heritage is safeguarded and celebrated.
<b>4. Wellbeing Economies</b> Thriving economies that serve the wellbeing of people, place and the environment	<b>4.1</b> Thriving local businesses, enterprises and organisations. <b>4.2</b> Increased access to meaningful local skills development, work and volunteering. <b>4.3</b> A resilient, diverse economy serving the wellbeing of people, place, and the environment.
<b>5. Organisation</b> A responsive, trusted and effective Council	<b>5.1</b> A responsive and transparent Council. <b>5.2</b> Organisational systems are optimised and support data-informed decision making, and a positive customer experience. <b>5.3</b> A capable, future ready, inclusive and culturally aligned workforce. <b>5.4</b> A workforce that enables strong partnerships with Traditional Owners and First Nations people.


## CP 1.: COMMUNITIES

### CP 1.3: Services and initiatives are delivered equitably.


#### CP 1.3.1: Support priority groups through enhanced spaces, services, and initiatives.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 1.3.1a	Kindergarten Central Registration and Enrolment Scheme (CRES)	Kindergarten CRES implementation feasibility report developed.	\$60,000	30/06/2026	On schedule - commenced	75%			Childcare Feasibility Study and CRES review underway and on track. Surveys promoted on Shape during March and April 2026 - and feedback to be included in final reports.


#### CP 1.3.4: Facilitate and advocate for equitable community aged-care support.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 1.3.4a	Aged Care Strategy	Aged Care Strategy to meet the needs of older adults living in the Shire developed	Operational	30/06/2026	Behind schedule - not recoverable	5%			Current staffing resources have impacted on the timeframe of delivery for the Aged Care Strategy. Completion of this action will be undertaken in the 2026/2027 financial year.

**CP 1.3.5: Advocate for more place-based services to respond to the complex needs of community including alcohol and other drugs, family violence, homelessness, mental health and allied health services.**


Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 1.3.5a	Homelessness Project	Increased and more effective local service provision implemented.	Operational	30/11/2025	Completed	100%		10/11/2025	Homelessness Project complete - report and findings tabled at the November 2025 Meeting of Council.

**CP 1.3.6: Investigate and advocate for increased childcare and kindergarten opportunities.**

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 1.3.6a	Childcare Feasibility Study	Childcare feasibility study advocacy developed.	\$50,000	30/06/2026	On schedule - commenced	75%			The Childcare Feasibility Study is on track - surveys for parents and providers promoted on Shape during March and April. Feedback to be incorporated into recommendations.

**CP 1.4: Council decisions, services, and planning are actively informed by the diverse voices of all people from across the Shire.**


**CP 1.4.1: Embed diverse community voices, ensuring inclusion of young people, LGBTIQA+ and CALD and those experiencing socioeconomic disadvantage or marginalised groups into decision making.**

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 1.4.1a	Inclusive practices for marginalised aged care communities	Successful Specialisation Verification programs achieved and maintained.	Operational	30/06/2026	Completed	100%			Whilst complete, staff continue to undertake Communities of Practice and attend webinars to ensure evidence is maintained for quality purposes.

## CP 2.: NATURAL ENVIRONMENTS

### CP 2.1: We are working to protect local biodiversity and ecosystems.

#### CP 2.1.1: Develop and initiate implementation of a shire-wide biodiversity strategy.


Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 2.1.1a	Biodiversity Strategy	Year One - Draft Biodiversity Strategy completed	\$50,000	30/06/2026	On schedule - commenced	10%			Consultant appointed and commenced. Key stakeholder engagement scheduled for April/May.

### CP 2.2: A shire that understands and cares for our environment.

#### CP 2.2.2: Support climate mitigation by strengthening community knowledge and capacity to take action.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 2.2.2a	Local Carbon Drawdown Projects	Year One - Carbon offsetting for 2025/2026 invested in local carbon offsetting, circular economy, biodiversity and habitat rehabilitation action.	\$24,000	30/11/2025	Completed	100%		28/10/2025	Carbon offsets purchased.


#### CP 2.2.4: Enhance recognition and protection of trees including significant trees.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 2.2.4a	Tree Management	Implementation of Forestree software completed.	Operational	30/06/2026	Completed	100%		19/01/2026	Forestree implementation is complete.


## CP 3.: INFRASTRUCTURE

### CP 3.2: Increased access to housing, which is affordable, appropriate, accessible and considers environmentally sustainable design principles.

#### CP 3.2.1: Facilitate affordable and environmentally sustainable housing that supports a diverse community.



Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 3.2.1a	Maldon Worker Housing Project	Year One - Maldon Worker House planning application prepared and submitted.	\$1,050,000	30/04/2026	On schedule - commenced	30%			Land purchased, project control group commenced, delivery partner Haven Home Safe have briefed modular manufacturer Arkit. Preparation of planning application commenced.

#### CP 3.2.2: Encourage diverse and innovative housing options and in-fill residential development in appropriate locations.


Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 3.2.2a	Mount Alexander Affordable Housing Trust	Recommendation on the outcome of the Request for Proposal regarding the Mount Alexander Affordable Housing Trust presented to Council.	\$100,000	30/04/2026	On schedule - commenced	70%			Assessment of potential trustees has commenced and a recommendation will go to a future meeting of Council.

### CP 3.3: Accessible, safe, and inclusive infrastructure for all ages and backgrounds.

#### CP 3.3.1: Expand active transport connectivity and safety including footpaths, paths, and bike trails.


Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 3.3.1a	Frederick Street and Mechanics Lane Redevelopment	Frederick Street redevelopment fiber optic cable removal and undergrounding of powerlines completed.	\$6,062,500	30/06/2026	On schedule - commenced	70%			Fibre optic works complete. Powerlines work is over 50% complete and is scheduled to be completed in May 2026.
CP 3.3.1b	Shared User Path - Castlemaine to McKenzie Hill	Shared User Path Castlemaine to McKenzie Hill project detailed design finalised.	\$188,161	30/06/2026	On schedule - commenced	55%			Design work ongoing. Route alignment has been confirmed, and vegetation report review is underway.

#### CP 3.3.4: Apply best practice in planning and design to enhance community spaces and protect heritage, environment and people.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 3.3.4a	Maldon Playspace Design	Maldon Playspace Design - grant ready design completed to support funding advocacy.	\$40,000	30/06/2026	On schedule - commenced	20%			Draft concept designs underway. Broad community consultation to be undertaken in April/May 2026.

### CP 3.4: Infrastructure designed to protect people, property, and the environment from natural disasters.


#### CP 3.4.2: Initiate infrastructure that mitigates the impact of natural disasters and considers future climate impacts.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 3.4.2a	Public EV Charging	End Point provider appointed for network of public electric vehicle charging stations within Mount Alexander Shire.	Operational	30/06/2026	Behind schedule - not recoverable	70%			Stakeholder related delays have extended the tender timeline. Tender now to be awarded in Quarter 1 2026/2027 financial year.


## CP 4.: WELLBEING ECONOMIES

### CP 4.3: A resilient, diverse economy serving the wellbeing of people, place, and the environment.


#### CP 4.3.1: Support community wealth building, social procurement and local supply chains.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 4.3.1a	Industrial Land Strategy and Design guidelines	Industrial Land Strategy and design guidelines adopted.	\$75,000	31/03/2026	Behind schedule - recoverable	80%			Final Strategy and Guidelines to be presented to Council on 19 May 2026.


#### CP 4.3.2: Foster a vibrant creative and cultural community through the delivery of impactful programs including public art initiatives and active support for locally-driven events.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 4.3.2a	Public Art Commissions	Wildflowers Public Art commission delivered, and Newstead Public Art mural artist engaged.	\$235,510	30/06/2026	On schedule - commenced	70%			Project on track for completion in June 2026.

#### CP 4.3.3: Support community-led initiatives that bring people and organisations together to grow local economic opportunities.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 4.3.3a	Mount Alexander Business Awards	Business Awards presented.	\$25,000	19/11/2026	Completed	100%		19/11/2025	Business Awards were presented on 19 November.


**CP 4.3.4: Promote and support circular and regenerative economic practices.**

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 4.3.4a	Four stream waste and recycling service	Year One - FOGO and glass waste stream processing approach finalised.	Operational	30/06/2026	Completed	100%		31/03/2026	FOGO and glass waste stream processing approach finalised.

## CP 5.: ORGANISATION


### CP 5.1: A responsive and transparent Council.

#### CP 5.1.1: Provide genuine, inclusive, and accessible community engagement and communications.


Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 5.1.1a	Domestic Animal Management Plan	Domestic Animal Management Plan adopted	Operational	31/12/2025	Completed	100%		16/12/2025	Domestic Animal Management Plan approved at Council meeting on 16 December 2025.

### CP 5.2: Organisational systems are optimised and support data-informed decision making, and a positive customer experience.


#### CP 5.2.1: Enhance efficiency, effectiveness, and integration of organisational systems.

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 5.2.1a	Contemporary software for Aged Care	Software upgrade for Aged Care to meet the Commonwealth Reporting and financial requirements implemented.	\$200,000	30/06/2026	On schedule - commenced	45%			Data information transfer underway and training undertaken. On track to go live at the end of May.

#### CP 5.2.2: Continue to increase our risk maturity.


Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 5.2.2a	Risk Maturity Improvement	Year One - Increase in organisational risk maturity from baseline measure.	Operational	30/06/2026	Behind schedule - recoverable	55%			Risk maturity improvement activities are in progress. Activities that are behind schedule, or are not due to commence, will be completed by 30 June 2026.

**CP 5.2.4: Further strengthen internal systems to facilitate monitoring, evaluation, and a continuous improvement approach to operations.**

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 5.2.4a	Customer-First Framework	Year One - Customer First Annual Plan developed.	Operational	30/06/2026	On schedule - commenced	60%			Draft nearing completion.


**CP 5.3: A capable, future ready, inclusive and culturally aligned workforce.**

**CP 5.3.2: Undertake workforce planning to support current and emerging community and organisational needs.**

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 5.3.2a	Workforce Plan 2025 - 2028	Workforce Plan developed and approved	Operational	31/10/2025	Completed	100%		31/10/2025	People Strategy and Workforce Plan developed and approved on 31 October 2025.

**CP 5.4: A workforce that enables strong partnerships with Traditional Owners and First Nations people.**

**CP 5.4.2: Strengthen partnerships and formal agreements through ongoing collaboration with Traditional Owners.**

Action Code	Project name	Outcome	Budget	Target Completion Date	Status	Progress	Traffic Lights	Date Completed	Comments
CP 5.4.2a	Nalderun Memorandum of Understanding (MoU)	A revised MOU for 2025-2029 with Nalderun Education Aboriginal Corporation implemented.	Operational	31/10/2025	Completed	100%		22/10/2025	NEAC MoU adopted at the October 2025 Meeting of Council.

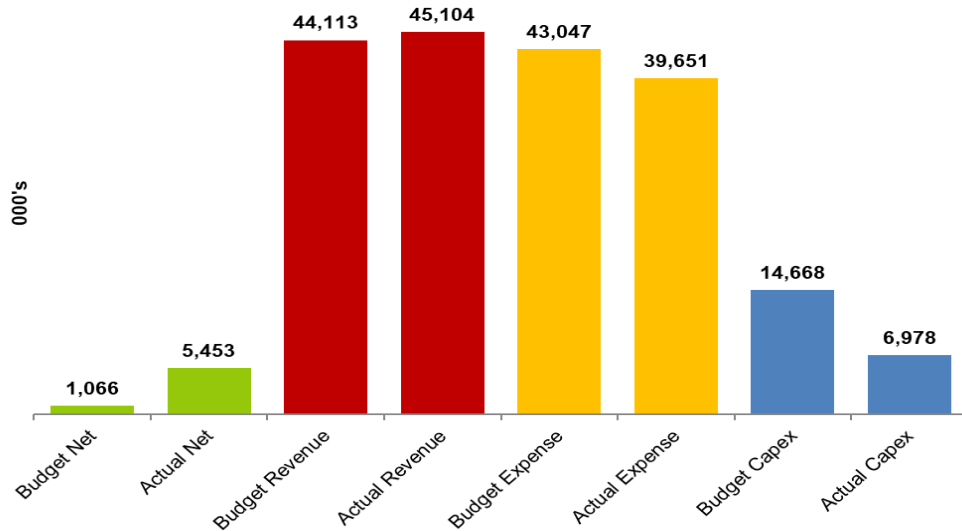


# Finance Report

For the period 1 July 2025 – 31 March 2026



## Executive Summary



- Overall, a favourable year to date performance of \$5.45 million surplus, which is \$4.39 million greater than the year to date budget.
- Revenue is favourable at 990,426 (2%) variance greater than the year to date budget.
- Expenditure is favourable at \$3.40 million (8%) variance less than the year to date budget.
- Year to date, capital works program has achieved 48% of the year to date budget. This does not include the \$12.34 million of commitments raised for capital projects. This variance is due to a variety of reasons that are outlined further at section e) of this report, including:
  - Campbells Creek pavilion upgrade and extension project is not going ahead (\$1.5M budget included as capital works expense and \$750,000 budget included as capital works income.)
  - Frederick Street redevelopment project is less than budget (\$2.98M variance) and
  - Castlemaine and Campbells Creek flood levees project is less than budget (\$414,524 variance).
- Adopted carry forwards are included in the current budget in these statements. All variances are to current budget.
- The year to date operating result includes:
  - non-recurrent capital grants of \$3.42 million
  - cash contributions (capital) for James Park Stage in Harcourt of \$50,000
  - cash contributions (capital) for Barfold Hall of \$4,400
  - non-monetary contributions (gifted assets from developers) of \$676,599
  - found assets of \$88,785
  - and reflects lower than budgeted expenditure of \$3.40 million resulting in an adjusted underlying result of \$1.21 million surplus compared to YTD budget deficit of \$2.21 million.
- Council does not have, nor has entered, into any environmental upgrade agreements under Section 181G of the *Local Government Act (1989)*.

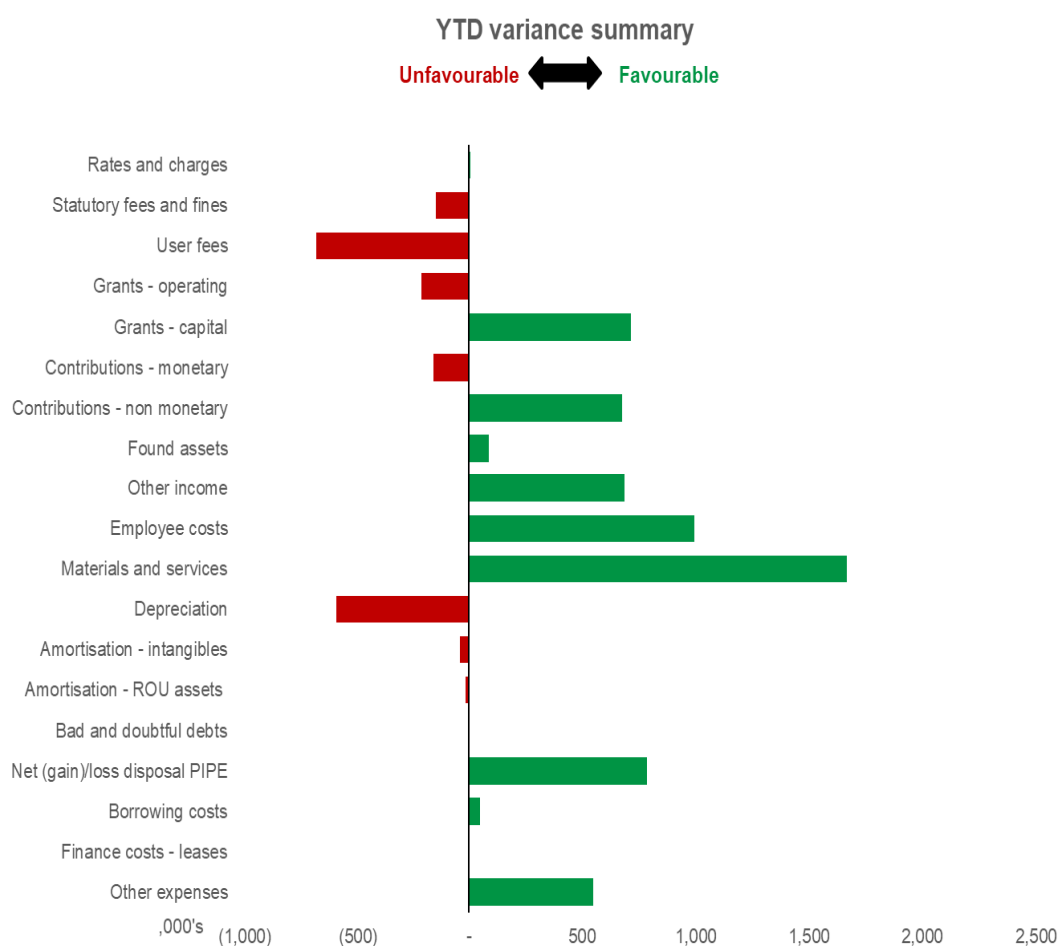
- An analysis of government grants received (excluding Roads to Recovery, Federal Assistance Grants and Aged Care) compared to total revenue provides the following:

2022/2023 Actual	12.1%
2023/2024 Actual	24.0%
2024/2025 Actual	10.0%
2025/2026 YTD budget	4.8%
2025/2026 YTD actual	12.5%
2025/2026 Current budget	15.7%

- Significant events:**

On 9 January 2026 and in the days following, parts of Mount Alexander Shire were severely affected by bushfires. At the time of writing this report the estimated costs and losses were not quantifiable. We are capturing financial information on both essential and non-essential public infrastructure, as well as costs associated with supporting both the CFA and providing emergency relief. This data will be used to ensure we are able to recover the maximum amount possible from insurance and the acquittal of disaster relief recovery funding arrangements (DRFA). As at 31 March 2026, Council has spent \$514,256 with a further \$68,165 on order and received \$1,268,820 in DRFA and CSF grants.

Year to date favourable/unfavourable variances in the Income Statement by category.



## a) Income Statement – Council

# Mount Alexander Shire Council



Budget review for the period ended March 2026

## Income & Expenses

	Adopted	Current							
Actual	Budget	Budget		Budget	Actual	Variance	Variance	Ref	
2024/2025	2025/2026	2025/2026		YTD	YTD	YTD	YTD		FORECAST
\$,000's	\$,000's	\$,000's		\$,000's	\$,000's	\$,000's	%		\$,000's
Income									
28,926	30,014	30,014	Rates and charges	29,959	29,967	7	0%		30,010
1,068	1,588	1,588	Statutory fees and fines	1,051	907	(144)	-14%	1	1,274
1,755	2,577	2,577	User fees	1,936	1,264	(672)	-35%	2	1,477
14,225	9,769	10,838	Grants - operating	5,837	5,627	(210)	-4%		11,020
4,628	9,839	9,818	Grants - capital	3,580	4,294	714	20%	3	9,158
338	500	500	Contributions - monetary	325	170	(155)	-48%	4	500
706	1,000	1,000	Contributions - non monetary	-	677	677	100%	5	7,000
-	-	-	- Found assets	-	89	89	100%		89
			(Increase)/decrease on provision for						
(115)	-	-	- landfill liability	-	-	-	0%		-
			Share of net profits (or loss) of						
37	-	-	- associates and joint ventures	-	-	-	0%		-
2,092	1,996	1,996	Other income	1,425	2,109	685	48%	6	1,996
53,660	57,283	58,331	Total Income	44,113	45,104	990	2%		62,523
Expenses									
20,865	24,487	24,913	Employee costs	18,390	17,396	993	5%	7	24,125
15,794	14,368	16,975	Materials and services	12,953	11,287	1,666	13%	8	17,392
10,508	10,520	10,520	Depreciation	7,957	8,543	(586)	-7%	9	10,520
231	171	171	Amortisation - intangible assets	129	169	(41)	-32%		226
133	114	114	Amortisation - right of use assets	85	102	(16)	-19%		114
44	20	20	Bad and doubtful debts	9	7	2	27%		20
			Net (gain) or loss on disposal of						
			property, infrastructure, plant and						
2,383	1,295	1,295	equipment	1,350	565	784	58%	10	1,295
61	118	118	Borrowing costs	76	28	48	63%		55
28	22	22	Finance costs - leases	17	18	(1)	-3%		22
1,669	1,858	2,377	Other expenses	2,082	1,535	547	26%	11	2,416
51,716	52,972	56,525	Total Expenses	43,047	39,651	3,396	8%		56,185
1,944	4,311	1,806	Net Surplus / (Deficit)	1,066	5,453	4,387	-411%		6,339

Key:



variance is >=5%



variance is <5% and >-5%



variance is <=-5%

## Reference notes (greater than \$100,000 and 5%):

- Statutory fees and fines are \$143,875 (14%) less than year to date budget due to:
  - Lower than expected number of statutory planning permit applications received (\$65,497).
  - Lower than expected number of parking fines issued and/or collected (\$60,847).
  - Lower than expected number of report and consent permit applications received (\$52,320).

- d. Lower than expected number of extensions of time applications received (\$22,666).  
Partially offset by:
  - e. Animal registrations collected ahead of phasing (\$63,406).
2. User fees are \$671,867 (35%) less than year to date budget due to:
    - a. Unplanned delays in the commencement of the Support at Home Programs (Packages) initiative, with a subsequent year to date unfavourable income variance of \$585,324 in user fees. Partially offsetting this, there is a corresponding underspend of \$466,915.
    - b. Brokerage services are reducing due to external providers gradually transitioning these services back to their own in-house service provision model, aligning with the Support at Home Program (SaHP). Brokerage has an unfavourable \$187,782 year to date income variance, which is partially offset by a corresponding expenditure underspend of \$76,906.  
These negative variance in user fees are partially offset by:
    - c. Greater than expected income received at the transfer stations of \$166,374.
  3. Capital grants are \$714,103 (20%) greater than year to date budget due to:

Unbudgeted grants received and earned for:		\$
Local Roads Community Infrastructure Fund (LRCI) round 4	1,273,571	
Castlemaine and Campbells Creek flood levee banks	394,476	
South Castlemaine Kinder renovation and extension	222,012	
Local Roads Community Infrastructure Fund (LRCI) round 3	216,442	
Building upgrades for accessibility – Barfold Community Hall	50,000	
Local Roads Community Infrastructure Fund (LRCI) round 1	48,034	
Community energy upgrades - power supply for Civic Offices	26,845	
James Park Harcourt fence	25,000	
Metcalfe Reserve BBQ shelter	24,400	
Newstead Mens Shed upgrades	12,500	
<b>Total unbudgeted grants received and earned</b>	<b>2,293,280</b>	

Grant income earned earlier than budgeted		\$
Annual major patching program	223,164	
Newstead levee - legal and design	87,338	
Local roads resealing program	82,755	
TIMB 2.0 data modelling tool	12,295	
<b>Total grants earned earlier than budgeted</b>	<b>405,552</b>	

Partially offset by:

Grant income budgeted; not yet received		\$
Roads to Recovery - Diamond Gully Road upgrade (Langslow Street end)	(918,000)	
Campbells Creek pavilion upgrade and extension*	(750,000)	
<b>Total grants budgeted and not yet received</b>	<b>(1,668,000)</b>	

\*Unsuccessful grant application.

Grant income earned later than budgeted		\$
Frederick Street redevelopment	(69,914)	
<b>Total grants earned later than budgeted</b>	<b>(69,914)</b>	

4. Contributions – monetary are \$155,350 (48%) less than year to date budget due to:
  - a. Lower than anticipated developer contributions received (\$100,000), as the relevant lands have not been acted upon to generate payment of this fee.
  - b. Lower than expected public open space levies received (\$109,750) with less subdivisions being processed.
 Partially offset by:
  - c. Unbudgeted contributions received for capital projects (\$54,400)
5. Contributions – non-monetary are \$676,599 (100%) greater than year to date budget due to the recognition of some prior year gifted infrastructure assets from developers, with more to follow in coming months. A significant backlog of unrecognised non-monetary contributions have been identified dating back over several years with an estimated value of over \$7M.
6. Other income is \$684,507 (48%) greater than year to date budget due to:
  - a. Maldon District Financial Services Ltd grant for purchase of Lot 8, 165 High Street, Maldon (\$285,000).
  - b. Insurance claims received for September 2024 storm event (\$211,113).
  - c. Interest income earned on term deposits (\$170,336).
  - d. Reimbursement for container deposit scheme from Cleanaway (\$80,046). Variance mostly due to a budget error.
  - e. Unbudgeted once off reimbursement funding of \$50,000 for the FSPL transition to ESVF.
  - f. Unbudgeted Department of Transport annual reimbursement - LED streetlights. These funds have been transferred to the Energy/water saving reserve (\$19,800).
 Partially offset by:
  - g. Support at Home Program (SaHP) ancillary services (\$171,788 not received), refer to section a) note 2.a. This is offset by an equal amount of budgeted expenditure.
7. Employee costs are \$993,118 (5%) less than year to date budget due to savings in Workcover premiums of \$135,717, as well as several staff vacancies across the organisation.
8. Materials and services are \$1,666,782 (13%) less than year to date budget. Further explanation is provided below.

**Special projects** are \$1,142,066 less than year to date budget. This underspend mostly relates to:

- a. Castlemaine Art Museum redevelopment (\$831,854) less than year to date budget due to delays experienced in obtaining agreement between stakeholders on scope and priorities.
- b. Asbestos management program (\$104,950) less than year to date budget. Funds allocated for removal of asbestos from the Wesley Hill Stadium billiards room, this is expected to be completed by late May 2026.

Partially offset by:

- c. Unbudgeted cost of community response to January 2026 bushfires (\$419,079) noting that this is expected to be claimed back from various funding streams.

While the remainder of the underspend relates to variances (overs and unders) shared across 63 other special projects.

**Operating projects** are \$580,707 less than year to date budget. This underspend predominantly relates to:

- a. Waste and recycling cost centre (\$346,102), made up of transfer stations operational costs \$123,811 less than budget and processing of recyclables \$63,635 savings.
- b. Unplanned delays in commencement of the Support at Home Program (\$203,394).
- c. Arboriculture - programmed street tree maintenance due to commence (\$163,073).
- d. Early years cost centre has unspent prior year grant funding carried forward (\$118,804) which is yet to be spent.

Partially offset by:

- e. IT software and licences (\$309,695) greater than budget due to the \$253,149 accrual of a license relating to the 2026/27 year.

9. Depreciation is \$586,082 (7%) greater than year to date budget. This is due to the asset revaluations recognised during the 2024/2025 EOFY process, the value of which and impact upon depreciation was unknown at the time the budget was prepared. The majority of these revaluations, and subsequent increases in depreciation expenses, occurred within the Roads asset class.

10. Net gain or loss on disposal of property, infrastructure, plant and equipment (PIPE) is less than the year to date budget. This net loss is made up of sales proceeds less written down value of disposals. That is, we have recognised \$77,696 in sales proceeds received and \$642,990 in disposals as capitalisations are processed, which equals a net loss of \$565,295 (year to date actual).

11. Other expenses are \$546,796 (26%) less than year to date budget due to:

- a. Mount Alexander Affordable Housing Trust (MAAHT) (\$500,000) pending establishment of the trust. Decision is expected in quarter 4 regarding creation of the trust. \$400,000 of this is subject to completion of the two dwellings in Maldon as part of the Big Project with the Community Bank and it will not be spent until 2026/27.

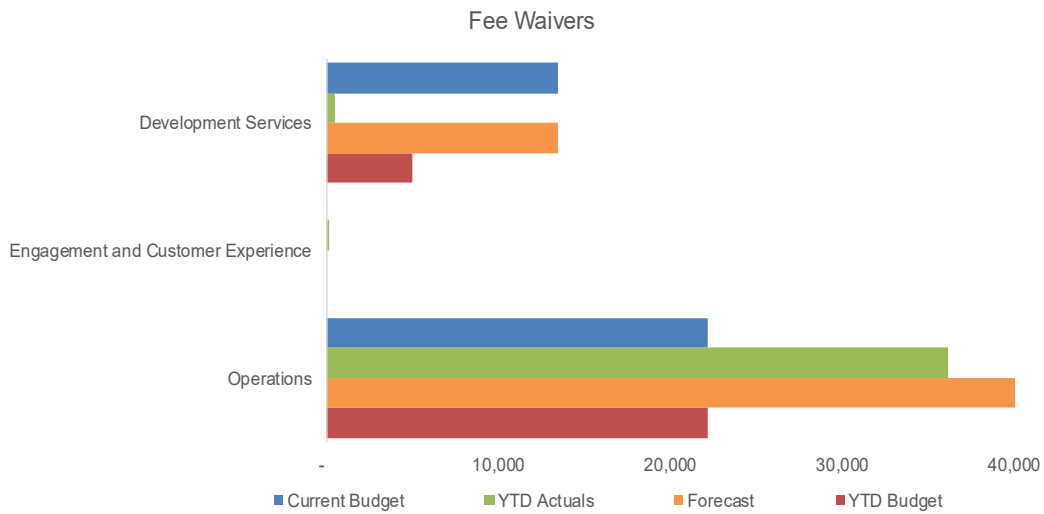
#### **b) Procurement**

There have been no contracts awarded under CEO financial delegation (greater than \$200,000 and less than \$1.3 million, incl GST) during the period 1 January 2026 to 31 March 2026.

#### **c) Fee waivers**

Year to date, \$36,832 of fees and charges (valued greater than \$100), have been waived in the regular course of business. These fees comprise the following and are represented in the graph below:

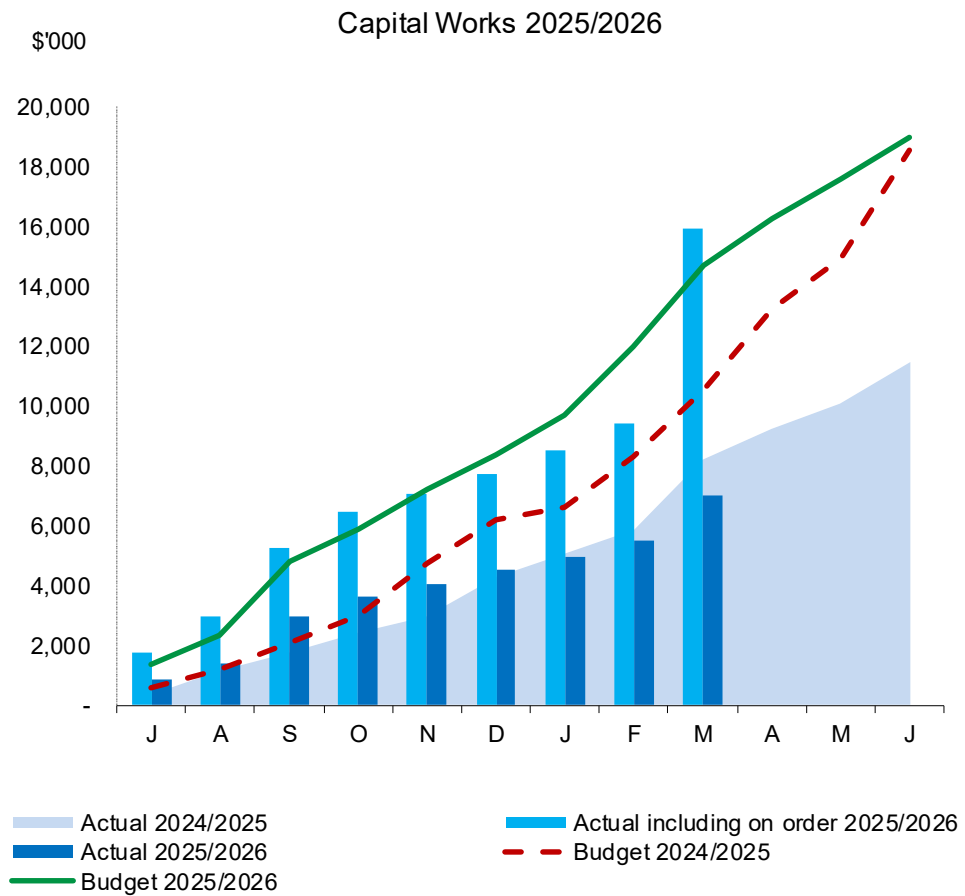
- a. During November 2025 Council offered two free green waste disposal periods to assist residents to prepare for the upcoming fire season, with the value of waste disposed totalling \$36,188.
- b. Planning application 2024/25 extension of time \$501.
- c. Venue hire - \$143.



In addition, as at the end of March, 18 fees valued at less than \$100 have been waived by Community Wellbeing and one by Development Services.

**d) Capital works to reporting date**

Year to date capital expenditure compared to the current budget and prior year actuals.



### e) **Capital works by asset class**

Capital expenditure and orders by asset class compared to budget.

## Mount Alexander Shire Council



**Statement of capital works expenditure**  
For March 2026

Asset Class	Current Annual Budget	YTD Budget	YTD Actuals	YTD Variance	YTD Variance	Ref	Commitments	Forecast
	\$,000's	\$,000's	\$,000's	\$,000's	%		\$,000's	\$,000's
Bridges	524	394	123	271	69%	1	111	324
Buildings	1,955	1,631	1,798	(167)	-10%	2	621	1,902
Drainage	1,600	1,084	514	570	53%	3	209	855
Footpaths and cycleways	738	601	328	273	45%	4	473	793
Land improvements	30	30	28	2	7%		6	30
Recreation*	2,557	1,925	599	1,326	69%	5	345	1,164
Plant and equipment	1,204	1,186	627	559	47%	6	565	1,204
Roads	9,808	7,460	2,638	4,822	65%	7	6,549	5,586
Computers and technology	545	357	322	35	10%		76	483
Waste management	-	-	-	-	0%		-	-
<b>TOTAL</b>	<b>18,961</b>	<b>14,668</b>	<b>6,978</b>	<b>7,690</b>	<b>52%</b>		<b>8,955</b>	<b>12,340</b>

\*Recreation includes \$1.50 million current budget for Campbells Creek pavilion upgrade and extension (which did not receive funding to proceed), with other projects comprising of: recreation reserve lighting projects, playground replacement program, unisex toilets, public art, fencing and irrigation.

### **Reference notes (greater than \$100,000 and 5%):**

Actual capital works expenditure to 31 March 2026 was \$6.98 million, which is \$7.69 million (52%) less than year to date budget.

Summarised below are the status of projects that have significant expenditure variances to budget.

#### **1. Bridges \$270,991 (69%) less than YTD budget**

- Discussions were held in February 2026 with Macedon Ranges Shire Council and Mount Alexander Shire Council emergency management groups on the direction of the project for Hodges Road bridge, which has been put on hold. (\$173,932 variance).
- Contract has been awarded for the design of a pedestrian bridge over Forest Creek under the annual bridge designs program (\$47,082 variance).
- Planning permit has been lodged for Burgoyne Street bridge at Vaughan over Fryers Creek, subject to successful grant application (\$24,465 variance).
- Metcalf-Langley Road Rogersons Bridge rehabilitation was completed in early March 2026 as part of the annual bridge renewal program. Level 2 ad 3 bridge inspection program request for quote closed mid-March 2026 and bridge rehabilitation program request for quote closing April 2026 (\$24,105 variance).

## 2. Buildings \$167,134 (10%) greater than YTD budget

- a. Purchase has been completed on Lot 8, 165 High Street, Maldon, funded by a grant from Maldon District Financial Services Ltd (\$285,000 unbudgeted variance).
- b. Builders are on schedule and plastering was completed at end of March 2026 with painting now underway for South Castlemaine Kinder renovation & extension. Expected practical completion date of May 2026. (\$207,012 variance funded by grant funding, recognised when earned. Total project funding \$719,807).
- c. Planning application lodged for finalisation of Camp Reserve master plan (\$50,517 not budgeted).
- d. Water tap has been installed to Metcalfe BBQ shelter. Plant orders have been placed with suppliers. Quote for additional works to accessible ramp into pavilion is expected shortly (\$38,746 variance). (\$24,400 balance of grant funding and \$30,000 council contribution funded from prior year carry forwards not recorded in current budget).

Partly offset by:

- e. Construction has commenced on the Maldon Neighbourhood Centre under the annual accessibility improvement program with expected completion by June 2026 (\$131,463 variance).
- f. Works are progressing under the annual open space asset renewal program (\$110,616 variance).
  - i. repairs to the Campbells Creek trail.
  - ii. renewal works to Camp Reserve netball court.
  - iii. refurbishment and reinstatement of the 4C's tables in the Botanical Gardens.
- g. Works to occur across several sites under the annual property renewals – community buildings project (\$83,560 variance).
  - i. Maldon Museum damp proof course works are now completed. Exterior works expected completion early May 2026.
  - ii. Fryerstown Tennis Clubrooms works completed to upgrade toilet for public access at playground.
  - iii. Harcourt ANA Hall exterior timber repairs and painting are completed.
  - iv. Wesley Hill billiards room new roof expected completion end May 2026.
  - v. Maldon Courthouse external fascia timbers replacement on order.
  - vi. Newstead toilet block works commenced February 2026.
- h. Grant application submitted for Newstead outdoor fitness equipment project (\$39,837 variance).

- i. Urgent pool shell crack repair works undertaken in March 2026 at Newstead Pool following underwater dive leak testing. Other works completed to date include filter media renewal, circulations pump replacements, shade sail structure and cloth renewals (\$33,189 variance).
- j. Savings upon completion of annual property upgrades for improving accessibility to community buildings - Barfold Hall (\$29,722 savings).

**3. Drainage \$569,910 (53%) less than YTD budget**

- a. National School Lane levee practical completion achieved December 2025. Further investigation and modelling to finalise levee designs, with respect to mitigation against flooding due to levee construction. (\$414,524 variance).
- b. Tender to be advertised in May 2026 for drainage improvements Farnsworth and Forest Streets (\$161,925 variance).
- c. First detail designs for Steele Street, Farran Street and Duke Street have been submitted for review (\$50,000 variance).

Partly offset by:

- d. Newstead levee project \$62,338 variance ahead of budget.

**4. Footpaths and cycleways \$273,112 (45%) less than YTD budget**

- a. Contract awarded with construction scheduled to commence April 2026 on annual footpath construction program (\$157,818 variance).
- b. Annual footpath renewal program completed for 2025/26 (\$49,139 saving).
- c. Timing variance on active transport shared path proposal (\$32,703 variance).

**5. Recreation \$1,325,525 (69%) less than YTD budget**

- a. Campbells Creek pavilion upgrade and extension project did not receive funding to proceed. (\$1,118,355 variance).
- b. Construction works are continuing for public toilet upgrade program (\$141,429 variance).
- c. Works to occur across several sites under the annual playground replacement program (\$66,732 variance).
  - i. Works have commenced for the installation of play equipment, edging, and pathways at both Campbells Creek and Lawrence Park Drive. Quotes have been received for the supply and installation of accessible under surfacing.
  - ii. Contract for the accessible play item at Big Tree Park, Guildford, has been awarded.
- d. Works pending finalisation of lease agreement on Wesley Hill Doug Powell oval lights project (\$39,124 variance).
- e. Works are being planned for commencement after April 2026 for John Powell reserve irrigation project, with works scheduled to commence after cricket season (\$36,000 variance).

- f. Received the initial draft of concept design for Maldon Playground design project (\$29,770 variance).
- g. Consent to commence works received from Heritage Victoria, with public art commission "Wildflowers" on track for June 2026 installation (\$21,944 variance).

Partly offset by:

- h. James Park, Harcourt, fence works completed together with unbudgeted, community funded, renewal works on the stage at James Park (\$114,180 variance).
- i. Construction works completed on unisex public toilet at Stanley Park Harcourt. (\$22,110 variance).

#### **6. Plant and equipment \$558,904 (47%) less than YTD budget**

- a. Awaiting delivery of truck and street sweeper as part of annual major plant purchase program (\$407,120 variance).
- b. Two buses have been delivered in July 2025, which were carried forward from 2023/2024 and 2024/2025 budgets, due to extended lead times. Three vehicles have been delivered along with quotes being sought for two commercial vehicles scheduled for changeover in 2025/26. Three vehicles and two buses have been disposed of during 2025/26. (\$106,054 variance).
- c. Awaiting delivery of a green waste shredder at the transfer station (\$100,000 variance).

Partly offset by:

- d. Correction of prior year costs from operating to Community information monitors project (\$27,425 unbudgeted variance).
- e. Works to upgrade power supply to Town Hall and Civic Centre are underway (\$26,845 unbudgeted variance, funded by community energy upgrades grant received).

#### **7. Roads \$4,821,643 (65%) less than YTD budget**

- a. Undergrounding of powerlines scheduled to re-commence after the Castlemaine State Festival and Easter on the Frederick Street redevelopment project (\$2,982,414 variance).
- b. Works have commenced with seven out of 20 sites completed, on local roads resealing program (\$917,245 variance).
- c. Detailed design underway on Diamond Gully Road, Ireland Street and Maldon Road. Road reconstruction tender currently advertised on Lushington Rise to Langslow Street. (\$692,278 variance).
- d. Stabilised patching completed on the annual major patching program with asphalt patching complete on seven out of ten sites (\$176,836 variance).
- e. Majority of the annual gravel road resheeting program has been delivered. The remainder of the program will be delivered in April 2026 - delayed after recent bushfires and subsequent rain events (\$118,230 variance).

Partly offset by:

- f. Construction is complete on the Castlemaine streetscape implementation - design of Mostyn St wombat crossing (\$51,888 variance greater than budget).
- g. Works are progressing on smaller towns streetscapes project (\$44,721 ahead of budget).
  - i. Retaining wall restoration at Metcalfe Hall are complete.
  - ii. Sutton Grange footpath installation, bollards, signage, disabled parking bay have all been installed. Fencing at Sutton Grange Hall is in progress.
  - iii. Fryerstown looking at the option of installing a school bus shelter and seating along the existing gravel walking path.

**Planned works** (\$12.34 million) on order includes:

Project	\$
Frederick Street redevelopment	6,122,219
Operational major plant replacement	455,011
South Castlemaine kinder renovation & extension	264,969
Annual new footpath construction	234,829
Public toilet upgrade program	195,988
Annual major patching program	180,701
Annual accessibility improvement program	148,467
Diamond Gully Road upgrade (Langslow Street end)	138,471
Annual property renewals – community buildings	131,683
Annual drainage design	109,295
Greenwaste shredder	107,200
Annual playground replacement program	105,907

## 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 2026



Actual June 2025 \$'000	Ref	Actual March 2026 \$'000	Variance to 30 June 2025 \$'000	Variance to 30 June 2025 %
<b>ASSETS</b>				
<b>Current assets</b>				
11,086 Cash and cash equivalents	1	8,540	(2,546)	-23%
4,563 Trade and other receivables	2	13,126	8,563	188%
21,400 Other financial assets	1	25,005	3,605	17%
67 Inventories		93	26	38%
241 Prepayments		-	(241)	0%
137 Non-current assets classified as held for sale		137	-	0%
1,227 Other assets	3	456	(771)	-63%
<b>38,721 Total current assets</b>		<b>47,357</b>	<b>8,636</b>	<b>22%</b>
<b>Non current assets</b>				
Investments in associates, joint arrangements and subsidiaries				
704		704	-	0%
465,693 Property, infrastructure, plant and equipment		464,173	(1,520)	0%
407 Right-of-use assets		306	(101)	-25%
944 Intangible assets		775	(169)	-18%
<b>467,748 Total non current assets</b>		<b>465,958</b>	<b>(1,790)</b>	<b>0%</b>
<b>506,469 Total assets</b>		<b>513,315</b>	<b>6,846</b>	<b>1%</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
2,941 Trade and other payables	4	1,430	(1,511)	-51%
1,227 Trust funds and deposits	5	3,227	2,000	163%
8,326 Unearned income	6	9,265	939	11%
3,417 Provisions		3,583	166	5%
1,336 Interest-bearing liabilities		1,235	(101)	-8%
130 Lease liabilities		29	(101)	-78%
<b>17,377 Total current liabilities</b>		<b>18,769</b>	<b>1,392</b>	<b>8%</b>
<b>Non current liabilities</b>				
1,929 Provisions		1,929	-	0%
140 Interest-bearing liabilities		140	-	0%
300 Lease liabilities		300	-	0%
<b>2,369 Total non current liabilities</b>		<b>2,369</b>	<b>-</b>	<b>0%</b>
<b>19,746 Total liabilities</b>		<b>21,138</b>	<b>1,392</b>	<b>7%</b>
<b>486,723 NET ASSETS</b>		<b>492,177</b>	<b>5,454</b>	<b>1%</b>
<b>EQUITY</b>				
116,913 Accumulated surplus		118,859	1,945	2%
1,944 Current year net earnings (incl reserve transfers)		11,386	9,442	486%
349,339 Revaluation reserves		349,339	-	0%
18,527 Other reserves	7	12,593	(5,934)	-32%
<b>486,723 Total equity</b>		<b>492,177</b>	<b>5,454</b>	<b>1%</b>

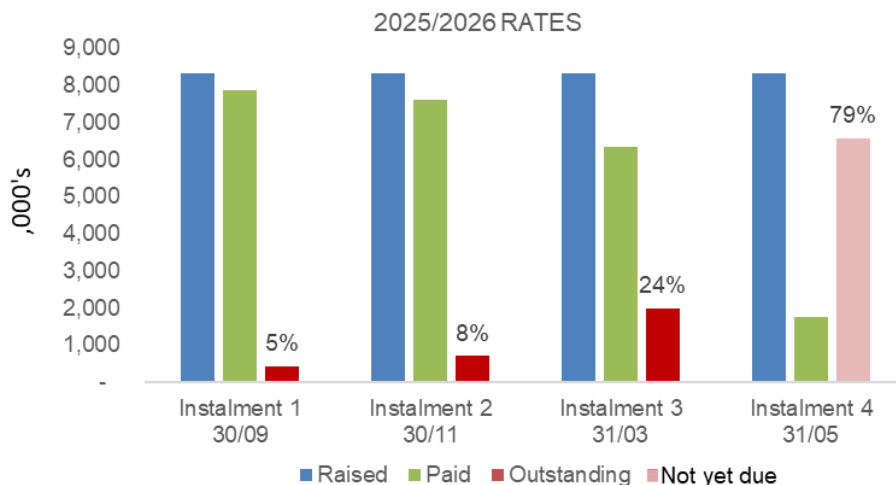
**Reference notes (greater than \$500,000 and 5%):**

1. Cash balances reduced while other financial assets improved since 30 June 2025, with the investing of the early receipt of the 2025/2026 Federal Assistance Grant received late June 2025.
2. The increase in trade and other receivables since 30 June 2025 is due to the striking of the 2025/2026 rates in July 2025.
3. The decreased balance of other assets reflects the receipt of accrued income recognised at 30 June 2025.
4. The decreased balance of trade and other payables reflects the reversal of EOFY accrued employee expenses and other accrued expenses recognised at 30 June 2025 but paid in July 2025.
5. The increase in trust funds and deposits is due to the striking of the 2025/2026 rates in July 2025, specifically the accrual of the full emergency services volunteer fund (ESVF) levy.
6. Under the Australian Accounting Standards (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. As capital works commenced or continued in 2025/2026, these grants are being recognised as income.
8. The decrease in reserve balances reflects the reversal of Unspent grants reserve (\$3.50M Federal Assistance Grant received late June 2025, for the 2025/2026 year) and the reversal of Uncompleted works reserve (\$4.78M of adopted carry forwards expected to be spent in 2025/2026). This is partially offset by waste charges recognised on the striking of the 2025/2026 rates, which were transferred to the Waste reserve.

**g) Trade and other receivables**

The graph below details amounts paid and outstanding from each of this financial year's rate instalments. Instalment four is not yet due, but ratepayers can choose to pay this in full before the due date. For comparison the 2024/25 graph is also provided. Council deferred the due date for the third rates instalment from 28 Feb to 31 March, this accounts for the difference in collection rates for this instalment (24% compared to 14% in 2024/2025).

**Current Year Rates & Charges Outstanding**

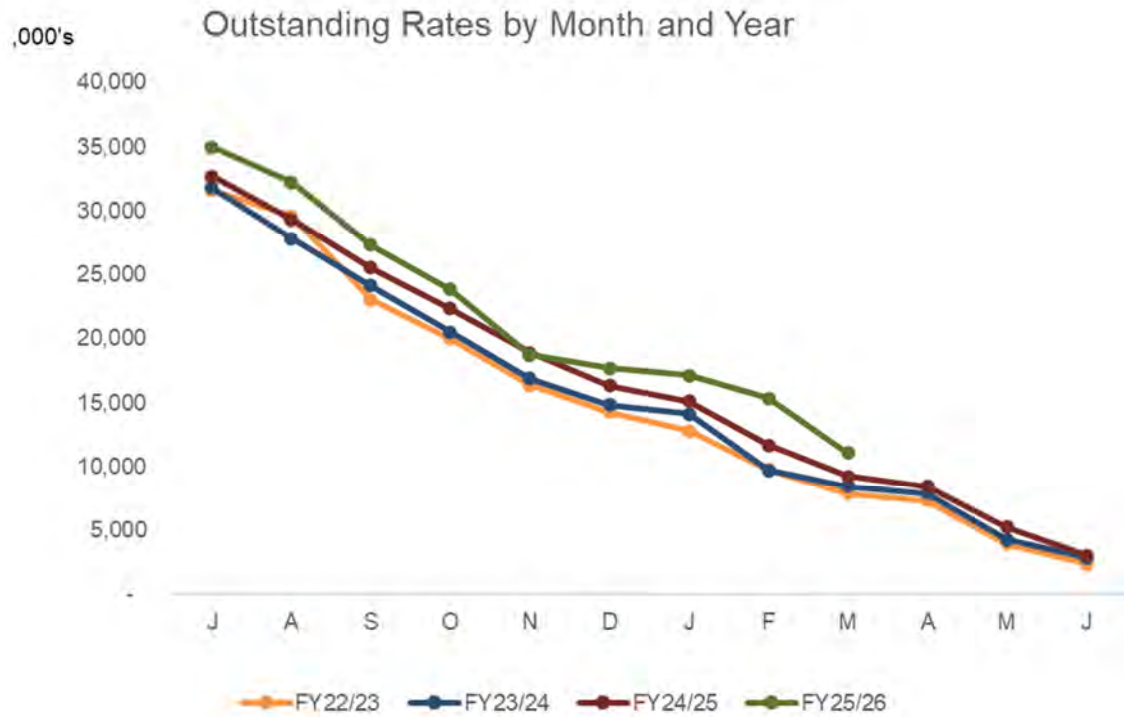


**Prior Year Rates & Charges Outstanding**



The following graph provides a comparison of total outstanding rates and charges (including charges not yet due) compared to previous years. It is noted that whilst the collection rate appears to be following a similar pattern to previous years, the March 2026 balance of \$11.08M is \$1.82M (20%) higher than the previous year. This is likely due to the delay of the third instalment due date by one month, as a response to the recent bushfire events. Overdue rates and charges from previous years total \$1.39M (including \$650,834 from the 2024/2025 year).

#### *Total Rates & Charges Outstanding*



#### ***h) Cash (including restricted and unrestricted cash)***

Cash reserves are made up of cash and cash equivalents of \$5.84 million plus other financial assets (term deposits) of \$25.01 million.

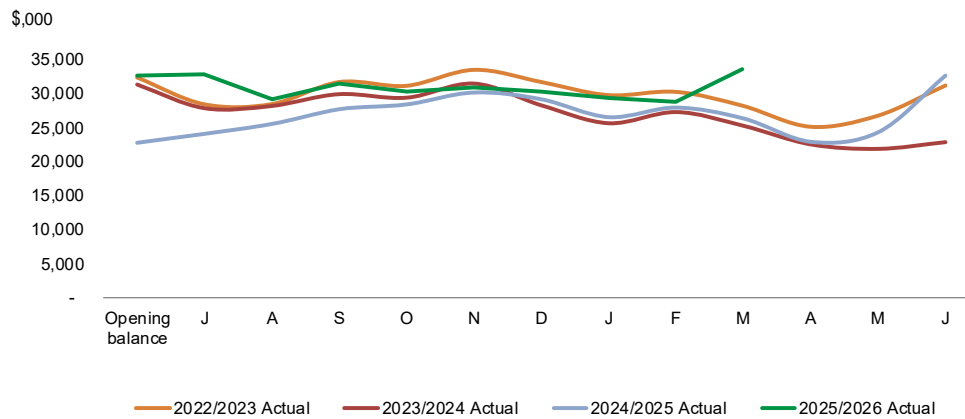
Most of this cash has already been allocated for a future use or obligation such as:

- Trust funds and deposits (where the money has to be returned or disbursed to another party) - \$3.23 million.
- Unearned income (where we have received the grant funds but have yet to spend the money by performing the specific obligations tied to the funding agreement) – \$9.29 million.
- Employee provisions - \$4.03 million.
- Other reserves that are held for statutory or non-statutory purposes - \$11.94 million.

After considering the above allocations, our available cash is positive, noting that the trust funds, unearned income, provisions and reserves do not all have to be settled immediately. Trust funds and the waste reserve are reflecting high balances due to the striking of the rates, with the ESVF increasing trust funds and waste charges increasing the waste reserve. This cash is yet to be fully received from ratepayers.

<b>Unrestricted cash</b>	<b>\$,000</b>
Cash and cash equivalents	8,540
Other financial assets	<u>25,005</u>
Total cash holdings	33,545
Less cash allocations:	
Trust funds and deposits	(3,227)
Unearned income	(9,265)
Employee provisions	(4,029)
Reserves	<u>(11,936)</u>
Total cash allocations	(28,457)
Unrestricted cash	<u>5,089</u>

Cash levels for the year to date in comparison to the last three financial years.



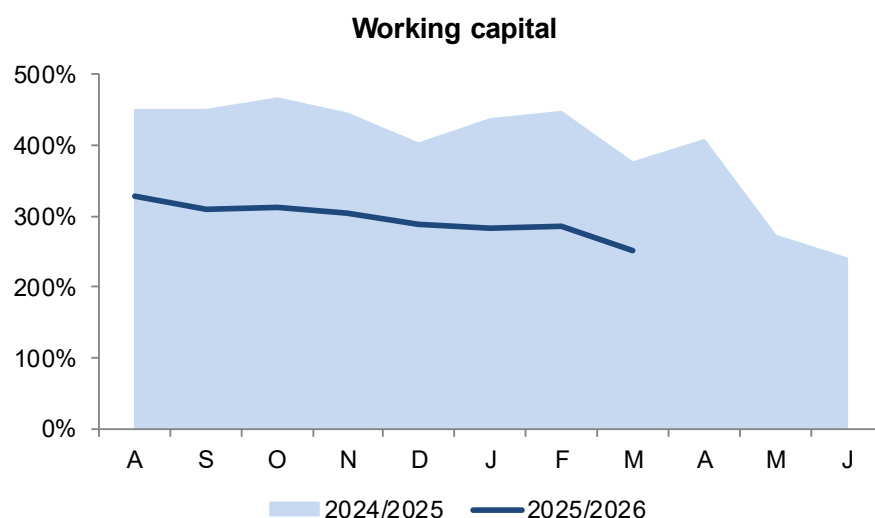
### i) Reserve transfers

Below is a summary of reserve transfers made year to date in compliance with the *Financial Reserves Policy 2024*. No non-compliant reserve transfers have occurred.

Reserves	Opening Balance \$'000	Transfer To \$'000	Transfer From \$'000	Closing Balance \$'000	Current Budget \$'000	Forecast \$'000
<b>Statutory</b>						
Campbells Creek South developer contributions	83			83	83	83
Diamond Gully developer contributions	763			763	963	713
General developer contributions	83			83	83	83
McKenzie Hill (North) developer contributions	374			374	374	374
Open space	669	115		784	637	525
<b>Statutory reserves sub-total</b>	<b>1,971</b>	<b>115</b>	<b>-</b>	<b>2,087</b>	<b>2,140</b>	<b>1,778</b>
<b>Non-statutory</b>						
Developer tree planting	119			119	119	119
Energy/water saving	197			197	197	216
Gravel rehabilitation	39			39	39	39
Swimming pool	2,331		(50)	2,281	2,210	2,210
Uncompleted works	4,779		(4,779)	-	-	-
Unspent grants	3,496		(3,496)	-	-	-
Waste management	5,597	2,376	(101)	7,871	4,474	4,694
<b>Non-statutory reserves sub-total</b>	<b>16,557</b>	<b>2,376</b>	<b>(8,426)</b>	<b>10,506</b>	<b>7,038</b>	<b>7,278</b>
<b>Reserves total</b>	<b>18,529</b>	<b>2,491</b>	<b>(8,426)</b>	<b>12,593</b>	<b>9,178</b>	<b>9,056</b>

### j) Key financial ratios

**Liquidity (working capital) 252%**  
(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. A ratio of greater than 100% is low risk.

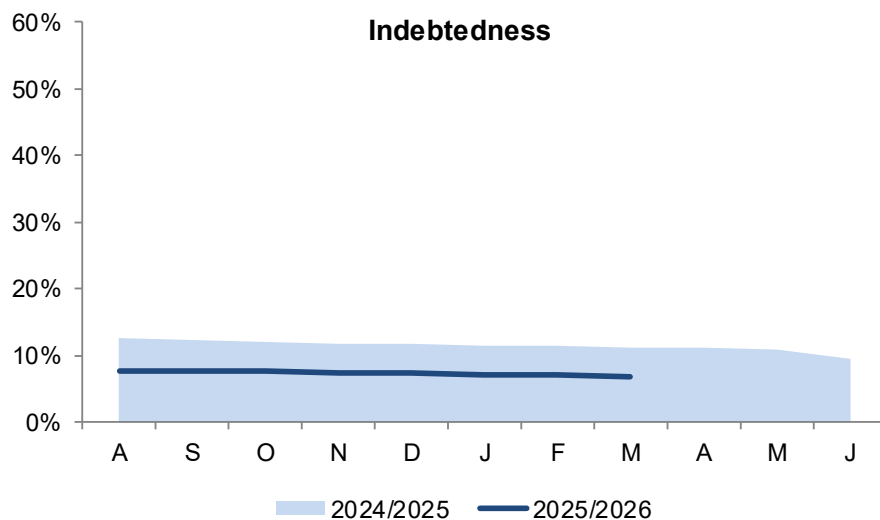
The ratio is usually high early in the financial year when the rates and charges are struck (which increases current assets by showing a higher debtors balance of

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.

2025/2026 budgeted a liquidity ratio of 142% at 30 June 2026.

### Indebtedness 7%

(Non-current liabilities / own source revenue)

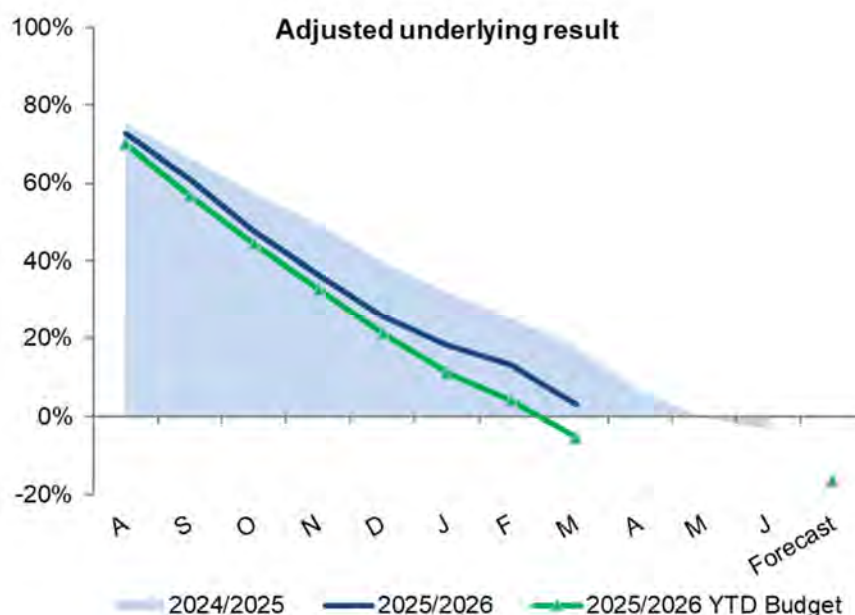


This ratio assesses the ability of Council to pay the principal and interest on borrowings, as and when they fall due, from the funds it generates (predominately rates and charges). The higher the percentage, the less ability Council has to cover non-current liabilities generated from own source revenues. Own-source revenue is used (rather than total revenue) because it does not include capital grants, which are usually tied to specific projects. A ratio of less than 40% is low risk.

2025/2026 budgeted an indebtedness ratio of 10% at 30 June 2026.

### Adjusted underlying result 3%

(Adjusted underlying surplus (deficit) / adjusted underlying revenue)

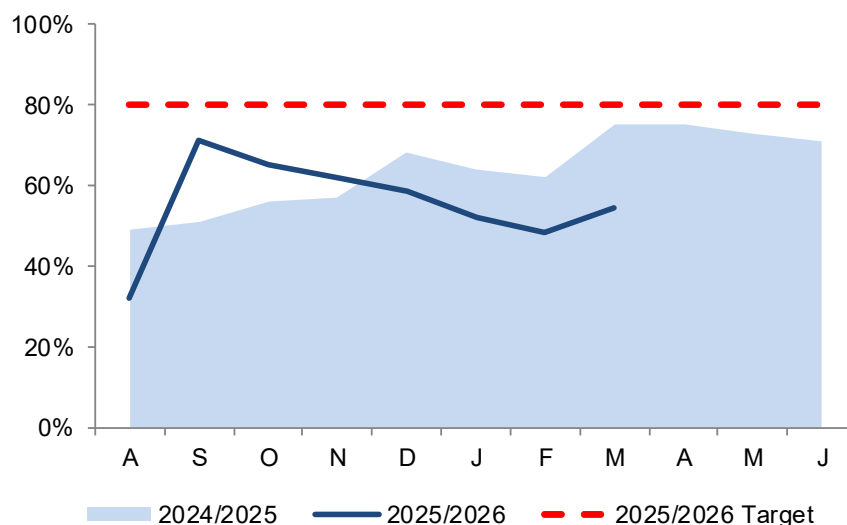


This ratio indicates the extent to which Council's operations are sustainable in the longer-term. Ideally, this ratio will always be positive. Large and/or persistent underlying operating deficits indicate Council may not be retaining sufficient funds to maintain infrastructure. A ratio of more than 5% is low risk. This ratio is adjusted to exclude non recurrent capital grants, non-monetary asset contributions and monetary contributions (capital), which are usually tied to specific capital projects.

2025/2026 budgeted an adjusted underlying deficit of 10% at 30 June 2026.

### Capital renewal and upgrade expenditure gap 54%

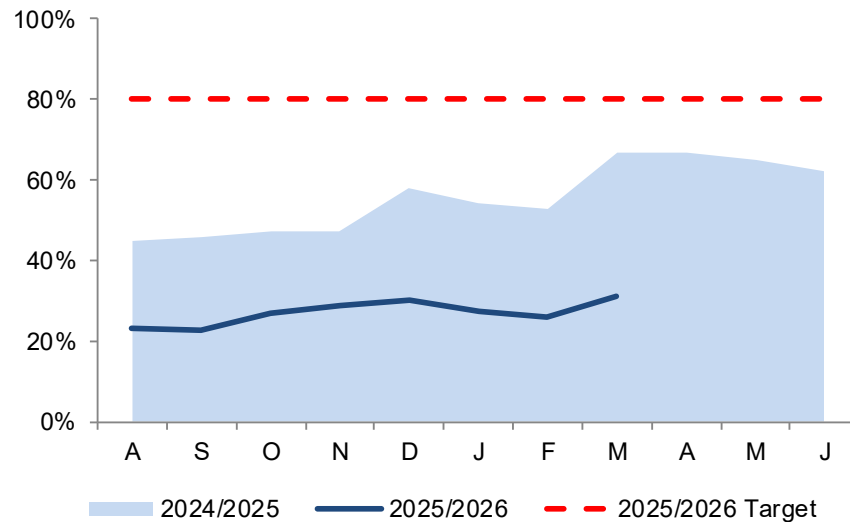
(capital renewal and upgrade expenditure / depreciation)



This ratio compares the rate of spending on renewing, restoring, upgrading and replacing existing assets (excludes new and expansion costs) against the depreciation expense (which reflects the deterioration of existing assets). Ratios higher than 100% indicate that spending on existing assets is faster than the depreciation rate. A ratio of greater than 100% is low risk. Council adopted a target of 80% in the 2025-2035 financial plan to align with its Asset Management Plans.

2025/2026 budgeted a low-risk renewal expenditure gap of 162% at 30 June 2026, this is mainly due to the upgrade works on Frederick St Castlemaine.

**Capital renewal expenditure gap 31%**  
(capital renewal expenditure / depreciation)



This ratio compares the rate of spending on renewing, restoring and replacing existing assets (excludes new, upgrade and expansion costs) against the depreciation expense (which reflects the deterioration of existing assets). Ratios higher than 100% represent low risk. Council adopted a target of 80% in the 2025-2035 financial plan to align with its Asset Management Plans.

### k) Other financial assets

Investments are made in accordance with Council's adopted *Cash Management Policy 2023*. 25 investments are held across a number of financial institutions to spread both the portfolio and counterparty credit risk.

Standard & Poors (short-term rating scale) rated banks:

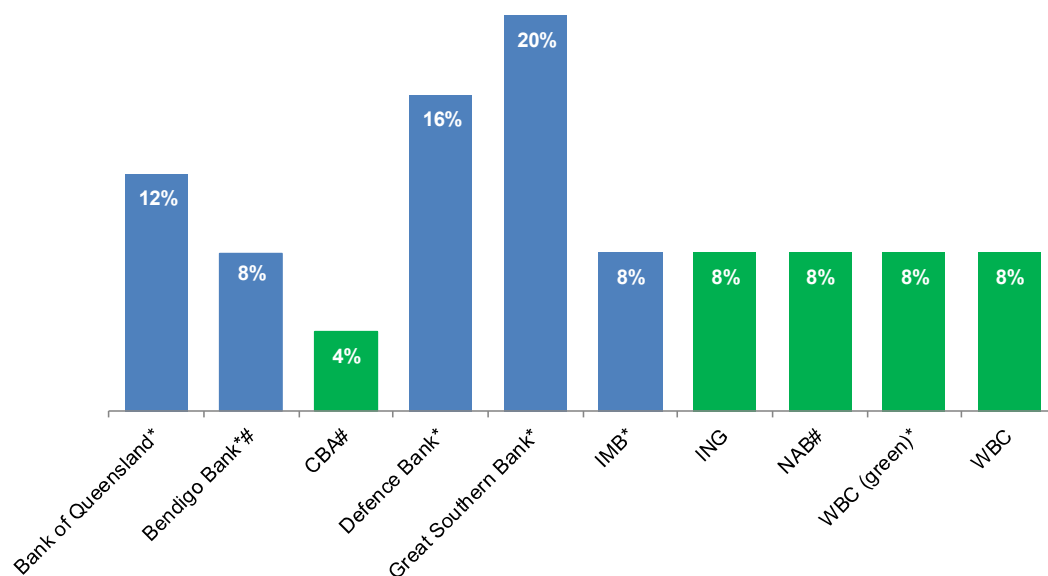
Green – A1 or above

Blue – A2 or below.

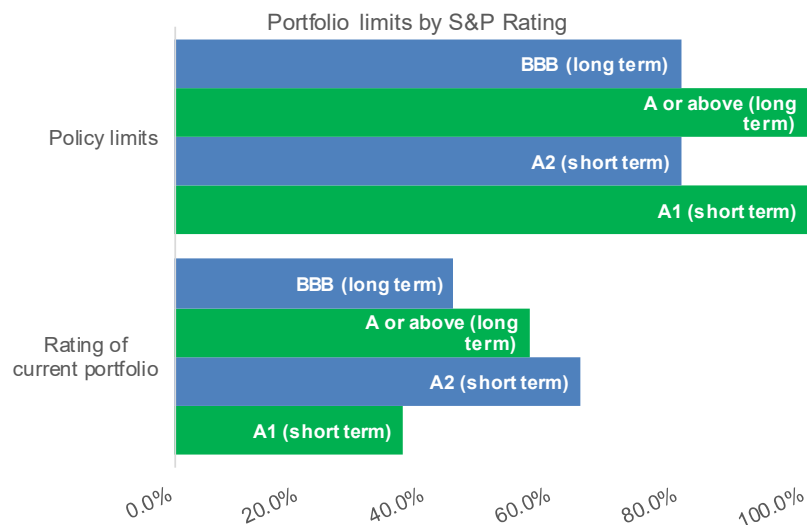
# indicates banks that have branches within Mount Alexander Shire

\* indicates banks divested from supporting the fossil fuel industry. This data is confirmed from Market Forces website: <http://www.marketforces.org.au/banks/compare>.

Percentage held by bank

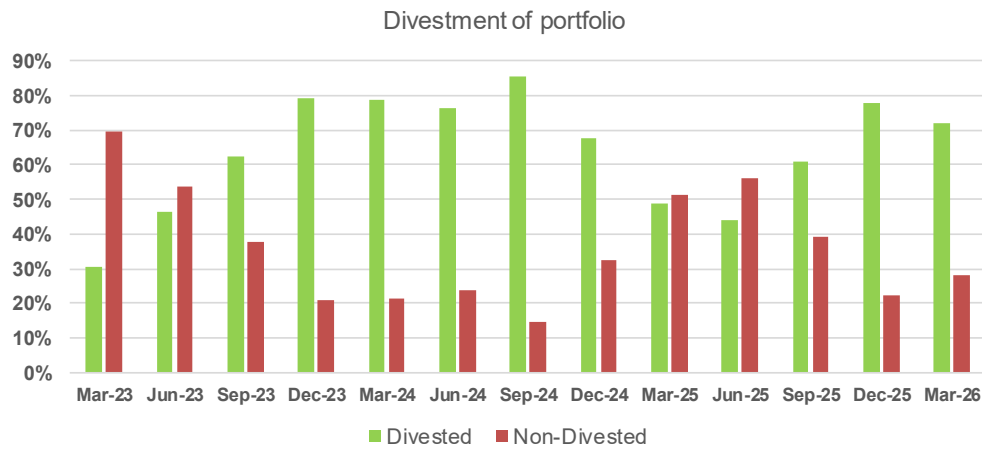


Under the adopted *Cash Management Policy 2023*, all investments are made relative to the current Standard and Poor's (S & P) credit ratings set. If ratings are downgraded, to continue to comply with the Policy, deposits may need to be withdrawn prior to maturity.

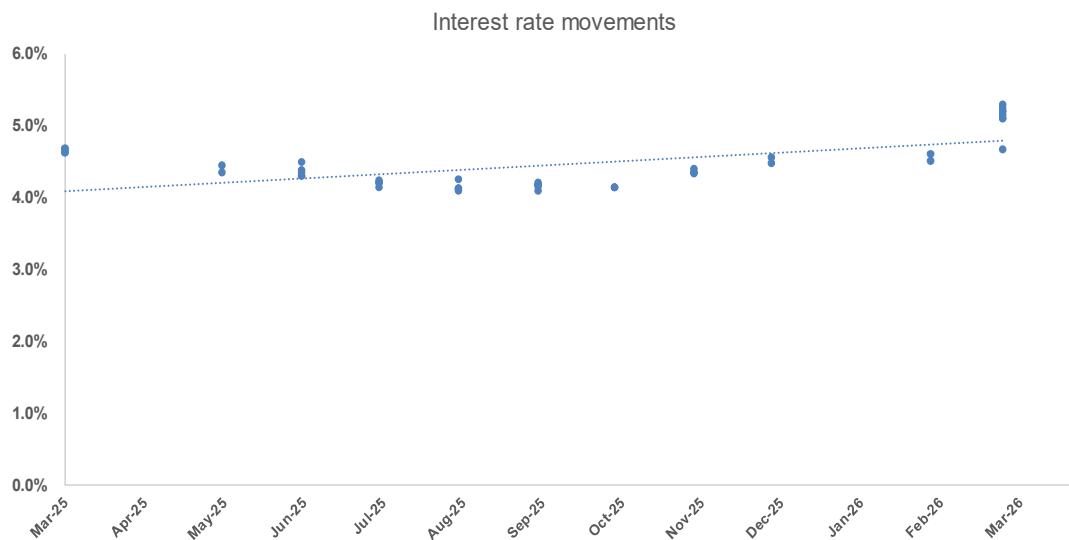


As at 31 March 2025 Council had \$25.01 million (72.01%) invested in financial institutions that support divestment from the fossil fuel industry. This data is confirmed from Market Forces website: <http://www.marketforces.org.au/banks/compare>.

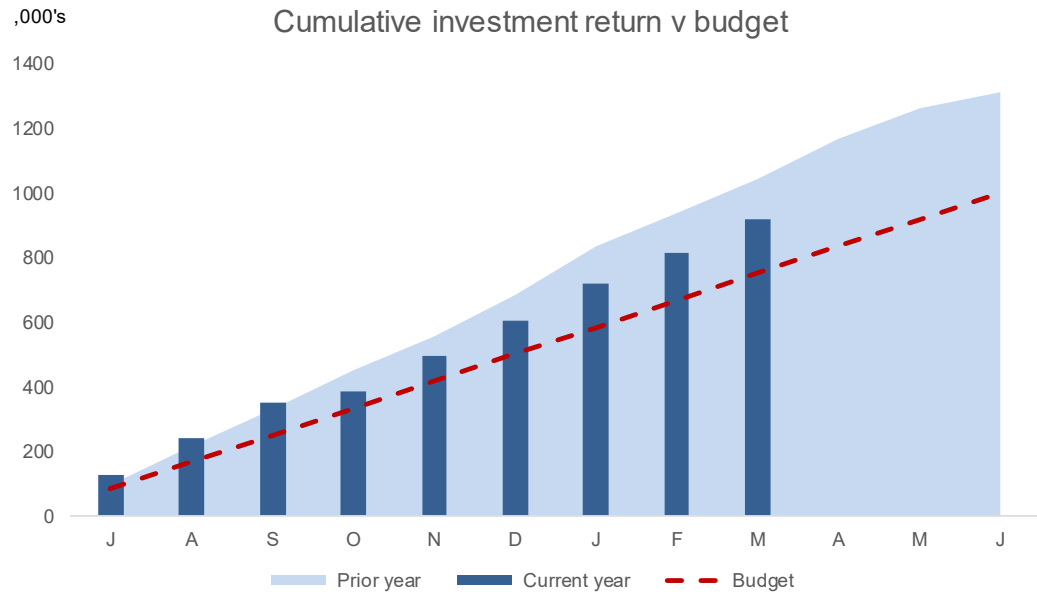
Representation of investments held in institutions that do not support the fossil fuel industries over the last three years are shown below.



Interest rate movements for term deposits lodged over the last 12 months are detailed below.



Year to date interest earned on investments compared to budget and prior year.



## I) Cash flow statement

# Mount Alexander Shire Council



Cash flow statement for the period ended March 2026

### Income & Expenses

Actual 2024/2025 \$,000's	Adopted Budget 2025/2026 \$,000's	Budget YTD \$,000's	Actual YTD \$,000's	Variance YTD \$,000's	Variance YTD %
<b>Cash flows from operating activities</b>					
28,702	30,133	22,456	21,672	(784)	-3%
1,068	1,754	1,051	907	(144)	-14%
1,755	2,846	1,936	1,257	(678)	-35%
20,955	19,686	9,417	11,261	1,844	20%
338	500	325	170	(155)	-48%
1,127	1,257	750	1,023	273	36%
(120)	0	2,000	2,000	0	0%
2,576	3,419	675	1,189	514	76%
(20,892)	(24,547)	(18,390)	(15,832)	2,558	14%
(12,482)	(16,269)	(11,442)	(14,082)	(2,640)	-23%
(1,772)	(2,320)	(2,082)	(1,535)	547	26%
<b>21,255</b>	<b>16,459</b>	<b>6,696</b>	<b>8,030</b>	<b>1,334</b>	<b>20%</b>
<b>Cash flows from investing activities</b>					
155	181	87	78	(9)	-10%
(11,360)	(18,708)	(14,668)	(6,902)	(7,766)	53%
16,750	2,645	21,400	21,400	0	0%
(21,400)		(25,005)	(25,005)	0	0%
<b>(15,855)</b>	<b>(15,882)</b>	<b>(18,186)</b>	<b>(10,429)</b>	<b>7,757</b>	<b>43%</b>
<b>Cash flows from financing activities</b>					
(75)	(121)	(93)	(46)	(47)	51%
(271)	(1,561)	(175)	(101)	(74)	42%
0	1,400	0	0	0	0%
<b>(346)</b>	<b>(282)</b>	<b>(268)</b>	<b>(147)</b>	<b>121</b>	<b>45%</b>
5,054	295	(11,758)	(2,546)	9,212	78%
6,032	2,204	2,204	11,086	8,882	403%
<b>11,086</b>	<b>2,499</b>	<b>(9,554)</b>	<b>8,540</b>	<b>18,094</b>	<b>189%</b>

### Reference notes (greater than \$500,000 and 5%):

1. User fees are less than budgeted with delays in commencing as a Support at Home Package (SaHP) provider. Refer to section a) for further details.
2. Grants are greater than budgeted with the \$1.49 million receipt of unbudgeted LRCI funding rounds 3 and 4 upon acquittal.

3. Other receipts are greater than budgeted with
  - a. Receipt of \$285,000 funding from Maldon District Financial Services Ltd grant for the purchase of Lot 8, 165 High Street, Maldon.
  - b. Insurance claim received of \$211,113 for the September 2024 storm.
4. Employee costs are less than budgeted with staff vacancies across the organisation.
5. Materials and services are greater than budgeted with payment of many of the June 2025 invoices occurring in 2025/2026.
6. Other payments are less than budgeted with the payment to the Mount Alexander Affordable Housing Trust (MAAHT), pending establishment of the trust.
7. Capital works are progressing. Refer to section e) for further details.

#### ***m) Glossary***

**Adopted budget** – the budget as adopted by Council prior to 30 June in accordance with the Local Government Act 2020.

**Asset** – a present economic resource controlled by the entity as a result of past events.

**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 either:

- (a) enhances an existing asset to provide a higher level of service; or
- (b) extends the life of the asset beyond its original life.

**Bad debt** - is essentially an account receivable that has become uncollectable, and it is recognized as an expense when the business determines the debt is a loss.

**Borrowing cost** – are interest and other costs that an entity incurs in connection with the borrowing of funds.

**Capital works expenditure** – expenditure on the acquisition, renewal, upgrade, or expansion of council's physical assets (road, buildings, parks, drainage, etc) and intangible assets (software). These costs are capitalised (i.e. added to the asset base) when they improve service capacity or extend useful life.

**Cash** – comprises cash on hand and demand deposits.

**Current asset** – an entity shall classify an asset as current when:

- (a) it expects to realise the asset, or intends to sell or consume it, in its normal operating cycle;
- (b) it holds the asset primarily for the purpose of trading;

- (c) it expects to realise the asset within twelve months after the reporting period; or
- (d) the asset is cash or a cash equivalent (as defined in AASB 107) unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

**Current budget** – adopted budget plus or minus decisions of Council (e.g. carry forward projects, post budget funding outcomes etc.) and other authorised adjustments such as employee change request (ECR's).

**Current liability** - an entity shall classify a liability as current when:

- (a) it expects to settle the liability in its normal operating cycle;
- (b) it holds the liability primarily for the purpose of trading;
- (c) the liability is due to be settled within twelve months after the reporting period; or
- (d) it does not have the right at the end of the reporting period to defer settlement of the liability for at least twelve months after the reporting period.

**Depreciation** – is the systematic allocation of the depreciable amount of an asset over its useful life.

**Doubtful debt** – a receivable (amount owed to Council) for which there is uncertainty that payment will be made.

**Earned value** – is a key project management metric that quantifies the worth of work completed to date, representing the budgeted cost of the work performed. It integrates cost and schedule by measuring achieved progress against the planned budget and schedule, providing a holistic view of project performance and enabling accurate forecasting and adjustments.

**Expense** – decreases in assets, or increases in liabilities, that result in decreases in equity, other than those relating to distributions to holders of equity claims.

**Equity** – the residual interest in the assets of the entity after deducting all its liabilities.

**Financial asset** – is any asset that is:

- (a) cash;
- (b) an equity instrument of another entity;
- (c) a contractual right:
  - i. to receive cash or another financial asset from another entity; or
  - ii. to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- (d) a contract that will or may be settled in the entity's own equity instruments and is:
  - i. a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or

- ii. a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

**Financial performance indicators** – quantitative metrics assessing Council's financial health and sustainability (liquidity, efficiency, indebtedness, etc.). These are mandated or guided under the Local Government Performance Reporting Framework (LGPRF).

**Financial resources** – monetary assets and funding sources available to Council: cash, investments, receivables, grants, etc. Used to deliver services, meet obligations, and fund capital projects.

**Forecast** – management estimate of final end of year outcomes (e.g. unforeseen events, minor adjustments, unknown revenues and expenses identified after the budget is adopted).

**Income** – increases in economic benefits during the accounting period in the form of inflows or enhancements of assets or decreases of liabilities that result in an increase in equity, other than those relating to contributions from equity participants.

**Initiatives** – specific actions, programs or projects aligned with Council's strategic objectives (Council Plan). Initiatives may have operating or capital expenditure associated.

**Interest bearing loans and borrowings** – financial liabilities that incur interest, such as bank loans or borrowings from finance authorities.

**Liability** – a present obligation of the entity to transfer an economic resource as a result of past events.

**Net assets** – the difference between total assets and total liabilities.

**New asset expenditure** – means expenditure that creates a new asset that provides a service that does not currently exist.

**Non-financial resources** – resources other than monetary ones: infrastructure, land, plant, equipment, people, systems. These support service delivery though not directly convertible to cash.

**Non-monetary contribution** – non-current asset such as land, roads, footpaths or drains, which are transferred to 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 arising in the course of an entity's ordinary activities.

**Services** – the functions, activities or programs delivered by Council (e.g. waste collection, parks maintenance, library services).

**Statement of capital works** – means a statement of capital works prepared in accordance with the Local Government Model Financial Report.

# Establishing Formal Positions of Council Policy



<b>Document Type:</b>	Council Policy	TRIM reference:	DOC/26/24278
<b>Document Status:</b>	Under Review		
<b>Policy Owner (position):</b>	Chief Executive Officer		
<b>Internal endorsement required:</b>	Not Applicable		
<b>Final Approval by:</b>	Council		
<b>Date approved:</b>			
<b>Evidence of approval:</b>	Select approver of type a position title – Refer to Notes in TRIM		
<b>Version Number:</b>	Choose an item. 2	Frequency of Review:	Four years
<b>Review Date:</b>			
<b>Date rescinded:</b>	Click here to enter a date. OR <input type="checkbox"/> Not applicable		
<b>Related legislation:</b>	Local Government Act 2020		
<b>Related strategic documents, policies, or procedures:</b>	Communications and Engagement Strategy 2023 Council Plan 2025-2029		

Date	Version Number	Details of Version	Modified by
24/02/2024	1	Inaugural position	Darren Fuzzard, CEO
	2	Scheduled review	Darren Fuzzard, CEO

# Establishing Formal Positions of Council Policy



## 1. Purpose

Council is increasingly being asked to indicate its position on specific matters that are occurring locally, regionally, nationally and internationally. In doing so, Council is also regularly asked to undertake advocacy in line with that position.

Often the matters are deeply heart felt and immensely complex. They may also be the subject of formal processes occurring at State or Federal Government levels, and many are very remote from the Mount Alexander Shire and the documented priorities of Council.

In most instances, Council has little or no authority to determine the outcome of the matter and often it can have little impact on the views of those making the decisions.

While wide-ranging in nature, a common characteristic of such matters is the significant commitment of Council's financial and human resources that would be needed to establish a well-informed position, and/or to undertake associated advocacy. In a highly resource-constrained Council, this then has consequences for the Mount Alexander Shire community, by impacting on Council's existing efforts to support it.

The purpose of this policy is therefore to define when and how Council may, and when it will not, establish a formal position on a specific matter and/or undertake advocacy activities in relation to that matter.

## 2. Scope

This policy applies to circumstances in which Council is requested to state its formal position on a specific matter that is not already covered by Council policy, strategy or plans.

Such requests of Council may arise from external parties, Council Officer reports and individual Councillors' Notices of Motion at a Meeting of Council.

This policy does not apply to:

- 2.1. Consideration of requests for letters of support in relation to proposed projects, services and/or initiatives that may directly impact on residents and/or ratepayers in Mount Alexander Shire.
- 2.2. Decisions made by Council and/or staff in accordance with legislative obligations and delegated authority.

## 3. Policy Statements

- 3.1 Council will not establish a formal position or undertake advocacy on a specific matter that is:
- a. Or is reasonably likely to be within the term of the Council, the subject of a referendum at a State or Federal Government level in Australia; and/or
  - b. International in nature and over which Council has no legislated authority or responsibility; and/or
  - c. Considered by the Mayor and Chief Executive Officer to be too remote from the circumstances of Mount Alexander Shire's ratepayers and residents and therefore, to have relatively low direct impact on them.
- 3.2 In addition to Policy Statement 3.1, Council will not establish a formal position or undertake associated advocacy on any matter where the financial or staffing cost to do so, is deemed by Council to be:
- a. Prohibitive given the extent of work considered necessary to establish a well-informed position; and/or
  - b. A disproportionate use of ratepayer's funds and/or staff given the:
    - i. Likely or anticipated low impact of the advocacy upon the decision-makers; and/or
    - ii. Existence of other more substantial advocacy efforts that align with Council's likely position; and/or
    - iii. Relative low priority of the matter compared with other Council priorities established in policies, strategies and plans.
- 3.3 In instances beyond those excluded by Policy Statements 3.1 and 3.2, Council may deem it appropriate to establish a formal position and to undertake advocacy on a specific matter. In such instances, consideration of the need for, and extent of, community input to establishing that position, will be made in accordance with Council's Communications and Engagement Strategy 2023.
- 3.4 Any formal position established and/or advocacy undertaken on a specific matter will be consistent with existing adopted policies, strategies and plans of Council to the extent that they apply.

# Establishing Formal Positions of Council Policy

## 4. Definitions of Abbreviations Used

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

Term	Definition
Council	The Municipal Council comprising a majority of the elected Councillors.
Advocacy	Representation on a matter to relevant decision-makers by Councillors or staff in accordance with formal positions adopted by Council; including those adopted in policies, strategies and plans.

## 5. 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), as it does not impinge on the rights of anyone to make a request of Council in regard to any matter.

## 6. Gender Equity

This policy affords all people the same opportunity to make requests of Council as required by the Gender Equality Act 2020.

## 7. Child Safety

Mount Alexander Shire Council is committed to being a child safe organisation and has zero tolerance for child abuse. We recognise our legal and moral responsibilities in keeping children and young people safe from harm and promoting their best interests. We create environments where all children have a voice and are listened to, their views are respected and they contribute to how we plan for, design and develop our services and activities.