

Agenda

Council Meeting

15 September 2025

NOTICE IS HEREBY GIVEN that Council Meeting of the Mitchell Shire Council will be held online and at Mitchell Civic Centre, 113 High Street Broadford, on Monday 15 September 2025 commencing at 7:00 PM.

Mary Agostino
Chief Executive Officer

By attending this meeting, you agree to be filmed. An audio and digital recording is made of all public Council and Committee Meetings, streamed live and published on Council's website. By participating in proceedings including during question time or in making a submission regarding an item before Council you agree to this publication. You should be aware that any private information volunteered by you during your participation in a meeting is subject to recording and publication. Meeting recordings can be located at www.mitchellshire.vic.gov.au.

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1 WELCOME

The Mayor formally opens the meeting with an acknowledgement of country and welcomes all present.

2 GOVERNANCE DECLARATION**3 APOLOGIES AND LEAVE OF ABSENCE****4 DISCLOSURE OF CONFLICTS OF INTEREST**

In accordance with Section 130(2)(a) of the Local Government Act 2020.

5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**RECOMMENDATION**

THAT the Minutes of the Council Meeting and Confidential Council Meeting held 18 August 2025, as circulated, be confirmed.

s3(1)h confidential meeting information, being the records of meetings closed to the public under section 66(2)(a)

The Minutes of the previous confidential meeting of Council contain information that has been determined by Council to be confidential in accordance with s3(1) of the Local Government Act 2020.

6 PETITIONS AND JOINT LETTERS

7 STRATEGIC PARTNERSHIPS AND COMMUNITIES

7.1 MITCHELL SHIRE COUNCIL PLAN 2025 - 2029

Author: Nicolas Adams - Executive Officer Special Projects and Advocacy

File No: CM/15/013

Attachments: 1. Mitchell Shire Council Plan 2025 - 2029 [↓](#)

Community Vision Theme: Vibrant and Healthy Communities

Working, learning and tourism

Travelling and getting around

Shaping Neighbourhoods

Nature and Parks

Climate Action

Draft Council Plan Objective: Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.

1. Purpose

- 1.1 The purpose of this report is to adopt the Mitchell Shire Council Plan 2025 – 2029 (Attachment 1) (“the Council Plan”).

2. Background

- 2.1 Councils are required by the *Local Government Act 2020* (Vic) (“the Act”) to develop a four-year Council Plan.
- 2.2 The Council Plan sets the strategic direction for the organisation.
- 2.3 Under section 90 of the Act the plan must include:
- The strategic direction of Council
 - *Strategic objectives* to achieve the strategic direction
 - *Strategies* for achieving the objectives
 - *Strategic indicators* to monitor achievement; and
 - A description of the Council’s initiatives and priorities for services, infrastructure and amenity.
- 2.4 There are five elements which a Council Plan must respond to (per s89 of the Act):
- It must take an integrated approach to planning, monitoring and performance reporting;

MITCHELL SHIRE COUNCIL PLAN 2025 - 2029 (CONT.)

- It must address the Community Vision;
- It must consider the resources needed for effective implementation;
- It must identify and address risks to effective implementation; and
- It must provide for ongoing monitoring and regular reviews.

2.5 This Council Plan also integrates the Municipal Public Health and Wellbeing Plan.

2.6 Section 26 of the *Public Health and Wellbeing Act 2008* (Vic) requires a Health and Wellbeing Plan to include:

- An examination of the data and health determinants of the municipality;
- Identify goals and strategies for creating a local community in which people can achieve the maximum health and wellbeing;
- Include specific measures to prevent family violence and respond to the needs of victims of family violence;
- Provide for the involvement of people in the local community in the development and implementation of the plan;
- Specify how Council will work in partnership with the Department of Health and other agencies; and
- Be consistent with the Council Plan.

3. Key Matters

3.1 The Council Plan delivers a four-year strategic direction for the organisation, which will make substantial progress towards delivering the 2050 Community Vision.

3.2 The Council Plan was developed through a series of targeted workshops with Councillors, the Executive Team, and the Senior Management Team. This was tested and supported through a range of community consultation including the deliberative panel, and the recently completed exhibition period.

3.3 The Council Plan has five key objectives:

- Grow the economy by supporting local business, attracting investment, enhancing key infrastructure and facilitating innovation to ensure long-term prosperity for the community.
- Enhance the quality of life in our communities by investing in partnerships, services, and programs that improve health and wellbeing outcomes and support community equity and inclusion.

MITCHELL SHIRE COUNCIL PLAN 2025 - 2029 (CONT.)

- Develop spaces that enrich everyday life by supporting sustainable growth, facilitating infrastructure investment, and protecting our natural assets to meet the evolving needs of the community.
 - Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.
 - Foster a strong sense of civic pride by improving community amenity, and creating opportunities for residents to connect, contribute, and celebrate shared identity.
- 3.4 Adoption of this plan completes its development, and establishes a clear and powerful vision for the organisation to deliver.

Recommendation

THAT Council adopt the Mitchell Shire Council Plan 2025 – 2029 (Attachment 1).

4. Financial, Resource and Asset Management Implications

- 4.1 The Council Plan sets the strategic direction for the organisation and therefore will have widespread financial and resource impacts. Once the plan is adopted, the organisation will need to realign and reprioritise to deliver on the direction established.

5. Consultation

- 5.1 Development of the Council Plan has been informed by a carefully considered and delivered engagement strategy.
- 5.2 Community consultation to inform the development of the Council Plan was conducted from August to December 2024 and included a series of community pop-ups, focus groups, workshops and a community engagement survey.
- 5.3 Activities undertaken during this period included:
- Community pop ups – markets, shopping centres, cafes, libraries, community centres
 - Tailored workshops – priority groups (LGBTIQA+, First Nations, CALD, seniors, people with disability, carer groups)
 - Focus groups – health and community sector stakeholders
 - Community survey – online and hard copy (reply-paid)
 - Posters – recreation and aquatic centres, community centres, libraries, shops and businesses, parks, playgrounds
- 5.4 In line with Council's *Community Engagement Policy 2024*, a deliberative engagement panel was convened. The panel, which was recruited through an expression of interest process and presented a representative cross-section of the community, met across two days on 23 February 2025 and 2 March 2025.
- 5.5 Finally, the plan was exhibited from 17 June to 17 July 2025. During this period there were 975 visits to the Council Plan Engaging Mitchell webpage and the plan was downloaded 152 times. There were 5 submissions, including one from the Taungurung Land and Waters Council and one from the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.
- 5.6 The feedback provided during the exhibition period resulted in some minor recommended changes, however, was generally very supportive of key elements of the plan.
- 5.7 Internal to Council, engagement and consultation has included four workshops with Councillors, a workshop with the Senior Management Team, and numerous

MITCHELL SHIRE COUNCIL PLAN 2025 - 2029 (CONT.)

targeted consultations with the Executive and other senior leaders across the organisation.

- 5.8 Consultation has, throughout the process, regularly re-emphasised the priorities identified by Council. There has been clear and consistent alignment at all stages.

6. Sustainability Implications (Social and Environmental)

- 6.1 By directly responding to Council's obligations under the *Local Government Act 2020* (Vic) and the *Public Health and Wellbeing Act 2008* (Vic) the Council Plan clearly establishes priority focus areas which will fundamentally impact the social, economic, and environmental sustainability of Mitchell Shire and its residents.

7. Policy and Legislative Implications

- 7.1 In the preparation of the Council Plan, Council has undertaken a Gender Impact Assessment (GIA) in accordance with the *Gender Equality Act 2020*.
- 7.2 A Gender Impact Assessment was undertaken at various stages over the development of the Council Plan. This included during the community consultation and engagement stage where findings from the GIA were applied to ensure that engagement was conducted with a diverse range of community members of all genders, ages, abilities, cultures, and people from First Nations backgrounds.
- 7.3 As a result of the considered processes employed the Council Plan strategies reflect priorities that we heard are important to women and gender diverse community members including family violence and violence against women, mental health and wellbeing, and others important to people with disabilities and older adults including safe and connected transport options.
- 7.4 Delivery and implementation of the initiatives will include action to improve gender equity and build healthy and inclusive communities for all.
- 7.5 The Council Plan also complies with Council's obligations under the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*.

8. Conflict of Interest

- 8.1 This report advises that in the preparation of, or in contributing to the preparation of, this report there was no disclosable conflict of interest raised by a member of Council staff in the subject matter of the report.

9. Risk Implications

- 9.1 Risk Ranking is determined using [ROHS201-G1-Corporate Risk Matrix](#). Risk is identified as Low, Medium, High, or Very High.

MITCHELL SHIRE COUNCIL PLAN 2025 - 2029 (CONT.)

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?	Risk Ranking after treatment
The vision established by the Council Plan fails to be delivered.	Medium	The Council Plan will be supported by a detailed implementation plan which is currently under development. This Plan will be monitored quarterly with clear reporting provided to Council and Executive. Delivery of the Plan is also a key element of CEO KPIs.	Delivery of the Council Plan will require a reprioritisation and potential reallocation of resources.	Low



Mitchell Shire Council Plan

Council Plan | Health and Wellbeing Plan

2025 - 2029

MITCHELL
SHIRE COUNCIL



Acknowledgement of Country

The area now known as Mitchell Shire is located on the Country of the Taungurung and Wurundjeri Woi-wurrung Peoples.

Taungurung and Wurundjeri Woi-wurrung Peoples have cared for these lands and waterways for thousands of years and continue to pass down their knowledge and wisdom to younger generations.

Mitchell Shire Council acknowledges the Taungurung and Wurundjeri Woi-wurrung people as the Traditional Owners of the lands and waterways in the area now known as Mitchell Shire.

We pay our respect to their rich cultures and to Elders, past, present, and emerging, as well as other Aboriginal and Torres Strait Islander people who live, work and play in the area.



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Front Cover: Aerial view over Beveridge, November 2024. Family enjoying nature. Australia Day Event in Broadford January 2025.

Council Plan | Health and Wellbeing Plan 2025-2029

Plan on a page



Grow the economy

Objectives

Describe the areas of focus of the Council. The objectives, taken together support the Council to realise the Strategic Direction Statement.

Strategies

Describe what we will do to achieve the Objectives.

*Specifies which strategies respond to our health and wellbeing commitments



Enhance the quality of life

Objective 2.

Enhance the quality of life in our communities by investing in partnerships, services, and programs that improve health and wellbeing outcomes and support community equity and inclusion.

Objective 1.

Grow the economy by supporting local business, attracting investment, enhancing key infrastructure and facilitating innovation to ensure long-term prosperity for the community.

1.1 Increase opportunities for investment in local business and industry

1.2 Increase opportunities for local employment

1.3 Increase opportunities for tourism and the visitor economy

1.4 Develop and leverage partnerships for economic development and investment

2.1 *Ensure our growing communities are vibrant, healthy and resilient

2.2 *Prevent family violence and violence against women

2.3 *Prevent and minimise harms from gambling, alcohol, tobacco and vapes

2.4 *Strengthen social connection, access and inclusion for all

2.5 *Promote healthy behaviours and address emerging health concerns across all ages

2.6 *Improve mental health and wellbeing

Strategic direction statement

"Together, we work towards a healthy, connected, and thriving community. We prioritise wellbeing, sustainable investment and development, and good governance. We deliver solutions that build a better future for our community."



Develop spaces that enrich everyday life

Objective 3.

Develop spaces that enrich everyday life by supporting sustainable growth, facilitating infrastructure investment, and protecting our natural assets to meet the evolving needs of the community.

3.1 *Provide a diverse range of active and passive open spaces and recreation precincts

3.2 *Facilitate the timely delivery of key services and infrastructure

3.3 *Support community to adapt to and mitigate the risks of climate change and adopt environmentally sustainable behaviours

3.4 *Facilitate a diverse range of private and community housing options

3.5 Provide a safe, connected, well maintained, and efficient transport network

3.6 *Support a sustainable local food system



Ensure good governance

Objective 4.

Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.

4.1 Perform our legislated responsibilities with integrity, respect, and transparency; and establish strong, sustainable financial management

4.2 Provide accessible, safe and inclusive working environments that foster trust, employee engagement and innovation

4.3 *Provide accessible, safe, and inclusive services and opportunities for community engagement

4.4 *Build strong relationships to advance equity for First Nations peoples

4.5 Undertake evidence-based planning for effective delivery of services and infrastructure

4.6 Enhance systems, technology, and customer experience

4.7 Relentlessly pursue funding opportunities including through grants and advocacy, and work to influence policy which will shape our community



Foster a strong sense of civic pride

Objective 5.

Foster a strong sense of civic pride by improving community amenity, and creating opportunities for residents to connect, contribute, and celebrate their shared identity.

5.1 Provide attractive town centres that are safe and vibrant

5.2 Protect and enhance the biodiversity of natural environments and native wildlife

5.3 *Provide healthy and inclusive places and spaces for all

5.4 Ensure our communities are clean, tidy and well-maintained

Message from the Mayor and Councillors

It is my pleasure to introduce the Mitchell Shire Council Plan 2025–2029.

This is more than just a document — it's a shared commitment to the people of Mitchell. It sets out the key priorities, values and objectives that will guide our decisions, investments and day-to-day work over the next four years.



Mitchell is at a turning point. We are now one of Victoria's fastest growing regions, and with that growth comes real opportunity — to improve our services, strengthen our communities and shape a region that works for everyone. But growth also brings pressure. It challenges us to think ahead, plan wisely and ensure no one is left behind.

That's why this plan matters.



It provides structure and focus for our work, built around five strategic objectives:

- **Grow the economy** by supporting local business, attracting investment, enhancing key infrastructure and facilitating innovation to ensure long-term prosperity for the community.
- **Enhance the quality of life** in our communities by investing in partnerships, services, and programs that improve health and wellbeing outcomes and support community equity and inclusion.
- **Develop spaces that enrich everyday life** by supporting sustainable growth, facilitating infrastructure investment, and protecting our natural assets to meet the evolving needs of the community.
- **Ensure good governance** by promoting transparency, building trust, and strengthening connections with the community.
- **Foster a strong sense of civic pride** by improving community amenity, and creating opportunities for residents to connect, contribute, and celebrate their shared identity.

These objectives aren't just words — they're drawn directly from what our community has told

us is important. From local events and drop-ins to surveys and panel discussions, we've heard from people across the Shire: they want safe roads, access to services, well-planned growth and a Council that listens.

This plan also embeds our health and wellbeing priorities, reflects our commitment to inclusion, and aligns with the long-term Community Vision for 2050. It recognises the unique challenges and strengths of our townships from Beveridge and Wallan to Kilmore, Seymour and beyond and ensures our efforts reflect the diversity of the region.

Importantly, it also outlines how we'll track our progress and remain accountable to the community. We know trust is built through action, not words and that our community wants to see results.

This plan sets our purpose, a commitment to transparency and collaboration.

Thank you to everyone who contributed to the development of this plan. Your voices and ideas have shaped it, and your continued involvement guides us.

**Cr John Dougall,
Mayor**

“Together, we’re building a future that reflects the best of Mitchell — practical, inclusive and forward-thinking.”

Left to Right: Cr Timothy Hanson, Cr Andrea Pace, Cr Riley Evans, Cr John Dougall, Cr Ned Jeffery, Cr Bob Cornish, Cr Nathan Clark, Cr Claudia James and Cr Bob Humm.

Message from the CEO

The Mitchell Shire Council Plan 2025–2029 is the result of deep listening, honest reflection and ambitious thinking. It captures our shared vision for the future of this region — and sets out how we'll make it happen.



As an organisation, we understand the responsibility that comes with rapid growth. More people means more services, more infrastructure and more pressure on what already exists.

But it also brings energy, ideas and investment. With the right planning and community focus, we can turn this growth into something that works for everyone.

This plan is our commitment to doing just that. It clearly outlines the strategic priorities that will guide our work and the values that will shape

Aerial view over Beveridge, November 2024.



how we deliver. It reinforces our commitment to good governance, accountability and meaningful engagement with the people we serve.

The plan also plays a critical role in guiding the organisation.

It shapes our internal decision-making, informs how we allocate resources, and ensures that the work of every team from road maintenance to customer service is aligned with the broader goals of Council. It gives us a shared direction and a clear sense of purpose.

We provide more than 80 services for our community. Bringing the Council Plan and the Health and Wellbeing Plan together elevates the importance of health and wellbeing into all our services.

From waste and recycling to maternal and child health, local laws, planning and youth programs — our services are a core part of daily life in Mitchell and this plan helps to ensure they are all delivered in a way that meets the needs of a growing and diverse population.

We're focused on delivering infrastructure that keeps up with demand. We're improving our services so they're inclusive and accessible to all. We're growing our local economy in a way that benefits both businesses and the local workforce. And we're protecting what makes Mitchell special — its people, its natural environment and the strong community connections that define life here.

Importantly, this plan doesn't sit on a shelf. It's supported by detailed action plans, and a focus on outcomes. Our teams will report on progress, adapt to challenges and remain committed to the community every step of the way.

To everyone who took the time to share ideas, insights and aspirations — thank you. Your feedback has shaped this plan, and your voice will continue to guide us as we deliver it.

I'm proud of the work we've done so far, and I'm excited about what's ahead. Together, we're building a Mitchell that's ready for the future.

Mary Agostino,
Chief Executive Officer







Mitchell Shire – Victoria’s Fastest Growing Municipality

About Mitchell Shire

Mitchell Shire is where city meets country.

Just 40 kilometres north of Melbourne, our region stretches from the city’s edge to the Goulburn Valley — linking fast-growing suburbs, established townships and expansive rural landscapes.

We’re not just growing — we’re stepping into our own identity as a region that’s connected, confident and ready for the future.

As Victoria’s fastest growing municipality, more than 64,000 people already call Mitchell home and that number is expected to reach over 221,000 by 2046.

Most of this growth is happening in our southern corridor — Beveridge, Wallan and Kilmore but every part of the Shire is growing, and evolving in their own way.

We’re made up of more than 40 townships and communities, each with its own character and identity. Some are long-established rural towns where generations of families have built their lives. Others are rapidly developing neighbourhoods attracting new residents from across Victoria and beyond. Together, they form a community that’s proud, adaptable and unmistakably Mitchell.

More than 14,000 local jobs are supported across a range of industries, including construction, healthcare, education, retail, public safety and manufacturing. Small businesses, trades and service industries are the backbone of many of our townships.

Many people still commute to Melbourne for work, especially from our southern growth areas.

But that pattern is shifting. Around 15% of residents now work from home and more are starting businesses or finding employment within the Shire.

With over 4,300 registered businesses and growing, our local economy is becoming self-sustaining and more connected to everyday life in the region.

Our natural environment is one of our greatest assets.

Rolling hills, volcanic cones, rivers, bushland and open spaces make Mitchell not only a beautiful place to live, but a region deeply connected to its landscape. From the Tallarook Ranges to the banks of the Goulburn River, our landscape offers not just beauty, but a way of life.

These places support biodiversity, recreation, tourism and farming and provide important connections between people and nature. We know that our natural assets are part of what makes Mitchell unique and we're committed to looking after them as we grow.

However, at its heart, what makes Mitchell special is its people. We're a place where

community still means something. Where neighbours know each other, where clubs, schools and local events bring people together and where decisions are made with the future in mind.

We're growing fast but we're growing with purpose.

We know where we've come from and we're clear about where we're going.

We're a Shire that values connection. From weekend markets to sporting clubs, community halls and cultural festivals, there are countless ways for people to meet, contribute and feel part of something.

As Mitchell continues to grow, we know our success will be defined not just by population numbers or infrastructure, but by how well we hold onto what matters. Together we're shaping a region that works for everyone — now and into the future.

Colin Officer Reserve, Broadford.



Mitchell Shire Council

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Traditional Owner boundaries map

Mitchell Shire is on the traditional lands of the Taungurung and Wurundjeri Woi-wurrung Peoples. We work closely with Taungurung Land and Waters Council and Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation to progress their priorities for Country. This map outlines where the traditional land boundaries are located within the area now known as Mitchell Shire.



Who we are

Population

	2025	2036	2046
Beveridge	9,082	48,688	112,187
Broadford	6,308	7,423	8,345
Kilmore - Kilmore East	12,269	17,500	24,910
Pyalong - Rural North West	2,759	3,275	3,794
Rural North East	2,957	3,149	3,339
Seymour	8,818	10,579	13,483
Wallan	18,758	29,601	51,539
Wandong - Heathcote Junction	3,224	3,586	4,041
Mitchell Shire	64,175	123,801	221,638

People

*currently there is no data for gender diversity available

Male	50.4%
Female	49.6%

LGBTIQA+ identity

Identify as LGBTIQA+	8.2%
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Age

Babies to preschoolers (0 to 4 years)	7.1%
Primary schoolers (5 to 11 years)	9.9%
Secondary schoolers (12 to 17 years)	7.5%
Tertiary education and independence (18 to 24 years)	8.3%
Young workforce (25 to 34 years)	14.2%
Parents and homebuilders (35 to 49 years)	19.5%
Older workers and pre retirees (50 to 59 years)	12.7%
Empty nesters and retirees (60 to 69 years)	10.7%
Seniors (70 to 84 years)	8.6%
Elderly (85+ years)	1.5%

Disability

Need assistance with core activities	6%
Self-reported disability	27%

Aboriginal and Torres Strait Islander identity

Aboriginal and Torres Strait Islander	2.2%
Speak an Aboriginal or Torres Strait Islander language	0.9%

Country of birth

Australia	79.1%
United Kingdom	3.0%
India	2.5%
New Zealand	1.4%
Philippines	0.6%
Italy	0.5%
China	0.4%
Germany	0.4%
Sri Lanka	0.4%
South Africa	0.3%
Malta	0.3%

Language used at home

English only	82.7%
Punjabi	2.3%
Italian	0.8%
Hindi	0.6%
Arabic	0.5%

Households

Couples with children	33.1%
Couples without children	25.3%
Lone person	20.8%
One parent families	11.9%
Other families	0.9%
Other	5.6%

Housing Tenure

Paying a mortgage	44.7%
Fully owned	27.3%
Renting - private	17.8%
Renting – social housing	2.0%
Other	7.8%

Volunteering, care and domestic work

	Male	Female
Volunteer	11%	13%
Provide unpaid care to person with disability, illness or due to old age	10%	16%
Provide unpaid care to children	25.3%	33.6%
Undertake 15-29 hours unpaid domestic work each week	7.7%	16.5%

Economy, employment and education

Annual economic output	\$5.7 billion
Gross Regional Product	\$2.996 billion
Jobs	14,453

Key industries of employment

Construction	14.6%
Healthcare and social assistance	11.8%
Public administration and safety	9.7%
Manufacturing	8.6%
Retail trade	8.1%

University qualification	15%
Trade certificate	25%
Disengaged from education and employment (15 to 24 years)	9.5%
Unemployed	4.5%
Work at least some of the time from home	15%

Sources:

Census 2021
 .id community profile, housing monitor and population forecast profile
 Mitchell Shire Household Survey 2024
 Remplan Economic Modelling and Planning System

Aerial view of Broadford towards Mt Piper, November 2024.



Mitchell Shire Council

Your Council for 2024-2028

North Ward



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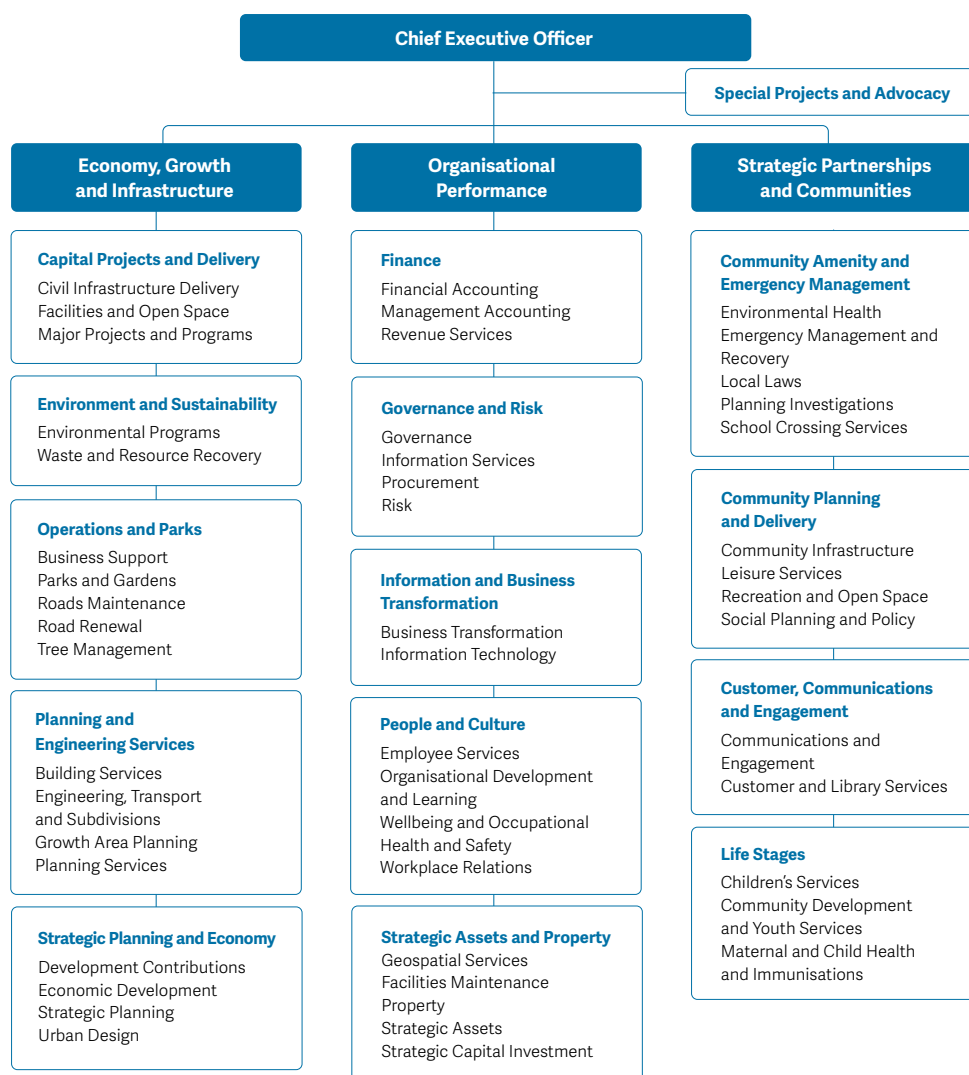


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Mitchell Shire Council

The organisation and services

The Council set the strategic direction for the municipality and make decisions on behalf of the community they have been elected to represent. The organisation oversees the day-to-day delivery of all services and functions, guided by the Council, state and federal legislation and various funding agreements.



Organisational Values

Our values guide the way we work — with each other, with our community, and with our partners. They help us stay focused, build trust, and create a positive culture where people feel respected, included and supported. They also help us navigate challenges with purpose and clarity.



Trusted

We are reliable, honest and accountable. We act with integrity and respect — building trust in everything we do.



Engaged

We care about our work, each other and our community. We're committed, enthusiastic and always ready to listen, support and collaborate.



Innovative

We value curiosity and creativity. We're open to new ideas and learning, always looking for ways to improve and deliver better outcomes.





Planning for our community

Mitchell Shire Council

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What is a Council Plan?

This Council Plan sets our direction for the next four years, outlining what we're working towards and how we'll get there. It's built on the Community Vision — a long-term view shaped by the community about what matters most.

This plan focuses on practical outcomes. It celebrates the strengths of our Shire while responding to the challenges and opportunities ahead. It's about delivering the infrastructure, services and planning needed for a growing, healthy, thriving and inclusive community.

To track our progress, the plan includes clear objectives, strategies and measurable indicators that show how we're delivering on our commitments.

We respect and value the diverse communities that call Mitchell Shire home and strive to ensure everyone is safe and included in all aspects of community life. We are proud to celebrate, value and include people of all ages, genders, sexualities, cultures and abilities. We will work together with Traditional Owners and First Nations peoples for a better and fairer future where everyone has equal health, social and economic outcomes.

What is a Health and Wellbeing Plan?

We've chosen to integrate our Health and Wellbeing Plan into our Council Plan for the first time. In doing this we are elevating the health and wellbeing needs of the community into the strategic direction of the Council and all services we deliver.

Our health and wellbeing plan sets our commitments for the next four years for delivering equitable health outcomes across the community now and into the future. In developing specific strategies to do this, we have considered the State health and wellbeing priorities, consulted with our health partners and listened to what you have told us are your priorities for Council to focus on.

Development in Beveridge.



Community Vision

The 2050 Community Vision was first developed in 2020-2021, engaging with over 1,500 community members. In 2024-2025, we engaged again with community to check in and make sure this still resonates.

The Council Plan moves us towards this vision over the next four years, whilst taking into account the context of today and future challenges and opportunities.

Vision statement

"We are a healthy, vibrant and connected community that values nature, diversity, creativity and innovation."

Our community's wish for the future is that Mitchell will become a place that people of all ages and cultures love to call home, where we celebrate our natural beauty, healthy living, and where businesses prosper."

www.mitchellshire.vic.gov.au/mitchell2050



Council Plan delivering towards the Community Vision

Community Vision 2050

2025

2029

2050

Council Plan 2025-2029
(1-4 Years)



Council's Strategic Direction Statement

In developing our strategic direction statement, we have taken into account the Community Vision and worked through a process which identified how, in these four years, Council can take steps towards making the Vision a reality.

This statement represents the strategic direction of Council and will guide how we support and deliver for our community.

Strategic direction statement

"Together, we work towards a healthy, connected, and thriving community. We prioritise wellbeing, sustainable investment and development, and good governance. We deliver solutions that build a better future for our community."

Council Plan Objectives



Grow the economy



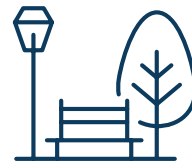
Enhance the quality of life



Develop spaces that enrich everyday life



Ensure good governance



Foster a strong sense of civic pride

Panoramic view of Pyalong landscape, November 2024.



What we do differently

Council plays an important role as a conduit across community, partners, and stakeholders to shape outcomes which in isolation could never be achieved. We need to be innovative and proactive as we cannot do it alone.

We engage

Our community drives us. Your voice, your experience, your priorities are at the centre of every action we take. We're not ticking boxes — we're building real connections, listening deeply, and making decisions with you, not for you. We are dedicated to forming and maintaining strong relationships with you to shape our community.

We partner

Big outcomes need bold partnerships. We team up with government, industry, not-for-profit organisations, Traditional Owners, health providers including those in our local Health and Wellbeing Network, and local community leaders — bringing together the ideas, knowledge and energy to tackle what matters most. Together, we're shaping solutions that create real, lasting change for Mitchell.

We advocate

We fight for what matters. Whether it's better infrastructure, services, or long-term investment, we stand up and speak out. And when we raise our voice with our partners, it gets louder, clearer and impossible to ignore. Our approach to advocacy is targeted, strategic, and focused on delivering transformational outcomes. By empowering our community and other partners, our approach is to increase our influence in order to drive change.

Partnership and innovation at the core of community infrastructure and service planning

A strong partnership approach is central to the planning, design, delivery, activation, and ongoing operation of community infrastructure and services.

Collaboration — across all levels of government, with service providers, the private sector and local communities — is essential to achieving sustainable, community-led outcomes. Innovative approaches to design, service integration, and delivery models are critical in responding to the evolving needs of a growing population.

Wallan East Family and Children's Community Centre (interim name), which has been made possible through a partnership between Mitchell Shire Council and the Victorian Government, is a perfect example of what strong partnerships can deliver. This landmark project has received a joint investment of \$18.15 million from the Victorian Government and \$2 million from Council.

Once complete, the Centre will deliver targeted, inclusive and responsive early years education, maternal and child health services, and flexible, accessible community spaces. This facility demonstrates how partnership and innovation can deliver high-impact, place-based infrastructure that strengthens communities.

Greater Beveridge Community Centre.



Integrated planning

To make good decisions for our community — now and into the future — we take a connected and coordinated approach to planning.

The Community Vision — a shared view of the kind of place we want Mitchell Shire to be in the future - informs all our planning. The Council Plan is how we turn that vision into action over the next four years, including our health and wellbeing priorities that make up our Health and Wellbeing Plan.

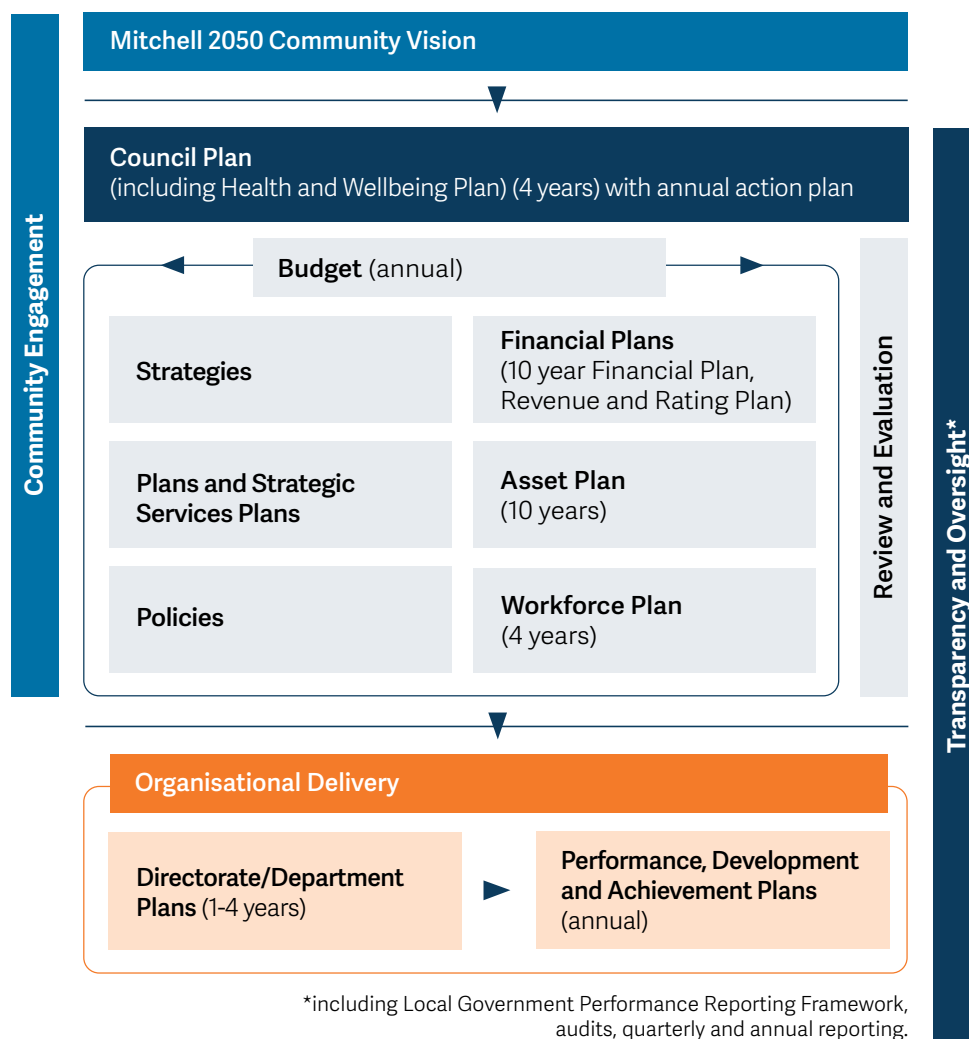
By aligning our key plans, including the Financial Plan, Asset Plan, and Strategic Service Plans, we can focus our efforts, manage resources responsibly, and stay on track to meet the goals set out in the Council Plan.

This approach helps us respond to the real needs of our community and ensures that every decision contributes to a stronger, more sustainable Mitchell Shire.

Panoramic view over Kilmore township, November 2024.



Integrated Planning Framework



Legislative context

Our work outlined in this plan is shaped by a range of Victorian legislation that guide how councils operate and how we plan for our community's future.

Aboriginal Heritage Act 2006

This Act sets out the ways Aboriginal cultural heritage must be protected, and establishes processes for the assessment of activities that have the potential to harm Aboriginal heritage.

Why it matters:

This Act ensures the recognition of Traditional Owners in relation to the management and protection of Aboriginal cultural heritage and guides councils in their preparation of Cultural Heritage Management Plans.

Charter of Human Rights and Responsibilities Act 2006

This Act sets out the basic rights, freedoms and responsibilities shared by all people in Victoria. It requires councils to deliver services and make decisions in a way that respects human rights and promotes fairness and dignity.

Why it matters:

Our community is diverse. This Act ensures we listen to and meet the different needs of people of all backgrounds, cultures, ages, abilities and identities so that everyone can access our services, feel valued and participate fully in community life.

Climate Action Act 2017

This Act sets the direction for Victoria to become a climate-resilient, net-zero emissions state by 2045. It identifies councils as key decision-makers who must consider climate risks and opportunities when developing the Municipal Public Health and Wellbeing Plan.

Why it matters:

The effects of climate change — such as extreme weather, bushfires and flooding have a real impact on our region. This Act ensures we prepare and adapt our infrastructure, services and communities for a more sustainable and resilient future.

Gender Impact Assessment Statement

Mitchell Shire Council is committed to playing our part in advancing gender equality, in line with the *Gender Equality Act 2020*.

As part of developing this Council Plan, we undertook a Gender Impact Assessment to better understand how our services, programs and policies affect people of different genders including women, men and gender-diverse people. This helps ensure that everyone has fair and equal access to what we offer, and that no one is left behind.

We've used these insights to shape the strategies in this Plan so that we continue to reduce inequality and strengthen inclusion across our organisation and the wider community.

Gender Equality Act 2020

This Act requires councils to take positive action to promote gender equality across their workplaces and services. We must:

- Consider and promote gender equity in all decisions
- Conduct gender impact assessments for services or programs with significant public impact
- Prepare and implement a Gender Equality Action Plan

Why it matters:

Everyone in our community should feel included, safe and supported — regardless of their gender identity. This Act helps to ensure that Council's work recognises and responds to the different needs and experiences of women, men and gender-diverse people.

Local Government Act 2020

This Act provides the overarching framework for how councils govern, plan and engage with their communities, including Traditional Owners. It requires us to:

- Set a clear strategic direction and objectives
- Describe how we'll measure our progress

- Identify initiatives and priorities for infrastructure, services and amenity
- Use deliberative engagement to shape our Council Plan

Why it matters:

This Act ensures our plans are developed with the community and that consideration is given to community priorities. It holds us accountable and helps build trust through open, inclusive and meaningful decision-making.

Planning and Environment Act 1987

This Act establishes a framework for planning the use, development and protection of land in Victoria in the present and long-term interests of all Victorians. It describes the role councils have as a planning authority for a municipal district and our responsibilities in the enforcement of the planning scheme.

Why it matters:

This Act ensures we consider the needs of current and future residents. It supports us to facilitate development that is fair, protects natural resources, provides pleasant and safe environments and conserves and enhances historical and cultural value of specific places.

Panoramic view of Tallarook, November 2024.



Public Health and Wellbeing Act 2008

This Act outlines councils' responsibilities to protect and promote public health. It requires us to assess health trends and inequalities in our Shire and respond with a tailored Municipal Public Health and Wellbeing Plan. Our Health and Wellbeing Plan must also align with the Victorian Public Health and Wellbeing Plan.

Why it matters:

Good health is important for every aspect of life. This Act ensures we focus on the local health challenges that matter most and work to reduce health inequalities across our Shire.

Traditional Owner Settlement Act 2010

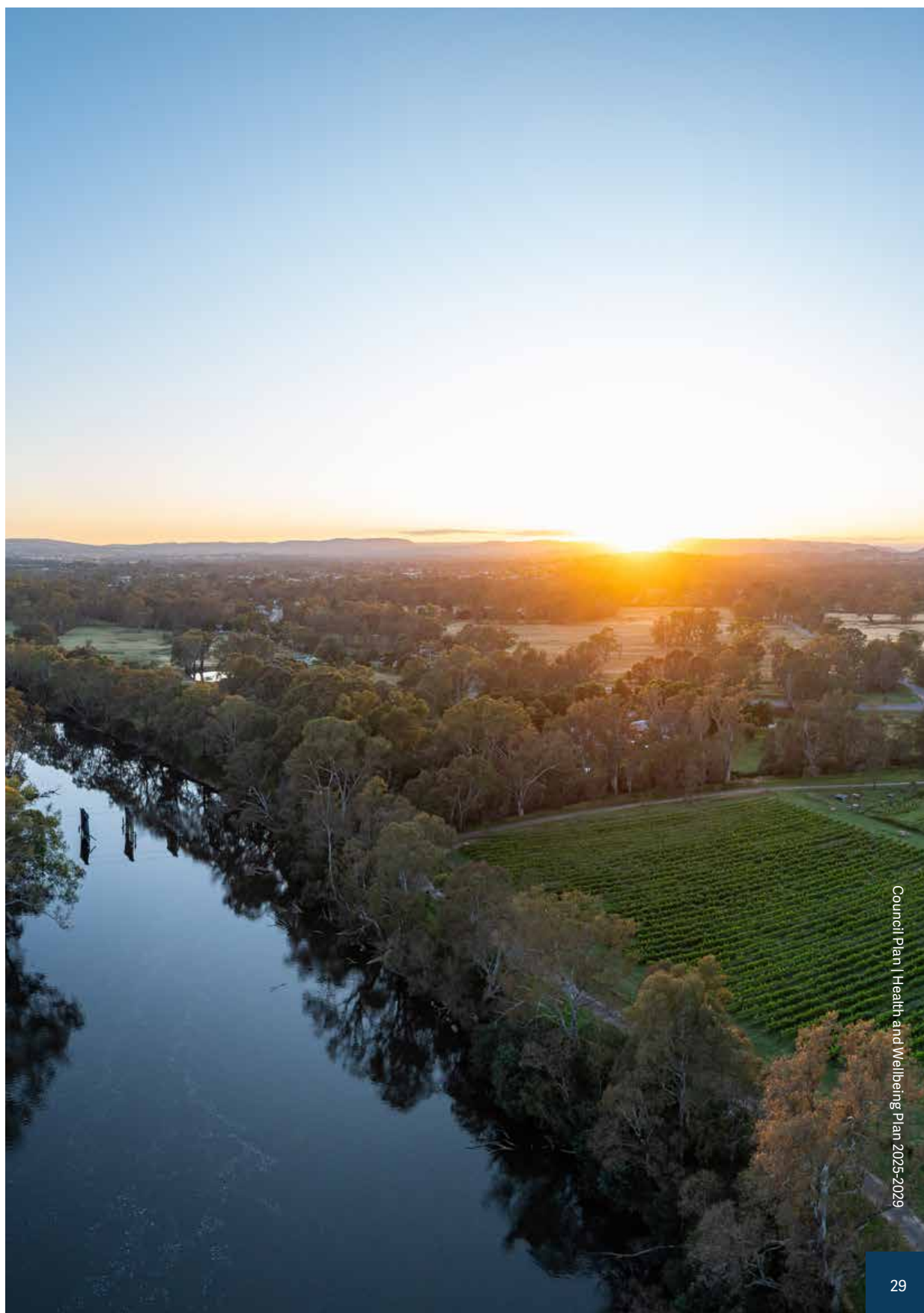
This Act allows for the State Government and Traditional Owners to make agreements that recognise Traditional Owners' relationship to land and provide them with certain rights on Crown Land.

Why it matters:

Under this Act, the Taungurung Recognition and Settlement Agreement was negotiated and is a key agreement involving commitments from local councils on Taungurung lands such as the Land Use Activity Agreements and the Recognition Settlement Agreement Schedule 5: Local Government Engagement Strategy.

Below: Broadford Historical Society Buildings, High Street.
Right: Panoramic view over Goulburn River at Seymour, November 2024.





Council Plan | Health and Wellbeing Plan 2025-2029

Policy context

As well as meeting our legislative obligations, our work is also guided by a number of important state and national strategies. These plans reflect shared values across government and help us align our local goals with broader priorities for fairness, health, inclusion and opportunity.

Aging Well Action Plan 2022-2026

The vision for this plan is that senior Victorians enjoy the benefits of living longer, as respected members of the community. The plan's priority areas are about building resilient and connected seniors, ensuring seniors are tech-savvy, increasing the visibility and appreciation of seniors and ensuring older people have the ability to protect their own health and wellbeing.

Why it matters:

Growing older is an achievement and ageing is cause for celebration. This plan helps guide our work to support older adults to remain connected and healthy as they age.

Best Start, Best Life Reforms

The Victorian Government are investing in changes to early childhood education to provide the best start for children. This includes increasing four year old kindergarten to a 30 hour a week program across the state by 2032.

Why it matters:

Councils have a significant role in the planning for services and future capital works to meet forecast demand for kindergarten. These reforms will provide opportunities for funding for kindergarten infrastructure and workforce increases.

Inclusive Victoria 2022-2026

This is Victoria's disability plan. It sets out a vision for a fairer and more inclusive state for people with disability. The plan includes six major reform areas and 22 priorities across four key pillars:

- Inclusive communities
- Health, housing and wellbeing
- Fairness and safety
- Opportunity and pride

Why it matters:

This plan helps us to ensure our services and places work people with disability. It guides us to identify and remove barriers, promote equal participation and create more welcoming, accessible communities.

Plan Victoria

This is a long-term plan for Victoria to address current and future issues and opportunities in building housing, employment and new communities. It sets out five pillars:

- Housing for all Victorians
- Accessible jobs and services
- Great places, suburbs and towns
- Sustainable environments
- Self-determination and caring for Country

Why it matters:

To meet Victorians' current and future housing needs, about 2.24 million more homes will be needed across Melbourne and our regional cities and towns over the next 30 years.

Pride In Our Future 2022-2032

This is Victoria's 10-year strategy to support the rights, inclusion and safety of LGBTIQ+ communities. It focuses on four priority areas:

- Equal rights and freedoms
- Inclusive and accessible services
- Visibility and representation
- Safe, strong and sustainable communities

Why it matters:

Everyone in our community deserves to feel safe, respected and seen. This strategy helps us shape services, programs and places that include LGBTIQ+ people — reducing discrimination and building stronger community connections.

Victorian Aboriginal and Local Government Strategy 2021-2026

This strategy provides practical guidance for how councils can strengthen relationships with First Nations peoples. It focuses on improving engagement, supporting community-led decision making, and building mutual trust, respect and shared responsibility.

Why it matters:

Local councils have a responsibility to promote self-determination in local decision making and to work in partnership to enhance health and economic equity for all First Nations peoples.

Victoria's Housing Statement 2024-2034

The Housing Statement outlines five key areas to tackle housing supply and affordability in Victoria including planning reforms, affordability, renter's rights, social housing, long-term planning for growth and more homes in regional Victoria.

Why it matters:

Victoria is growing quickly, 2.24 million homes are needed by 2051 – that's around 80,000 a year. Councils play an important role in the planning system and delivery of key community infrastructure to support these new residents.

Victoria's Multicultural Policy Statement

This is the Victorian Government's vision to enable every Victorian to participate fully in society, remain connected to their culture and ensure we all have equal rights, protections and opportunities. It sets out five outcomes that will measure progress:

- A safe and secure Victoria
- Good health and wellbeing
- Full participation in society
- Cultural connection
- Genuine equality

Why it matters:

This statement helps guide our work to ensure respect and equality within the services we deliver and help progress action toward the outcomes.

What we heard from you

Mitchell Shire Council

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This Council Plan has been shaped by the people who live, work, study, run businesses and visit Mitchell Shire. Your voices, insights and experiences have helped set the direction for the next four years — and beyond.

To prepare this Plan, we engaged with a broad cross-section of the community through a variety of activities. These included:

- Focus group with health and community services stakeholders
- Workshop with Youth Council
- Tailored workshops with 9 community groups
- A community survey in both online and paper versions, 73 responses
- 21 community pop ups resulting in approximately 163 conversations and 246 unique pieces of information collected
- Deliberative engagement with 35 members on the Community Panel
- Community and advisory groups including the Mitchell Environment Advisory Committee

We heard that the following are important to you:

- Safe roads and a connected transport network
- Access to health and community services
- Keeping the country feel while the Shire grows and changes
- Accessible parks, playgrounds and open spaces
- A financially strong and sustainable Council

In our consultations with you, we heard that your top health and wellbeing concerns are:

- | | |
|---|--|
| • Mental health and loneliness | • Physical activity |
| • Community safety and family violence | • Climate change |
| • Access to housing and health services | • Alcohol, smoking/vaping and gambling |
| • Food insecurity | |

Deliberative engagement

Deliberative engagement goes beyond traditional consultation. It ensures people from different backgrounds and experiences can contribute meaningfully to big decisions — bringing depth, balance and shared ownership to the direction we take.

In line with the *Local Government Act 2020*, we used deliberative engagement to give a representative group of community members a real voice in shaping this Council Plan.

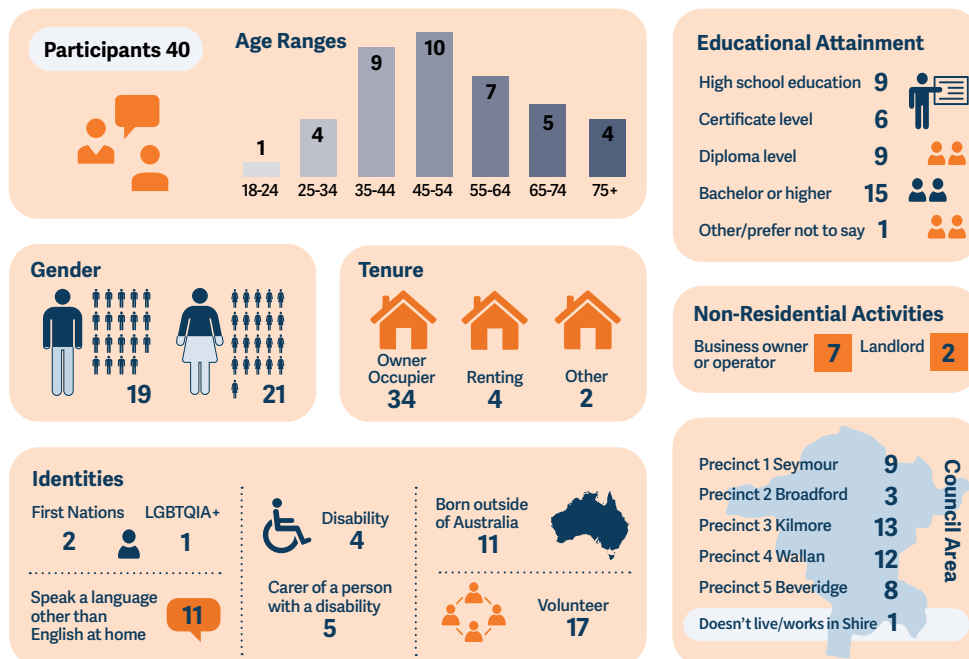
We brought together a Community Panel selected to reflect the diversity of the Shire. Over two full days of workshops, the panel worked through the

key challenges and opportunities facing Mitchell and helped identify the priorities and themes that underpin this Plan.

The Community Panel was recruited through an open expression of interest process. 129 registrations were received and 40 participants were randomly selected to form a representative sample of the Shire — ensuring a mix of ages, locations, life experiences and backgrounds.

Of those selected, 35 people took part in two full days of workshops, where they shared their views, explored key issues and helped shape the priorities and themes of this Council Plan.

Community Panel 2025



The Community Panel participated in a range of activities over two days to deliberate over the following questions:

- What is important to you to see in the Council Plan? Why is this important to you? What is missing?
- What would you like to see Council putting more focus upon?

You can read the full engagement report online at www.mitchellshire.vic.gov.au

Overall insights from the Community Panel demonstrated that:

1. Transparency and communication from Council is important.
2. Infrastructure improvements, particularly roads, are a priority.
3. Community assets that support health, wellbeing, and social connection are valued.
4. They acknowledge the challenge of balancing economic development and preservation of existing assets.
5. They expressed a need for genuine consultation where community input is visibly incorporated into decisions of Council.

The Community Panel felt that the three highest priorities for Council to allocate resources to are:

1. Safe roads and a connected transport network
2. Access to health and community services
3. Local jobs, business support and skills development

Health and wellbeing

Mitchell Shire Council

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Council’s role in building a healthy community

By planning and delivering the right local services and infrastructure, we can positively influence many of the day-to-day factors that impact people’s health and wellbeing — like access to open space and nature, inclusive programs, welcoming community facilities, and opportunities to be physically active.

Council plays a vital role in supporting the health and wellbeing of our community. Under Victorian legislation, we’re responsible for a broad range of public health services and local planning.

This includes everything from managing public health risks and supporting safe environments, to working with other agencies that help improve health outcomes across the Shire. We also lead and support local health planning — bringing people and organisations together to focus on the issues that matter most to our community.

In a growing community like Mitchell this also means planning for the health and wellbeing of a community before the community has even arrived – and that means ensuring health and liveability is at the forefront of development.

We have a unique opportunity to shape communities where people are healthy, equal, active, and connected. We demonstrate our commitment to this by embedding health and wellbeing priorities within this plan and ensuring all our services are safe, accessible, and inclusive.

However, providing the same thing to everyone equally can sometimes mean that some people miss out or don’t fully benefit. That’s why we take tailored approaches to meet the diverse needs of the communities that make up our Shire.

According to the *Public Health and Wellbeing Act 2008*, a health and wellbeing plan must:

- Include an examination of data about health status and health determinants in the municipal district
- Identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing
- Specify measures to prevent family violence and respond to the needs of victims of family violence in the local community
- Provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan
- Specify how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan
- Be consistent with the Council Plan
- Have regard to the State Public Health and Wellbeing Plan

Councils are identified in the *Climate Action Act 2017* as a decision-maker that must consider climate change when preparing a health and wellbeing plan.

Adapted from VicHealth (2024) Councillors’ role in leading healthy communities and Municipal Association of Victoria (2024) Local Government Health and Wellbeing Planning.

Our health and wellbeing

In many areas, Mitchell Shire residents are facing poorer health outcomes compared to the Victorian average. This highlights the need for targeted, locally relevant responses that support better health and wellbeing across our growing and diverse population.

To help guide our efforts, we've developed the *Mitchell Shire Health Profile 2024*. This document takes a deeper look at the underlying factors that influence health such as income, education, housing, access to services and community connection.

It also includes a wide range of indicators to help us understand the current state of health in our community, including available data for First Nations peoples.

Good decisions rely on good data. The Health Profile ensures our planning and services are based on local evidence so we're focusing our efforts where they're needed most and supporting every part of our community to thrive.

You can read the full *Mitchell Shire Health Profile 2024* online at www.mitchellshire.vic.gov.au/council/our-organisation/research-and-data/health-profile

#	Statistically significant difference to Victoria
	Mitchell is faring better than Victoria
	Mitchell is faring poorer than Victoria
	Similar to or same as Victoria

Youth Fest skate event held at Hadfield Park in Wallan, September 2024.



Mitchell Shire (%)	Indicator	Victoria (%) ¹
8.2	Have a long term health condition	10.5
34.8	Have excellent or very good self-reported health	38.7
38.7	Have excellent or very good self-reported dental health	38.4
22.3	Experience high or very high psychological distress	19.1
26.1	Experiencing loneliness	23.3
#66.5	Body Mass Index over 25 (overweight)	54.4
#33.2	Body Mass Index over 30 (obese)	23.0
33.8	Are getting enough weekly physical activity (at least 150 minutes per week)	35.1
#21.6	Are not getting any physical activity	16.8
#43.3	Consume sugar sweetened beverages daily or several times per week	34.4
33	Babies partially or fully breastfed at 6 months of age	74 Australia
16.1	At increased risk of harm from alcohol-related disease or injury	13.1
#8.0	Vape daily	4.5
13.6	Smoke daily	10
8.0	Ran out of food and could not afford to buy more	8.0
11.2	Worried about running out of money to buy food	9.7
2,371 incidents per 100,000 of population	Rate of family violence incidents	1,418 incidents per 100,000 of population
5,752 incidents per 100,000 of population	Rate of incidents of family violence with child as victim or witness	2,773 incidents per 100,000 of population
68.6	Proportion of people who feel safe walking at night	56.3
9.5	Young people disengaged from education and employment	7.5
9.5	Are in mortgage stress	7 Regional Victoria
25	Are in rental stress	26 Regional Victoria

¹ At the time of writing, age and sex-disaggregated data from the 2023 Victorian Population Health Survey was not available. The Mitchell Shire Health Profile 2024 will be updated once this data is released by the Department of Health.

Health priorities

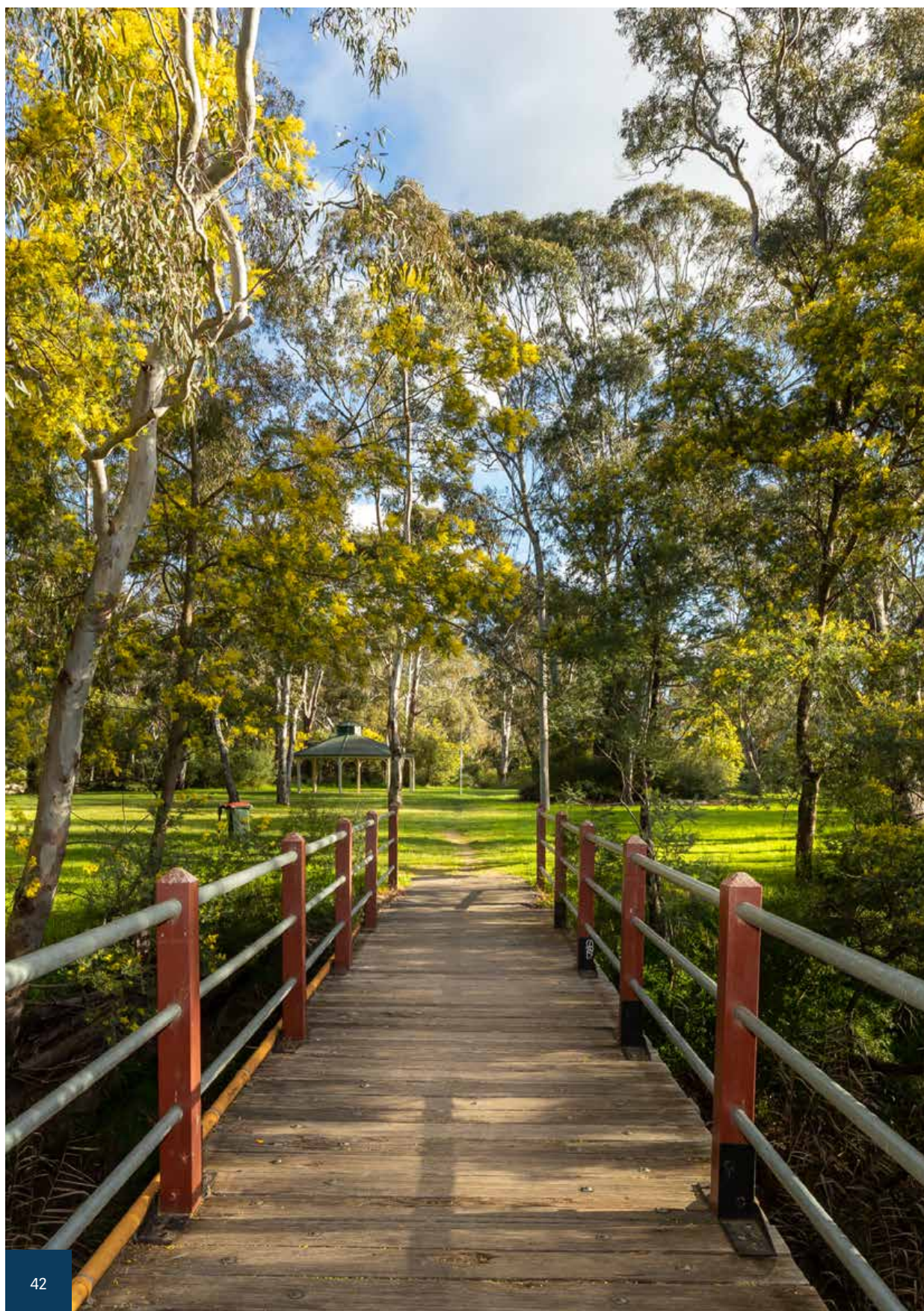
In developing its health and wellbeing plan, a Council must have regard to the Victorian Public Health and Wellbeing Priorities:

- Improving sexual and reproductive health
- Reducing harm from tobacco and e-cigarette use
- Improving wellbeing
- Increasing healthy eating
- Increasing active living
- Reducing harm from alcohol and drug use
- Tackling climate change and its impacts on health
- Preventing all forms of violence
- Decreasing antimicrobial resistance across human and animal health
- Reducing injury

Our health priorities for the next four years are:

- Preventing family violence and violence against women
- Improving mental health and wellbeing
- Minimising harms from alcohol, tobacco and vapes and gambling
- Increasing local access to health services
- Increasing healthy eating
- Increasing physical activity
- Minimising the health impacts of climate change







Strategic Direction Statement

"Together, we work towards a healthy, connected, and thriving community. We prioritise wellbeing, sustainable investment and development, and good governance. We deliver solutions that build a better future for our community."

Objectives	Describe the areas of focus of the Council. The objectives, taken together support the Council to realise the Strategic Direction Statement.
Strategies	Describe what we will do to achieve the Objectives.
Enablers	For us to be successful in achieving the strategy these things need to be true.
Indicators	How we will measure our progress on the strategy.
Impact	The outcomes that will be experienced by the community when we are successful.
Initiatives	The specific actions that will be taken by Council over the life of the plan.

A series of action plans will be developed over the next four years to outline the detail and timelines for each initiative and will be reported on annually, with quarterly updates on progress.

*Specifies which strategies respond to our health and wellbeing commitments

The island at Lions Park in Broadford.

OBJECTIVE 1



Grow the economy

by supporting local business, attracting investment, enhancing key infrastructure and facilitating innovation to ensure long-term prosperity for the community.

Strategies

In order to achieve our objective we will...		
1.1 Increase opportunities for investment in local business and industry		
Enablers	Indicators	Impact
State Government implement supportive planning decisions	Sufficient land zoned for employment, commercial, and industrial use	Improved support for local business
Initiatives		
1.1.1	Improve the statutory planning and permits process	
1.1.2	Ensure there is sufficient and appropriate industrial and employment land in the Shire	
1.1.3	Maximise opportunities for local business to provide services to Council	
1.1.4	Promote the Circular Economy	
1.1.5	Foster the development, stability, and success of small to medium enterprise in the Shire	
1.2 Increase opportunities for local employment		
Enablers	Indicators	Impact
Availability of commercial and industrial land	Number of local jobs	Improved employment opportunities and pathways
Willingness of private enterprise to invest in Mitchell	Number of locally registered businesses	
Initiatives		
1.2.1	Support local employment and education pathways including advocating for and facilitating the increased provision of locally based primary, secondary and tertiary education	
1.2.2	Partner with National Intermodal Corporation and other relevant stakeholders to activate opportunities related to the Beveridge Intermodal Precinct	

1.3 Increase opportunities for tourism and the visitor economy		
Enablers	Indicators	Impact
Strong and successful partnerships Maximized the value of our natural and physical assets	Number of events supported by Council Economic output from tourism in Mitchell Shire	Increased economic output from tourism and events
Initiatives		
1.3.1	Support and promote a thriving calendar of unique and major events which position the Shire to become a destination location	
1.3.2	Partner with Goulburn Region Tourism and other stakeholders to develop and support the visitor economy	
1.3.3	Support the Taungurung Land and Waters Council to develop their Cultural Tourism throughout Mitchell Shire and the Goulburn Region	
1.3.4	Explore the development of the Goulburn River Precinct	

1.4 Develop and leverage partnerships for economic development and investment		
Enablers	Indicators	Impact
Public and private enterprise supportive of partnerships	Number of new partnerships that result in a local job	Increased local employment opportunities
Initiatives		
1.4.1	Build partnerships with private enterprise to support the delivery of key employment precincts including Hilldene Precinct, Broadford Industrial Precinct, Merrifield Employment Precinct Structure Plan, and Northern Freight Precinct Structure Plan	
1.4.2	Explore partnerships which utilise Mitchell Shire's competitive advantages such as transport linkages, access to developable land, and educated population	



OBJECTIVE 2



Enhance the quality of life

in our communities by investing in partnerships, services, and programs that improve health and wellbeing outcomes and support community equity and inclusion.

Mitchell Shire Council

Strategies

In order to achieve our objective we will...

2.1 *Ensure our growing communities are vibrant, healthy and resilient

Enablers	Indicators	Impact
State Government planning for new Precinct Structure Plans and other areas aligns with relevant health and wellbeing outcomes	Reported health and wellbeing of people living in growing communities	Local access to priority services and infrastructure Increased shade from tree canopy
State Government planning for, and delivery of infrastructure and services		
Initiatives		
2.1.1	Work in partnership with developers to design and implement a vision for Beveridge North West that protects and promotes community wellbeing	
2.1.2	Partner with Hume and Whittlesea Councils to master plan the Cloverton Metropolitan Activity Centre	
2.1.3	Increase canopy cover within our suburbs and townships	
2.1.4	Advocate for, and partner to provide locally based healthcare services	
2.1.5	Provide and facilitate equitable access to high-quality natural environments	
2.1.6	Partner with key agencies to deliver essential emergency management functions including the rewriting of the Municipal Emergency Management Plan	
2.1.7	Continue to provide accessible information and programs to improve community knowledge regarding emergency preparedness	

2.2 *Prevent family violence and violence against women

Enablers	Indicators	Impact
Significant contribution and focus from State and Federal Governments in prevention initiatives and delivery of local specialist services	Rate of family violence incidents	Increase in gender equality Decrease in family violence
Initiatives		
2.2.1	Implement a range of programs focused on prevention of family violence and violence against women	
2.2.2	Undertake gender impact assessments on policy, programs and services that have a direct and significant impact on community	
2.2.3	Work in partnership to address gender inequality and other factors contributing to violence against women and family violence	
2.2.4	Work in partnership to increase provision of local specialist family violence support services and intervention programs	

2.3 *Prevent and minimise harms from gambling, alcohol, tobacco and vapes

Enablers	Indicators	Impact
Supportive State Government Planning and Licensing legislation and policies	Reported gambling losses, alcohol-related harms and tobacco and vaping rates	Improved access to alternative social and recreational activities Improved health and wellbeing

Initiatives

2.3.1	Develop an approach to assessing the social, economic and health impacts of relevant planning applications
2.3.2	Work in partnership to raise awareness and provide harm minimisation programs
2.3.3	Advocate for locally based services to support those impacted by addiction
2.3.4	Conduct regular environmental health audits, education, and test purchasing

2.4 *Strengthen social connection, access and inclusion for all

Enablers	Indicators	Impact
Strong and successful partnerships	Reported experience of social connection	Improved accessibility and inclusion

Initiatives

2.4.1	Design our buildings to ensure they are welcoming, accessible, culturally safe, and inclusive
2.4.2	Work in partnership with agencies and community to support access and inclusion for people with disabilities and carers
2.4.3	Build resilience and community connections with our diverse communities



2.5 *Promote healthy behaviours and address emerging health concerns across all ages		
Enablers	Indicators	Impact
Strong and successful partnerships to deliver programs and information that is relevant, easy to understand, and engaging to community	Reported health and wellbeing across ages	Reduced chronic disease
Initiatives		
2.5.1	Support healthy ageing by improving healthy eating, physical activity, and mental wellbeing in older adults	
2.5.2	Support increased healthy eating and physical activity for children and young people	
2.5.3	Facilitate agencies to expand delivery of First Nations' health and wellbeing programs and services	
2.5.4	Facilitate agencies to support young people with age appropriate education about sexual health	
2.5.5	Expand tailored support for families experiencing vulnerability by delivering flexible, place-based enhancements to maternal and child health, early childhood, and parenting support services	
2.5.6	Promote healthy early development by supporting access to inclusive, high-quality kindergarten and early learning programs, developmental screening, and early intervention pathways	
2.5.7	Improve outcomes by developing a coordinated approach to supporting families and young people at critical transition points	

2.6 *Improve mental health and wellbeing		
Enablers	Indicators	Impact
State and Federal Government investment in increased provision of local mental health services	Reported psychological distress	Improved mental wellbeing
Initiatives		
2.6.1	Work in partnership to improve mental health	
2.6.2	Advocate to State and Federal Governments for local mental health services and programs	
2.6.3	Provide opportunities for our communities to connect with nature	

Taste of the Goulburn community event, April 2025.

OBJECTIVE 3



Develop spaces that enrich everyday life

by supporting sustainable growth, facilitating infrastructure investment, and protecting our natural assets to meet the evolving needs of the community.

Strategies

In order to achieve our objective we will...

3.1 *Provide a diverse range of active and passive open spaces and recreation precincts

Enablers	Indicators	Impact
Developer support for early provision and quality spaces	Square metres of new recreation and open space	Equitable access to spaces for recreation and physical activity
Availability of external funding to support delivery		

Initiatives

- 3.1.1 Advocate for the delivery of the Greenhill Recreation Precinct
- 3.1.2 Advocate for the establishment of Wallan Wallan Regional Parklands
- 3.1.3 Ensure Mitchell Shire's open space network is strengthened, enhanced, and protected to meet the needs of a growing population
- 3.1.4 Progress master plans for key parks and facilities
- 3.1.5 Ensure fair and equitable access to aquatic facilities
- 3.1.6 Plan and deliver recreation facilities for growing communities

3.2 *Facilitate the timely delivery of key services and infrastructure

Enablers	Indicators	Impact
Developer support to unlock land for early delivery	Facilities delivered in line with the Community Infrastructure Program	Greater local access to health and community services
Funding available from State and Federal Governments to support delivery of infrastructure		

Initiatives

- 3.2.1 Design and deliver the Seymour Wellbeing Hub
- 3.2.2 Continue the roll out of the Community Infrastructure Program including the timely delivery of community hubs, and sports and recreation facilities in growth areas and townships ensuring they are multi-purpose and multi-generational
- 3.2.3 Facilitate and expand partnerships by providing access to community hubs, and sports and recreation facilities where appropriate
- 3.2.4 Participate in Northern Corridor health services and infrastructure planning
- 3.2.5 Protect and support the expansion of existing health and community services
- 3.2.6 Facilitate the roll out of the State Government's three and four year old kindergarten reforms with a focus on infrastructure and service provision

3.3 *Support community to adapt to and mitigate the risks of climate change and adopt environmentally sustainable behaviours

Enablers	Indicators	Impact
Appropriate funding to support programs and information that is relevant, easy to understand, and engaging to community	Reported engagement in environmental actions	Increased capacity and preparation for extreme weather events
High levels of engagement with programs and information		

Initiatives

3.3.1	Reduce organisational carbon emissions
3.3.2	Continue to work with the community to establish fit for purpose kerbside collection services
3.3.3	Support community and businesses to take meaningful action in response to climate change
3.3.4	Plan and provide accessible, equitable, and better practice waste and resource recovery services for all communities
3.3.5	Support sustainable land management in rural communities

3.4 *Facilitate a diverse range of private and community housing options

Enablers	Indicators	Impact
Developer appetite and support for social and affordable housing contributions	Number of new developments with dedicated social and affordable housing contributions	Greater access to affordable housing
Availability of State and Federal Government funding		

Initiatives

3.4.1	Work with stakeholders to increase the provision of social and affordable housing across the Shire
3.4.2	Review and implement township structure plans as required
3.4.3	Encourage a diverse range of housing choices to meet community needs, including home-based businesses

3.5 Provide a safe, connected, well maintained, and efficient transport network			
Enablers		Indicators	Impact
Increased State and Federal Government investment		Proportion of population using public transport to access work	Improved connectivity
Appropriate funding available		Management and maintenance of roads delivered in line with the Road Management Plan	
Initiatives			
3.5.1	Advocate for the delivery of critical road infrastructure and upgrades		
3.5.2	Advocate for the delivery of critical public transport infrastructure including Beveridge Train Station		
3.5.3	Maintain and renew local roads		
3.5.4	Continue implementation of the Missing Links Program to deliver footpaths and shared paths throughout the Shire		
3.5.5	Increase provision of bicycle and other active transport infrastructure		
3.5.6	Plan and deliver local road transport infrastructure for growing communities		
3.6 *Support a sustainable local food system			
Enablers		Indicators	Impact
Strong and successful partnerships		Average distance to closest healthy food outlet	Increased consumption of fruit and vegetables
		Agricultural output and value add	Improved coordination across the food system in Mitchell Shire
Initiatives			
3.6.1	Explore Council's role in creating healthy food settings		
3.6.2	Support the local farming and agriculture sector		

OBJECTIVE 4



Ensure good governance

**by promoting transparency,
building trust, and strengthening
connections with the community.**

Strategies

In order to achieve our objective we will...		
4.1 Perform our legislated responsibilities with integrity, respect and transparency; and establish strong, sustainable financial management		
Enablers	Indicators	Impact
Constructive partnerships with State Government	Community satisfaction with Council decisions	Community have trust in Council
Initiatives		
4.1.1	Initiate a review process and develop a plan to renew the Community Vision	
4.1.2	Initiate a review process and develop a plan to prepare the next Council Plan, Health and Wellbeing Plan, Asset Plan, and Financial Plan	
4.1.3	Implement the Transparency and Oversight Framework	
4.1.4	Implement financial practices which are tactical, proactive, and promote financial sustainability and strategic investments	
4.2 Provide accessible, safe and inclusive working environments that foster trust, employee engagement and innovation		
Enablers	Indicators	Impact
NIL	Reported employee experience	Mitchell Shire as an employer of choice
Initiatives		
4.2.1	Identify opportunities to improve gender equality in the workplace and measure and report on the progress	
4.2.2	Confirm the direction for future Council accommodation	
4.2.3	Build a culturally safe and respectful organisational environment for all staff	
4.2.4	Position Council as an employer of choice	

4.3 *Provide accessible, safe, and inclusive services, and opportunities for community engagement

Enablers	Indicators	Impact
NIL	Community Satisfaction with consultation and engagement	Diverse range of engagement activities and methods

Initiatives

4.3.1	Ensure Council services are culturally appropriate
4.3.2	Ensure transparent and regular communications to community
4.3.3	Build trust with the community by implementing a comprehensive customer-focused approach
4.3.4	Reduce the barriers to participation in consultation and engagement activities

4.4 *Build strong relationships to advance equity for First Nations peoples

Enablers	Indicators	Impact
Strong and successful partnerships	Number strategic projects supported by Council	Increased connection to culture and communities

Initiatives

4.4.1	Work in partnership with Taungurung Land and Waters Council and Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation to deliver their Strategic Plans
4.4.2	Participate in the Taungurung Local Government Forum

4.5 Undertake evidence-based planning for effective delivery of services and infrastructure

Enablers	Indicators	Impact
NIL	Service plans in place and implemented Proportion of infrastructure projects implemented through the Project Management Framework	Infrastructure and services are well planned

Initiatives

4.5.1	Undertake continuous service planning and reviews
4.5.2	Maintain evidence and data platforms
4.5.3	Continue to implement and embed the Project Management Framework
4.5.4	Develop a framework to support integrated decision making regarding the delivery of infrastructure and services.

4.6 Enhance systems, technology, and customer experience		
Enablers	Indicators	Impact
Appropriate funding available	Customer Service Rating	Positive experience when interacting with Council Improved cyber security
Initiatives		
4.6.1	Upgrade networks and enhance cyber security of systems	
4.6.2	Implement technologies and systems to support improved community and customer experiences	

4.7 Relentlessly pursue funding opportunities including through grants and advocacy, and work to influence policy which will shape our community		
Enablers	Indicators	Impact
Availability of State and Federal Government funding	Lobbying on behalf of the community performance	Projects and infrastructure are funded and delivered
Initiatives		
4.7.1	Implement best-practice advocacy to drive transformational change	
4.7.2	Aggressively pursue grants, taking a proactive and opportunistic approach	
4.7.3	Identify opportunities to influence policy including through parliamentary and other submission processes	
4.7.4	Foster the development of a Mitchell Leaders Committee which brings together business, Non-Government Organisations, community and health services providers, and other community leaders to advocate for and advance the opportunities present in Shire	

Mitchell Youth Council workshop, 2024.



OBJECTIVE 5



Foster a strong sense of civic pride

by improving community amenity, and creating opportunities for residents to connect, contribute, and celebrate their shared identity.

Strategies

In order to achieve our objective we will...

5.1 Provide attractive town centres that are safe and vibrant

Enablers	Indicators	Impact
Availability of external funding Community engagement and support for local business and activities within townships	Economic activity in town centres	Town centres have increased activity

Initiatives

5.1.1	Work with businesses to activate and revitalise town centres and increase tenancy
5.1.2	Establish consistent town entry signage
5.1.3	Ensure sufficient and well located amenities throughout our suburbs and townships
5.1.4	Advocate to the State Government to develop, fund, and implement a catchment wide flood mitigation strategy encompassing the township of Seymour and the surrounding Goulburn region
5.1.5	Foster a thriving local arts community including by facilitating a network of create arts infrastructure

5.2 Protect and enhance the biodiversity of natural environments and native wildlife

Enablers	Indicators	Impact
Strong partnerships with developers Appropriate funding Community support for environment and wildlife protections	Square metres of protected land	Greater connection with nature and the environment Improved outcomes for biodiversity

Initiatives

5.2.1	Develop guidelines to set a standard that includes protecting and enhancing natural landscapes
5.2.2	Demand the delivery of environmentally sustainable developments
5.2.3	Further develop and implement a program to support sustainable land management practices on private land
5.2.4	Consult with and learn from Traditional Owners about land management practices relevant for Council reserves and open spaces

5.3 *Provide healthy and inclusive places and spaces for all		
Enablers	Indicators	Impact
Strong and successful partnerships	Reported acceptance of diversity	Improved representation of diversity and participation by diverse communities
A culture of volunteering is valued by community	Reported rate of volunteering	Greater community connection
Initiatives		
5.3.1	Encourage community groups and clubs to increase the inclusion of under-represented groups	
5.3.2	Provide tailored programming and resources in libraries based on community need and interest	
5.3.3	Connect community with opportunities to volunteer locally	
5.3.4	Include First Nations’ culture, history and language in events, public realm and programs	
5.3.5	Support a diverse range of events and activities that promote inclusion and diversity and celebrate shared identity	

5.4 Ensure our communities are clean, tidy and well-maintained		
Enablers	Indicators	Impact
Constructive partnerships with State Government and neighbouring municipalities	Number of reports of illegally dumped waste and litter	People are proud of where they live
Community participation in waste initiatives	Appearance of public areas performance	
Initiatives		
5.4.1	Explore partnerships to increase identification and deterrence of illegally dumped waste and litter	
5.4.2	Strengthen asset protection compliance within building and development areas	
5.4.3	Maintain clean streets and open spaces	





Transparency and reporting

We are committed to keeping you informed of our progress as we work together to implement this Council Plan.

To achieve this, we will rigorously monitor our performance against the areas described in the plan using the indicators and impact measures to help us understand our progress. We will engage with health providers, including those in our local Health and Wellbeing Network, to support an annual review to monitor the implementation, and measure progress of our health and wellbeing initiatives.

We will include progress reports and other relevant information through our communications and community engagements and our website will be regularly updated with information about new initiatives and the outcomes we are achieving.

We will also review our progress more formally each year by providing status updates on our committed actions quarterly and reporting the outcomes through the Annual Report.





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7.2 DOMESTIC ANIMAL MANAGEMENT PLAN 2026 – 2029

Author: Adam Evans - Manager Community Amenity

File No: LL/06/479

Attachments:

1. Domestic Animal Management Plan 2026-2029 [↓](#)
2. Pet Survey Results [↓](#)
3. Summary of DAMP Community Consultation [↓](#)

Community Vision Theme: Vibrant and Healthy Communities

Draft Council Plan Objective: Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.

1. Purpose

- 1.1 To present the Domestic Animal Management Plan 2026 – 2029 (the Plan) (Attachment 1) for endorsement by Council.

2. Background

- 2.1 Council has a legislative requirement under Section 68A of the *Domestic Animals Act 1994*, to engage with our community in the development of this Plan.
- 2.2 The initial community consultation for the Plan through a community 'Pet Survey' commenced Monday 3 March 2025 and closed 22 April 2025.
- 2.3 The consultation period was for approximately seven (7) weeks, during which residents, pet owners, and stakeholders were invited to provide feedback on thoughts and ideas that would guide the development of the Draft Domestic Animal Management Plan 2026 - 2029.
- 2.4 Council received 622 submissions, reflecting a broad range of community views and priorities related to responsible pet ownership, animal welfare, enforcement and local regulations. Results of this survey can be found in Attachment 2.
- 2.5 A Draft Domestic Animal Management Plan 2025 – 2029 was then developed for community consultation.
- 2.6 On 1 July 2025, Council released the Draft Domestic Animal Management Plan 2026 – 2029 for community consultation for a period of four (4) weeks.
- 2.7 There were 27 further submissions made, with 137 people downloading the document from the Engaging Mitchell site.
- 2.8 Following review of the submissions, a number of additional action items were added to the final plan.

DOMESTIC ANIMAL MANAGEMENT PLAN 2026 – 2029 (CONT.)

Added to Outcome 21 'Investigate options to work with rescue groups and organisations to deliver and further facilitate low-cost desexing programs to the wider Mitchell community'

Added to Outcome 25 'Continue to advocate at all levels for the provision and development of crisis accommodation options that allow victims of family violence to remain with their pets'

3. Key Matters

3.1 There were five key matters that were identified in the initial community consultation:

- 3.1.1 Dogs walked off leash but not under effective control – Community feedback highlighted frequent instances of dogs being walked off-leash in public places without adequate control, raising safety concerns for both people and other animals.
- 3.1.2 Impacts of owned, semi-owned, and feral cats on the natural environment – significant concerns were raised about the effect of cats on native wildlife, including issues with feral and semi-owned cats wandering and causing environmental harm.
- 3.1.3 Dogs at large, especially in newer residential estates – community concerns were raised on the increase in dogs roaming uncontrolled in newer housing developments, creating risks and a nuisance.
- 3.1.4 Animals involved in domestic violence situations – the need to support animals affected by domestic violence emerged as a key social concern, highlighting gaps in emergency accommodation and welfare provisions for pets.
- 3.1.5 Targeted education and pet ownership support – improvements in educational materials and programs aimed at new residents, first time pet owners, and culturally and linguistically diverse (CALD) communities to promote responsible pet ownership.

3.2 Council has experienced significant population growth in recent years; however, this has not been reflected in the number of registered dogs and cats, which has shown a decline. To address this disparity, Council will implement targeted registration campaigns aimed at improving compliance and increasing awareness of pet registration requirements. These campaigns will focus on education, early engagement with new residents, and proactive follow-up in areas of low compliance.

Recommendation

THAT Council endorse the Domestic Animal Management Plan 2026 – 2029 (Attachment 1).

DOMESTIC ANIMAL MANAGEMENT PLAN 2026 – 2029 (CONT.)

4. Financial, Resource and Asset Management Implications

- 4.1 The implementation of the Domestic Animal Management Plan 2025–2029 will be funded primarily through the existing operational budget.
- 4.2 Costing estimates of \$69,000 can be broken down to deliverables within the Plan as follows:-

Year 1	Education campaigns and basic signage relating to the new Shire Wide Dog on Leash Order	\$4,000
Year 2	Education campaigns relating to Semi-owned and Stray cats, including resourcing and targeted desexing	\$11,000
	Additional resourcing to allow for targeted registration door-knocks	\$15,000
Year 3	Education campaigns relating to Semi-owned and Stray cats, including resourcing and targeted desexing	\$11,000
Year 4	Additional resourcing to allow for targeted registration door-knocks	\$15,000
	Additional resourcing to allow for cross referencing of registration data with Pet Exchange Register and Microchip database information	\$2,000
	Education campaigns relating to Semi-owned and Stray cats, including resourcing and targeted desexing	\$9,000
	Production of Responsible Pet Ownership materials in languages other than English	\$2,000
	Preparation of designs and plans for new pound facility	TBA
	TOTAL:	\$69,000

- 4.3 This funding will support key initiatives such as community education programs, targeted registration campaigns, compliance activities and enhanced support services for pet owners.
- 4.4 The plan has been developed with a focus on cost effective actions that deliver measurable outcomes in responsible pet ownership and animal welfare across Mitchell Shire

5. Consultation

- 5.1 The approach to community engagement in developing the Plan was consultative, aligning with the Consult level of the IAP2 Public Participation Spectrum.

DOMESTIC ANIMAL MANAGEMENT PLAN 2026 – 2029 (CONT.)

- 5.2 The goal was to obtain feedback on issues and ideas to help shape the Plan, with a commitment to listen to concerns and aspirations and inform the community how their input influenced the outcome.
- 5.3 Council sought community thoughts and ideas from 3 March to 22 April 2025, including notification via text messages to more than 9,000 registered pet owners, and consulting with local vets and animal welfare groups.
- 5.4 A total of 622 submissions were received, providing valuable insights.
- 5.5 Following this, a draft Plan was prepared and released for a second round of community consultation from 1 July 2025 for four weeks, including notification via 1000 text messages, over 700 emails, distribution of flyers, QR codes at vet clinics, Community hubs, dog parks with a link to the survey, along with consultation with vets and welfare groups such as RSPCA.

6. Sustainability Implications (Social and Environmental)

- 6.1 The Plan supports social sustainability by promoting responsible pet ownership, enhancing community safety, and fostering inclusion. By targeting education programs for new residents, CALD communities, and people impacted by domestic violence, the Plan contributes to a more connected, supported and informed community.
- 6.2 The Plan addresses environmental sustainability through measures to reduce the impact of domestic animals, particularly cats on local wildlife. Initiatives such as promoting the cat curfew, encouraging desexing, and responsible enforcement, help protect biodiversity and preserve the natural environment across Mitchell Shire.

7. Policy and Legislative Implications

- 7.1 As part of the development of the Plan, a Gender Impact Assessment (GIA) was completed to ensure the needs, experiences and perspectives of people of all genders were considered.
- 7.2 The assessment informed key actions within the plan by identifying how gender roles and norms may influence pet ownership, access to animal management services, and experiences with pet-related issues such as safety, domestic violence, and public space usage.
- 7.3 The findings from the GIA have supported the development of inclusive and equitable actions within the Plan, including targeted education and outreach initiatives.
- 7.4 Under Section 68A of the *Domestic Animals Act 1994*, every Victorian council is required to prepare a Domestic Animal Management Plan (DAMP) every four

DOMESTIC ANIMAL MANAGEMENT PLAN 2026 – 2029 (CONT.)

years to outline how it will manage dogs and cats in the community and to provide for public consultation during its development.

8. Conflict of Interest

- 8.1 This report advises that in the preparation of, or in contributing to the preparation of, this report there was no disclosable conflict of interest raised by a member of Council staff in the subject matter of the report.

9. Risk Implications

- 9.1 Risk Ranking is determined using [ROHS201-G1-Corporate Risk Matrix](#). Risk is identified as Low, Medium, High, or Very High.

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?	Risk Ranking after treatment
Lack of sufficient funding to deliver and implement actions within the plan	Medium	Ensure that budget is set each financial year to implement action items	Yes	Low
Action items not implemented	Low	Ensure throughout the lifetime of the plan each action item is assigned to staff and delivered	Yes	Low
Endorsement of the DAMP by Council is delayed, leading to non-compliance with the <i>Domestic Animals Act</i>	Low	Ensure plan, consultation and Council agenda requirements are met ahead of time	Yes	Low

DOMESTIC ANIMAL MANAGEMENT PLAN 2026 – 2029 (CONT.)**10. Discussion**

- 10.1 This plan has been developed with extensive consultation with stakeholders. Over 700 responses relating to Council's Shire-wide On Leash Order, along with over 600 responses to the Pet Survey has given community members multiple opportunities to highlight areas of concern, and provide suggestions for improved domestic animal management into the future.
- 10.2 Consultation has also been undertaken with other key stakeholders, including internal Council staff, welfare organisations, animal rescue organisations, veterinarians and other Councils to determine best practice, and to find solutions to common problems relating to dogs and cats in the community.
- 10.3 The high level of consultation early in the development of the Domestic Animal Management Plan has enabled Council to capture and address a wide variety of community concerns, and to plan outcomes and action items tailored to the Mitchell Shire community.
- 10.4 The relatively low response level to the final round of consultation indicates that the proposed plan actions meet the community's expectations.



Domestic Animal Management Plan

2026-2029



**MITCHELL
SHIRE COUNCIL**



Acknowledgement of Country

Mitchell Shire Council acknowledges the Taungurung and Wurundjeri Woi-wurrung people as the Traditional Owners of the lands and waterways in the area now known as Mitchell Shire.

We pay our respect to their rich cultures and to Elders, past, present, and emerging, as well as other Aboriginal and Torres Strait Islander people who live, work and play in the area.

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Accessibility

In line with the Victorian Government Accessibility Guidelines, Mitchell Shire Council has formatted this document to increase its readability and accessibility to the wider community.

It has been written in plain English, as concisely as possible, and avoids the use of acronyms (initialisms) wherever possible.

Welcome Message

Welcome to Mitchell Shire Council's Domestic Animal Management Plan for 2026-2029.

Every four years, Mitchell Shire Council reviews all aspects of its management of domestic animals with the aim of continual improvement, education and innovation.



During the review process, all sectors of the community were invited to express their suggestions for areas of improvement and share their experiences in relation to dog and cat ownership within the municipality.

Council values responsible pet ownership and high standards of animal welfare and aims to provide animal management strategies and services that balance the needs of pet owners with the needs of other members of the community and the environment.



Pet ownership can provide a host of benefits – from improving mental health and physical wellbeing, to bringing people together and providing a sense of community through shared interests. However, we also recognise that the Mitchell Shire community is made up of people who have differing relationships and experiences with dogs and cats, and that the increasingly diverse needs and preferences of the community need to be respected and valued.

In developing this plan, we have used a variety of platforms to consult with those directly involved in animal management and sought feedback from pet owners and relevant stakeholders as well as non-pet owners and the wider Mitchell Shire community. You have shared with us your experiences, told us about issues you care about and made suggestions about how you would like to see dogs and cats managed in Mitchell Shire.

After listening to what everyone has to say, a new four-year Domestic Animal Management Plan has been developed to address emerging trends and key issues affecting pet ownership in Mitchell Shire and to meet Council's requirements under the *Domestic Animals Act 1994*.

This plan aims to build on previous initiatives and the services already offered, defining areas of focus and potential improvement in the coming four years. The plan provides a clear outline of how we intend to manage dogs and cats, meet our legislative requirements and continue to educate pet owners of their responsibilities for the benefit of all the people and pets who call Mitchell Shire their home.

Cr John Dougall,
Mayor



Part 1 – Introduction and Context

Mitchell Shire Council

4

About this Plan

What is a Domestic Animal Management Plan and why do we need one?

In Victoria, the *Domestic Animals Act 1994* outlines the responsibilities of Councils and pet owners in relation to the management of dogs and cats in our community. Its primary goals are to promote responsible pet ownership, protect the welfare of pets, and to ensure that pets don't become a nuisance in the community or have negative impacts on the environment.

At the local level, each Victorian Council is responsible for the implementation of the *Domestic Animals Act*, giving them 'the power to manage dogs and cats living within their boundaries'.

Every four years, Victorian Councils are required by the *Domestic Animals Act 1994* to prepare and implement a Domestic Animal Management Plan. This plan guides service delivery to the community in relation to domestic animals and provides the foundation for Council's domestic animal management service.

The content and direction of the plan is based on feedback from stakeholders, analysis of local issues and concerns and consultation with our community. The goal is to capture the specific needs of the municipality, rather than have a one-size-fits-all approach to animal management across the state.

The plan aims to set out how Council intends to meet their responsibilities under the *Domestic Animals Act 1994*, and how they plan to continue to improve the management of dogs and cats across the municipality over the next four years.

Note: The Domestic Animal Management Plan relates directly to the management of dogs and cats. It does not relate to the management of horses, livestock, other animals kept as pets, pest animals, or wildlife.



What does a Domestic Animal Management Plan need to cover?

Under the requirements of the *Domestic Animals Act 1994* the Domestic Animal Management Plan must provide detail as to how Mitchell Shire Council will:

- Ensure that people comply with all the legislation that applies to the keeping of dogs and cats
- Minimise the risk of attacks by dogs on people and animals
- Address any over-population issues or high euthanasia rates for dogs and cats
- Encourage people to register and identify their dogs and cats
- Reduce the potential for dogs and cats to create a nuisance
- Identify all dangerous dogs, menacing dogs and restricted breed dogs in the Mitchell Shire area and ensure that those dogs are kept in accordance with the requirements of the law
- Review any Council Orders made under the *Domestic Animals Act 1994*, and any Local Laws that relate to dogs and cats and determine if amendments or additions need to be made
- Review any other matters relating to the management of dogs and cats as necessary
- Determine how programs, strategies and services relating to animal management will be evaluated for success
- Ensure that animal management staff are skilled and properly trained for their role as Authorised Officers
- Review the plan's success, makes changes as required, and publish the outcomes in the Council's annual report

How does this Domestic Animal Management Plan fit in with Mitchell Shire Council's Vision and Council Plan?

Mitchell Shire Council's Vision 2050 and Council Plan 2025-2029 set the direction and objectives for how the Mitchell Shire community want the Shire to be in the future and how Council plans to achieve this.

Both focus on making the municipality prosperous and liveable, whilst protecting the natural environment and attributes that make Mitchell Shire unique.

The Council Vision 2050 provides a long-term community vision for the municipality. It is a high-level plan that captures the long-term aspirations of the community. Broken into six 'key themes' to help collectively achieve that vision, it is driven, developed and owned by the Mitchell community with council as the facilitator in the development process.

Mitchell Shire Council's Vision 2050 states

"We are a healthy, vibrant and connected community that values nature, diversity, creativity and innovation."



The Mitchell Shire Council Plan 2025-2029 (which for the first time incorporates the Health and Wellbeing Plan) focusses on the shorter to medium term aspirations, and includes strategic objectives, key strategies to achieve each goal, and outlines measures of success.

It provides the strategic planning and financial budgeting that links the longer-term Vision, with Local Government service delivery, drawing together the aspirations of the community with policy and the legislative requirements and responsibilities of Local Council.

The Council Plan 2025-2029 sets out five key objectives – to ‘Grow the Economy’, ‘Enhance Quality of Life’, ‘Develop Spaces that Enrich Everyday Life’, ‘Ensure Good Governance’, and to ‘Foster a Strong Sense of Civic Pride’.

Many of the strategies that describe how these five key objectives are going to be achieved impact the direction of this Domestic Animal Management Plan and how the management of dogs and cats within our community integrates as part of the ‘bigger picture’ aspirations for Mitchell Shire.

‘The Council Plan acknowledges that Mitchell Shire is at a turning point. As one of the fastest growing municipalities in the state, our community’s expectations and priorities are changing as the population grows and diversifies.’

Balancing everyone’s needs within an increasingly diverse multi-cultural and socio-economic community can be challenging. There are a wide variety of opinions and many different perceptions about pets including what constitutes appropriate care and management of pets, and the level of experience and comfort when around dogs, particularly when in public places.

Residents moving into Mitchell Shire from urban areas are not always aware of the negative impacts that domestic animals can have on wildlife and livestock. Pet owners living in newly developed residential areas want access to facilities which support residents with pets, such as fenced dog parks and green spaces where they can exercise their dogs.

At the same time, pet ownership must not impact the wider community’s experience. Everyone needs to feel safe whether that is walking to the end of their street, accessing Mitchell Shire’s open spaces and sporting fields or visiting township areas and businesses.

Pets form an important part of vibrant communities, and Mitchell Shire Council acknowledges the important mental, social and health benefits that pet ownership can bring.

Domestic Animal Management has a part to play in achieving these goals, with the lives of many people in the community tightly interwoven with pet ownership.

How We Developed this Plan

Step 1 – We reviewed our past Domestic Animal Management Plans

In developing this plan, the first step was to review the success of outcomes and initiatives that were included in our previous Domestic Animal Management Plans.

Outcomes that were delivered successfully and those that were yet to be delivered were reviewed in light of the municipality's population growth and changing demographics. We then considered areas where we felt there might still be room for improvement.

Step 2 – Direct contact with Key Stakeholders along with Community Engagement through the Mitchell Shire Pet Survey

Central to the development of this plan is input from the community. The opinions of those involved directly in animal management, pet owners, and the wider community help shape the direction and objectives of this plan. Each of these groups brings different perspectives, suggestions and raise different issues, all of which need to be considered carefully.

During March and April 2025, we conducted a Pet Survey through the Engaging Mitchell platform. Timed to coincide with the Pet Registration renewal period, the survey encouraged participants to comment on a variety of issues relating to dog and cat ownership within the municipality and provided opportunity for detailed comments and suggestions.

The survey was widely publicised across all of Council's regular communication platforms, as well as QR Codes linking to the survey posted at fenced dog parks, and popular dog walking areas, community centres and open spaces. The goal was not only to solicit responses from pet owners but to also encourage participation from Mitchell Shire's increasingly diverse population, many of whom do not have pets.

The pet survey collated over 600 responses, with the majority of those coming from pet owners who reside within Mitchell Shire. Many of the respondents were keen to share their concerns regarding specific locations and areas, however there were several issues raised that were common across the municipality.

Step 3 – Identification of the Top Five Issues emerging from our first round of consultation.

1. Dogs being walked in public places off leash but not under effective control.
2. Concerns about the impacts of owned, semi-owned and feral cats on our natural environment.
3. Dogs at large, particularly in newer estates.
4. Concerns in relation to animals caught up in situations of domestic violence.
5. Need for educational materials and pet education programs aimed at assisting new residents, new pet owners, and culturally and linguistically diverse communities.

Step 4 – The first draft of our Domestic Animal Management Plan for 2026-2029 was written

Once all of the community responses, suggestions, and feedback had been considered, and wider stakeholder input had been collated, an initial draft document was developed.

The draft document aimed to consolidated learnings from the previous plans, whilst responding to current identified trends and community opinions. The goals and outcomes included in this plan document prioritised areas of concern to the community, whilst ensuring Mitchell Shire continues to meet their legislated responsibilities.

Step 5 – The DRAFT Domestic Animal Management Plan 2026-2029 was published for community comment and further consultation

To ensure that the objectives outlined within the plan for the next four years represented the community’s expectations and provided a clear direction for the way pets are managed within the municipality, the draft document was put out for further community consultation in July 2025.

The Community Consultation in relation to the draft plan saw 137 people download the draft plan and 27 participants provide comment, responses or submissions. Following the Community Consultation period, further amendments were made to the draft plan prior to consideration and endorsement by Council.

Although many of the objectives set out in this plan are largely dictated by requirements of the *Domestic Animals Act 1994* (such as mandatory review and reporting activities, pet registration requirements, and the training of animal management staff), the remainder of objectives are aimed at addressing the issues raised by stakeholders, pet owners and the wider Mitchell Shire community.





Mitchell Shire – Victoria’s Fastest Growing Municipality

About Mitchell Shire

Just 40 kilometres north of Melbourne, our region stretches from the city’s edge to the Goulburn Valley — linking fast-growing suburbs, established townships and expansive rural landscapes.

Offering a mix of urban and rural living, the municipality supports a diverse range of lifestyle and housing choices. It is also a popular outdoor activity and holiday destination with areas of lush forest, walking trails, rivers and lakes, and a variety of unique attractions.

Mitchell Shire has a high commuter workforce (with more than 50% of residents working outside of the municipality) relying heavily on regional rail and road networks to travel to and from work and for day-to-day community activities.

As Victoria’s fastest growing municipality, more than 64,000 people already call Mitchell home and that number is expected to reach over 221,000 by 2046. As the Shire’s population grows, so will the number of pets who call Mitchell Shire home.

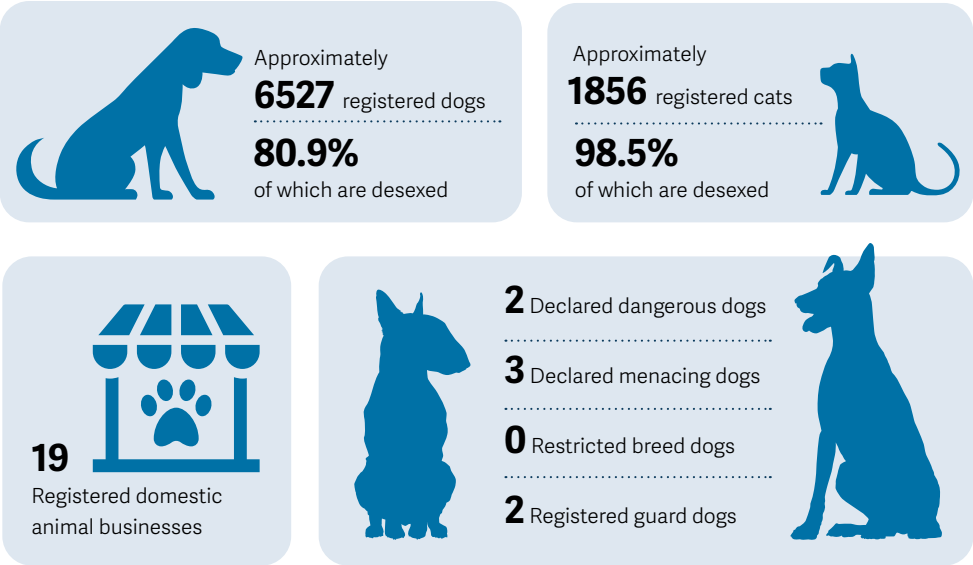
The mix of metropolitan interface-high growth areas in the south of the municipality, peri-urban areas in the central municipal area, and a regional city and rural areas in the north presents a unique set of challenges for domestic animal management.



Pets in Mitchell Shire

The number of dogs and cats registered within Mitchell Shire has fluctuated slightly over the past four years. The Community Amenity team have worked to ensure the registration database is as accurate as possible and that unpaid registrations are followed up and animal records are removed from the database when animals move away from the shire, are sold, or pass away.

As of 1 June 2025, Mitchell Shire has:



Domestic Animal Management within Mitchell Shire

Administering the various Domestic Animal Management functions outlined in the *Domestic Animals Act 1994* is the responsibility of the Community Amenity Team. This team is part of the Strategic Partnerships and Communities Directorate and is overseen by the Manager Community Amenity and Emergency Management.

The Community Amenity team is responsible for a diverse array of council services and activities. This includes the enforcement of Council's Local Law, as well as responsibilities assigned to council under numerous pieces of legislation such as the *Environmental Protection Act 2017*, *Road Safety Road Rules 2017*, *Impounding of Livestock Act 1994*.

It is estimated that approximately 60% of all Community Amenity staff activity relates to domestic animal management.

Mitchell Shire has four full-time Local Laws Officers, supported by several Administration Officers and a Prosecution Officer. Mitchell Shire also runs its own Pound Facility, located in Broadford, which is staffed seven days a week to ensure the ongoing care of impounded or surrendered animals.

In 2023/24, the Local Laws team:

Responded to just over **2800**
animal-related requests

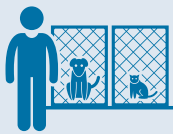
Issued **19** excess animal permits

Hired out their cat traps **149** times

Issued **216** animal related
infringement notices

Been successful in **100%**
of prosecution cases taken to Court

Conducted **20** inspections of domestic
animal business and declared dog premises



Seized **3** dogs

Had **61** dogs and **30** cats surrendered to them



Mitchell Shire Pound:

Handled **1197** lost and stray dogs and cats,
with nearly half of these animals reunited with their owners within 48 hours

Only **35%** of impounded dogs and less than **5%** of cats were registered

Of the unclaimed animals, more than **80%** were rehomed



The 'Animals of Mitchell Shire' Facebook Page:

Receives over **9000** views every day

Has on average **100** comments, likes or shares every day

Has the highest engagement rate of any of the Council's social media pages

Provides 'real time' lost and found information for the Mitchell Shire community



The new Mitchell Shire Adoption webpage:

Provides another way for animals that end up in
our care to get adopted or placed into foster care.



Part 2 – Plan Overview

Mitchell Shire Council

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Key Focus Areas for 2026-2029

Thanks to the community feedback we received, several key focus areas have been identified for inclusion in this plan. Some of these will continue across all four years of the plan, whilst others will form a specific focus area for one of the calendar years of the plan.

Note: Further detail of programs, strategies, and measures of success are detailed in Part 3 - Strategies of this plan.

On-Leash Order – enactment, education and enforcement

As part of the Year Four outcomes of our most recent Domestic Animal Management Plan, we have reviewed our leashing orders and consulted the community in relation to requirements for dogs to be leashed in public.

Over 700 community members shared their thoughts and frustrations with us in December 2024 with pet owners and non-pet owners indicating they supported the introduction of a Shire-wide On-Leash requirement to help provide clarity to dog owners, and to address the increasing number of incidents involving dogs off leash in public places.

As a result, in July 2025, the new *Mitchell Shire Dog Control Order No. 1* came into effect requiring all dogs to be on leash in public places unless in a designated off-leash area, or fenced dog park. As a result of community feedback from our farming community, an exemption was granted for working dogs whilst actively moving livestock.

During our community pet survey, concerns about off leash, wandering and 'not under effective control' dogs ranked highly once again, further highlighting the need for initiatives aimed at addressing this issue.

The new On-Leash Order will be a key focus area for the first two years of this Domestic Animal Management Plan as we educate the community, promote places where dog owners can exercise their dogs off leash, and gradually install signage.



Initiatives aimed at reducing cat-related nuisance

Cat-related nuisance, and concerns relating to the impacts of predation on native wildlife continues to be an issue raised by the wider Mitchell Shire Community.

Mitchell Shire's current 'sunset to sunrise' cat curfew has been in place for just over five years, with education initiatives aimed at cat owners forming a large part of the most recent Domestic Animal Management Plan.

Although the recent pet survey indicated solid community support for a 24-hour cat curfew, Council has considered the current scientific thinking relating to cat management, particularly the problems related to 'semi-owned' cats, and the difficulties in enforcing a 24-hour curfew.

As a result, in the first three years of this plan, Council aims to trial strategies aimed at encouraging and rewarding compliance with existing curfew rules, as well as targeting the semi-owned cat population and known 'hot-spots' for cat-nuisance through education and subsidised desexing programs.

As we move forward to the final year of this plan, we will review the effectiveness of these initiatives and consulting community to reassess the support for expanding the current sunset-to-sunrise cat curfew to 24 hours.

Continue to increase the number of fenced dog parks

Mitchell Shire Council understands that exercise and enrichment opportunities have been shown to improve health and welfare for both dogs and their owners. Exercise and mental stimulation can also decrease the incidence of some behavioural problems in dogs by providing outlets for normal behaviours.

The provision of fenced dog parks allows owners to provide some off-leash exercise without the risks of their pets straying onto roads or getting away from them. It also helps prevent the issues seen when dogs are walked off leash in public places without being under effective control.

Through the life cycle of this plan, we want to continue to increase the number of facilities for dog owners, particularly in the urban growth areas of the municipality, with the hope that this will, in turn, promote positive outcomes across the wider community. Large scale housing developments need to cater for pet owners, so we plan to continue to require developers to set aside areas for dog parks as new public open spaces are planned.

We also aim to explore grant opportunities for both the installation and improvement of dog parks across the Shire, particularly the Kilmore fenced dog park.

Education for all pet owners, with additional resources for CALD communities

During the last four years, Mitchell Shire has embraced new technologies to communicate its important pet ownership messages. The increasing use of social media platforms, SMS messaging and the use of QR codes are just some of the ways we have been promoting responsible pet ownership.

Education of existing pet owners, new pet owners and the wider community is an ongoing priority. This helps the community better understand the responsibilities of pet ownership, what constitutes good welfare, and ensures that state and local council requirements relating to pet ownership are communicated clearly.

We will continue to prioritise education over the lifetime of this plan, with initiatives included across every year of the plan. However, an area of increased focus aims to ensure that our messages can be understood by the increasingly diverse Mitchell Shire community, many of whom don't have English as their first language.

The increasingly diverse ethnic population in Mitchell Shire brings with it different attitudes and perceptions of pet ownership which may be linked to cultural learnings, or lack of exposure to pets.

We hope to be able to work closely with CALD community leaders, and share resources developed specifically to help spread responsible pet ownership messages in languages other than English, and in formats that are accessible to all.

New pound facility – design and planning

Although the current Mitchell Shire pound facility (located at the Broadford Resource Recovery Centre) is anticipated to meet the community's needs for the duration of this plan, we have been advised that the landfill site on which the current pound is located is expected to be capped in the coming years. As a result, we will need to begin considering options for a new pound site to ensure continuity of service into the future and we will need to start planning and preparing for the relocation of the pound facility.

Mitchell Shire Council is strongly committed to retaining its own pound facilities located within the municipality. We understand that providing local pound facilities gives us the best opportunity to serve the community, reunite pets with their owners, and to protect and care for those animals that are found wandering and lost.

Mitchell Shire has one of the highest rehoming rates of all Victorian Councils and aims to continue to increase the number of dogs and cats who are successfully rehomed from its pound facility.

Any new pound facility needs to meet the needs of a growing municipality and to promote increased rehoming through design and incorporation of best-practice strategies aimed at ensuring optimal functionality and conditions for both animals and staff.

Summary of Our Plan for 2026-2029

The table below outlines the key programs and strategies we intend to deliver in the coming four years. These key areas, along with additional objectives and strategies aimed at ensuring we are meeting or exceeding our day-to-day responsibilities under the *Domestic Animals Act 1994*, are detailed further in Part Three of this plan.

All Four Years 2026-2029	Increase the Number of Fenced Off Leash Dog Parks Across the Shire - Fenced off-leash dog park in Seymour to be finalised - Improvements to existing fenced dog parks (prioritising the Kilmore Dog Park), and addition of new fenced off leash parks in other townships depending on land availability and grant funding opportunities - Fenced off-leash parks to continue to be a required inclusion for all large-scale housing developments as part of the planning approval process
	Cat Curfew Education, Awareness and Enforcement Aiming to increase cat owner awareness of the requirements, along with information about how they can safely contain their cat and help their cat to adjust to periods of confinement
Year 1 - 2026	Additional Focus – Pet Identification Helping the community to keep contact details up to date by assisting residents to check and update their pet's microchip details - allowing us to return more pets to their families
	Additional Focus – Awareness Campaign – ‘Dogs in Public Places’ - Education campaign relating to the new Shire-wide dog on-leash order - Targeting popular dog walking parks and trails - Utilising a wide variety of media and communication channels
Year 2 - 2027	Additional Focus - Semi-owned Cats Education campaign supported by subsidised desexing scheme
	Additional Focus - Responsible Pet Ownership Messaging - Including development or sourcing of resources to assist culturally and linguistically diverse members of the community - Additional resourcing to allow community registration ‘door knocks’

Year 3 - 2028	Additional Focus – Stray Cat ‘Hotspots’
	Education campaign supported by subsidised desexing scheme
Year 4 - 2029	Additional Focus - Rehoming initiatives
	Working to continue to increase the number of cats and dogs who are successfully rehomed from the Mitchell Shire pound
	Additional Focus – Dog and Cat Registration
	Additional resourcing to allow community ‘door knocks’ with a particular focus on residents new to the municipality, cat owners, and micro-breeders who have an active Pet Exchange Register ‘source number’
	Additional focus – Education campaigns aimed at CALD communities
	Promotion of responsible pet ownership information in languages other than English



Estimated Costs of Implementing this Plan

Preliminary costing estimates for delivery of the objectives outlined within this plan suggest that \$69,000 will be required over the lifetime of the plan to fund the various initiatives.

Mitchell Shire Council also plans to actively pursue and participate in government grant opportunities as they become available.

Note: Costing estimates are in addition to operating costs such as wages/salary for Domestic Animal Management Staff, vehicles, pound management and veterinary services costs.

Costing estimates can be broken down to:

Year 1 - 2026	✓ Education campaigns and basic signage relating to the new Shire-wide dog on-leash order - \$4,000
Year 2 - 2027	✓ Education campaigns relating to semi-owned and stray cats - \$2,000 ✓ Supported by targeted desexing - \$9,000 ✓ Additional resourcing to allow for targeted registration door-knocks - \$15,000
Year 3 - 2028	✓ Desexing campaign in identified cat nuisance 'hot-spot' areas - \$9,000 ✓ Awareness and education campaigns - \$2,000
Year 4 - 2029	✓ Additional resourcing to allow for targeted registration door-knocks ✓ Additional resourcing to allow for cross referencing of registration data with Pet Exchange Register and microchip database information - \$2,000 ✓ Education campaigns relating to semi-owned and stray cats, supported by targeted desexing - \$9,000 ✓ Production of responsible pet ownership materials in languages other than English - \$2,000 ✓ To be confirmed - Preparation of designs and plans for new pound facility (estimated \$25,000 additional to plan budget)

Throughout the life of the Plan there will be a requirement to ensure Authorised Officers are suitably trained to perform their role.



Part 3 - Strategies

Mitchell Shire Council

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3.1 Training of Authorised Officers

'Mitchell Shire Council is committed to ensuring that its Animal Management Staff have the skills and knowledge to respond to service demands so they can provide a professional, consistent and fair service to our community.'

Cr Bob Humm



All our Local Laws Officers are 'Authorised' under multiple pieces of legislation. For Domestic Animal Management matters, authorisation is granted under the *Domestic Animals Act 1994*.

Administering and enforcing the *Mitchell Shire Community and Environment Local Law 2022* and various Acts provides many service challenges, with the need to balance different points of view and competing interests within the community.

Position descriptions for Local Laws Officers include minimum qualifications of Certificate IV in Animal Control and Regulation (or equivalent) and Certificate IV in Statutory Compliance (Government).

New Officers undergo an induction program and must also undertake Mitchell Shire's mandatory eLearning units. Existing Officers undergo regular training to refresh their knowledge, or to upskill them for their roles.

The 'Manager Community Amenity and Emergency Management' maintains a register of all Authorised Officer Training. Training plans for each officer are reviewed annually and are aligned with departmental goals and targets, however they may be limited due to the availability and scheduling of training courses.

All Local Laws staff attend training sessions and refresher courses as they become available, and where rostering allows. Recent training has been undertaken relating to workplace health and safety, biosecurity when visiting properties, dealing with aggressive customers, conflict management and first aid. Additionally, a number of senior officers have undergone 'Authorised Implanter' training to allow them to implant microchips in dogs and cats in line with the *Domestic Animals Act* requirements.

Mitchell Shire's Pound staff also undergo regular training related to animal care and handling, workplace health and safety and customer service.

How we Plan to Further Train and Upskill our Authorised Officers

Throughout 2026-2029, our plan is to ensure that all Local Laws Officers complete the courses they are currently enrolled in and undertake training as the opportunities arise.

We also plan to ensure our pound staff undertake training in 'fear-free' shelter practices aimed at reducing stress and increasing the wellbeing of animals that are in our care. As the opportunity arises, Local Laws Officers will also complete relevant fear-free training that relates to their roles.

Key outcomes and strategies

Outcome 1 Ensure all officers are trained and provided opportunities for upskilling		
Strategies		Timelines
1.1	Maintain a register of authorised officer training	Ongoing
1.2	Ensure all officers attend industry training and seminars	Ongoing
1.3	Ensure all new authorised officers have completed their minimum training requirements within 6 months of appointment	Ongoing
1.4	Identify additional training opportunities to upskill all staff involved in animal management via completion of annual goals and performance appraisals	Annually
1.5	Utilise online learning resources such as the 'Fear Free Shelters' Program to train pound staff and authorised officers in fear free handling methods aimed at increasing the welfare of all dogs and cats that are seized, transported or impounded	Years 1 and 2

Outcome 2 Create a culture of collaboration and knowledge sharing		
Strategies		Timelines
2.1	Schedule quarterly meetings with other Council teams and departments whose work intersects with animal management to share insights, trends, or emerging issues	Ongoing
2.2	Work closely with the planning department of Council to ensure all new planning permit applications for animal related activities are referred to Local Laws where required	Ongoing
2.3	Encourage ongoing collaboration with Local Laws staff at neighbouring local councils to identify opportunities for improvement and sharing of knowledge and resources	Ongoing



3.2 Promoting Responsible Pet Ownership

‘Owning a pet has been shown to have many benefits - they provide companionship, a reason to get out and exercise, and they facilitate social interactions. However, this comes with a responsibility to ensure that the needs of the pet are met, and that they are not allowed to become a nuisance.’

Cr Andrea Pace



Responsible pet ownership is the key to ensuring that dog and cat ownership does not negatively impact the wider community. It also is the key to making sure that the welfare of the animal is optimised, and the physical and behavioural needs of pets are met.

Responsible pet ownership includes choosing the right pet for your situation, making sure that your pet is cared for properly at all times, providing timely health care, along with appropriate exercise and mental stimulation. It also means being considerate and ensuring your pet does not impact others in a negative way.

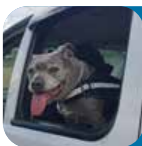
A Responsible Pet Owner



Considers the needs of all users of public spaces



Ensures that the social and welfare needs of their pet are met



Prevents their animal from causing harm or intimidation to others



Abides by rules and dog control orders in public places



Makes sure their pet is desexed, microchipped and registered



Minimises nuisance to others and the environment

Mitchell Shire Council understands that many pet owners are unaware of the laws relating to the keeping of animals, and many new pet owners may not understand how best to meet their pet's needs.

For this reason, education of pet owners and the wider community has been an ongoing priority across all our Domestic Animal Management Plans. Over the last few years, we have expanded our responsible pet ownership messaging with an increased focus on online and social media platforms to get important messages to pet owners.

Aside from education, we also aim to facilitate responsible pet ownership by providing spaces where dogs can be exercised both on and off leash, and fenced dog parks in most of our major townships.

Key outcomes and strategies

Outcome 3 Promote responsible pet ownership to all dog and cat owners		
Strategies		Timelines
3.1	Conduct education campaigns relating to: - Pet registration - Microchipping and identification - Cat curfew/cat trapping - Dogs in public places - Benefits of pet ownership/mental health	Scheduled regularly throughout the year
3.2	Continue to explore different ways to deliver education materials using both traditional methods and newer technologies	Ongoing
3.3	Develop resources targeted at educating the younger generation of the importance of responsible pet ownership	Year 2
3.4	Participate in State-level programs aimed at promoting responsible pet ownership and make use of resources provided by Animal Welfare Victoria	Ongoing
3.5	Working with Animal Welfare Victoria and neighbouring Councils to ensure CALD communities have access to responsible pet ownership information and resources in languages other than English	Year 4
3.6	Provide advice to pet owners on pet care during events such as thunderstorms, fireworks and holiday periods via social media and website	Timed with events
3.7	Continue to address the issue of dog faeces in public places through education strategic signage reminding owners of their responsibility to pick up after their dog	Ongoing
3.8	Explore the viability of providing training in relation to animal management and welfare for service providers involved in in-home care	Year 3

Outcome 4 Facilitate responsible pet ownership through initiatives aimed at assisting the community meet their pet's physical and behavioural needs

Strategies	Timelines
4.1 Continue to increase the number of fenced dog parks across the Shire	Ongoing
4.2 Review and assess newly developed open spaces for suitability as a Council designated off-leash area	Ongoing
4.3 Ensure Council's open space and urban/town planning processes consider the implications of dog ownership, particularly in newly developing residential areas	Ongoing
4.4 Participate in Government grant opportunities relating to supporting responsible pet ownership initiatives as they become available	Ongoing

Outcome 5 Ensure local responsible pet ownership requirements are directly communicated to pet owners, and where necessary, enforced

Strategies	Timelines
5.1 Maximise community understanding of the new Shire-wide dog on-leash requirement	Years 1 and 2
5.2 Ensure that the new Shire-wide Dog On-Leash Order is supported by easy-to-understand information about on and off leash areas – accessible in both digital and hard-copy formats	Year 1
5.3 Review responsible pet ownership resources provided at Customer Service Centres and online	Year 2
5.4 Develop simple signage for high-traffic areas that reinforce responsible pet ownership messages	Years 2 and 3
5.5 Provide new residents with information relating to responsible pet ownership in Mitchell Shire	Ongoing
5.6 Provide proactive and visible patrols at dog off leash areas and fenced dog parks	Ongoing
5.7 Review the need for enforcement 'blitzes' relating to off-leash dogs in public places targeted at areas with identified ongoing compliance issues	Year 4

3.3 Registration and Identification

'Dog and cat registration assists in the return of lost animals to their owner, including direct return without the need for them to enter the pound. The fees paid each year by pet owners also fund the Council's animal management services such as the Mitchell Shire pound, and Local Laws team.'

Cr Nathan Clark



Registration

The requirement to register dogs and cats with local council is outlined in Part 2 of the *Domestic Animals Act 1994*.

Mitchell Shire Council is obliged to administer the domestic animal registration process according to the rules set out in this part of the Act. This includes adhering to the requirements for registration, the renewal interval, and the basic fee structure outlined in the legislation.

As part of the Act, Council is also required to pay a portion of each registration fee received to the Victorian state government to fund the activities of Animal Welfare Victoria. In 2025, this fee was \$4.51 per animal registered, and \$20 per domestic animal business registration, with the amount increased in line with the consumer price index (CPI) each year.

Registration Requirements Outlined in the *Domestic Animals Act 1994*.

- Every dog and cat three (3) months of age and over must be registered with your local council
- Registrations must be renewed by 10 April each year
- Registered dogs and cat must wear an identification marker when outside their premises
- All dogs and cats being registered in Victoria for the first time must be microchipped before they are registered
- The current fee schedule outlined in the Act allows for reduced registration fees for pensioners, registered foster carers, and for animals who meet certain requirements (de-sexed, over 10 years of age, obedience certified, working farm dogs, breeding animals who are not desexed but whose owners are a domestic animal business or a member of an applicable organisation)

Responses from our pet survey highlight the fact that the wider pet owning community has a very poor understanding of the *Domestic Animals Act* and how it dictates the registration process.

Many of you expressed frustration at the need to register your pets, highlighted comparisons to the pet registration processes of other states, and suggested changes that Council is not able to make.

Not surprisingly, the number of dog and cat registrations processed by Mitchell Shire fluctuates from year to year. This is the result of new animals being added to the register as well as other animals being removed because they have been sold or given away, have moved out of the shire, or have passed away. There are also owners who simply fail to renew their registration.

Capturing first time registrations is an ongoing challenge, especially with new residents moving into Mitchell Shire with existing pets, and first-time pet owners potentially unaware of the requirement to register their pets.

Dog and cat registration is pivotal to facilitating the return of lost animals to their owners, including direct return without the need for them to enter the pound. The registration fees paid each year by pet owners also fund the Council's animal management services such as the Mitchell Shire pound, Community Amenity team, and the provision of facilities specific to pet owners – such as fenced dog parks.

As Mitchell Shire's population grows, we need to ensure that the accompanying increase in the pet population is supported by a corresponding expansion of animal management services. This can only be achieved by ensuring the percentage of registered pets remains consistent or increases.

Unfortunately, despite our population growth over the last four years, dog and cat registration numbers have remained fairly constant, suggesting a decrease in the proportion of registered dogs and cats – something that will need to be addressed in the lifetime of this plan if we are to be able to provide the level of service the community expects.

Each year, Council aims to further streamline and simplify the pet registration process. We provide reminders and prompts (utilising a variety of communication platforms for messaging such as text messages, Council eNotices, regular mail, and social media platforms) along with employing new technologies to remove some of the barriers relating to registering dogs and cats.

Our discounted fee structure extends beyond the categories listed in the *Domestic Animals Act* to include pets recently adopted from shelters, and for dogs and cats under the age of 12 months, acknowledging that most vet clinics in the municipality now recommend desexing at a later age than they did a decade ago – preferring to allow a pup's skeleton to mature prior to surgery.

Our excess animal permits no longer require annual renewal, provided there are no specific animal or property changes.

Council follows up lapsed registrations with text message reminders, phone calls and, when resources permit, door knocks. A generous 'grace period' is applied, however once this has elapsed, renewals become subject to a late fee, and people found with unregistered dogs may be issued infringement notices.

Key outcomes and strategies

Outcome 6 Increase awareness across the community for the need to register pets and the reasons for registering

Strategies		Timelines
6.1	Conduct education campaigns relating to registration, the benefits of registration, and the reasons why registering your dogs and cats is important	Ongoing
6.2	Promote the need to register dogs and cats within CALD communities and provide information about pet registration in languages other than English	Year 4
6.3	Conduct registration 'door knocks' specifically targeted to areas with a high number of new residents, and to 'micro-breeders' with an active source number	Years 2, 3 and 4
6.4	Develop an infographic depicting how registration fee income is allocated and make this available to the community including with renewal notices and other communication channels	Year 2

Outcome 7 Ensure Council process and policy documentation relating to dog and cat registration is up to date and incorporates any recent legislative changes

Strategies		Timelines
7.1	Review internal procedures, policies, and documents relating to registration process	Annually



Outcome 8 Improve the rate of registration of dogs and cats within Mitchell Shire		
Strategies		Timelines
8.1	Improve and expand the current online options for pet owners to pay their registration renewal, update details, and submit new animal registrations	Year 1
8.2	Explore alternate methods of payment of renewal notices, as well as on-the-spot payment options via EFTPOS when doing registration door knocks	Ongoing
8.3	Investigate strategies that have been successful in increasing the level of cat and dog registrations in other municipalities and identify initiatives that may be useful within the context of Mitchell Shire	Ongoing
8.4	Continue to promote registration renewals through Council's website, the Council's on-hold message, customer service centres, social media and traditional media platforms	Annually
8.5	Continue to undertake proactive doorknocks throughout the municipality especially in the period just after renewals are due	Increased focus Years 2, 3, and 4
8.6	Provide a visible presence at dog parks and popular reserves to check that dogs are registered	Year 3
8.7	Undertake desk-top cross-referencing of microchip registry information to obtain details of dogs and cats within the municipality that are microchipped but do not appear to be registered	Years 2, 3, and 4



Microchipping

Thanks to many state and local initiatives over the last decade we have seen the number of animals in the community without a microchip drop significantly. It is now quite uncommon for dogs to present without a microchip, although we still see cats impounded who have not been chipped.

With most domestic pets already microchipped, activities such as community microchipping days that were held in the past to increase the number of animals that were microchipped are no longer effective or viable. Mitchell Shire Council still aims to facilitate microchipping where it can, however optimising the format for delivering this service has changed.

Instead, the focus has moved from increasing the number of animals with a microchip to making owners aware of the need to regularly update their contact details held by the microchip registries to ensure that we have the best chances of returning their pet should it get lost or stray.

It is very frustrating for Local Laws Officers to scan a chip, only to find that the contact details for the animal are no longer valid, and it also leads to more animals spending time in our pound facilities when they could have otherwise been returned home to their family.

We acknowledge that there is still some confusion across the community in relation to the difference between microchipping and registration of domestic pets. Every time we engage with the pet-owning community of Mitchell Shire, we receive feedback highlighting the apparent duplication of both data and fees. Unfortunately, both are requirements of the *Domestic Animals Act* which are the responsibility of different authorities (Local Councils and privately run registries), with no way of sharing live data.

Key outcomes and strategies

Outcome 9 Increase the rate dogs and cats reunited with their owners by increasing the rate of microchipping and educating and assisting owners in keeping contact details up to date		
Strategies		Timelines
9.1	Continue to provide education encouraging owners to keep the contact details associated with their pet's microchip up to date	Ongoing
9.2	Provide low-cost microchipping opportunities utilising Mitchell Shire Council staff who are Authorised Implanters. Examples could include microchipping 'pop-up' events held at the Mitchell Shire Pound or Council Offices	Ongoing
9.3	Provide opportunities for owners to have their pet's microchip scanned and help in updating owner contact details as required	Offered 6-monthly or quarterly

3.4 Preventing Nuisance

'One of our biggest challenges is balancing the needs of pet owners, non-pet owners, those that use public spaces, and the wider community. Preventing the negative impacts of pet ownership within the municipality is an important part of Domestic Animal Management.'

Cr Riley Evans



Nuisance occurs when domestic animals create disturbances to the amenity of the community. Nuisance animals may also pose a risk to other animals and wildlife and are a common cause of disharmony between neighbours.

Dogs can cause nuisance when they bark excessively, are not kept under effective control by their owners, when they are allowed to wander at large, and when their faeces are not picked up in public places.

Cat nuisance generally occurs when cats are allowed to wander 'at large' (left to roam outside without supervision). Whilst off their owner's property, studies have shown that cats roam much further than their owners think, often trespassing on other people's properties, crossing roads, and damaging the natural environment by killing native wildlife. Cats at large are also responsible for the potential spread of disease – either through defaecating in other people's properties, or through fighting with other cats.

When we asked our community about domestic animal nuisance, most people indicated that they had been affected by the nuisance behaviour of dogs and cats in one way or another. Barking dogs and wandering cats featured regularly in survey responses.

The trend towards smaller lot sizes in new estates and a lack of developed open space to exercise dogs can present a challenge for residents living in new growth areas. As a result, we see an increase in problem behaviours in dogs: frequent escaping, digging, chewing and incessant barking in these areas.

Mitchell Shire Council has a designated role under the *Domestic Animals Act* to prevent and manage nuisance caused by domestic animals and to respond to complaints from community members.

Barking

Complaints about barking dogs continue to be a problem for all local councils. Barking dogs can be a source of great irritation, and investigating complaints can be time consuming and difficult for officers to resolve.

Mitchell Shire Council does not accept anonymous complaints relating to barking, and although this may discourage some people from reporting barking dogs, it does assist in preventing vexatious complaints.

Local Laws Officers have a documented process and procedure that is regularly reviewed, and there is information on the Mitchell Shire website relating to both the prevention of barking and the reporting and evidence gathering process.

Most barking complaints come from built-up areas within the Shire, with Kilmore, Seymour and Wallan accounting for the majority of complaints in the last four years.

There are many reasons that dogs may bark excessively and some of these may be indicators of poor welfare such as inadequate yard space, lack of stimulation and exercise, inadequate shelter, hunger, thirst, medical conditions and injury.

Provocation or disturbances in or outside of the dog's property may also contribute to barking. Pedestrians, other dogs, cats, native and pest animals and unusual noises can all lead to fear, excitement, and arousal in dogs, or trigger territorial behaviours.

Changes in family routines, family structure, location, and family disputes can also contribute to barking. Dogs are social animals and barking and howling may be indicators of distress or contact seeking. Of course, dogs can also learn to bark if they are inadvertently rewarded for this behaviour by their owners.

Key outcomes and strategies

Outcome 10 Continue to improve the process for dealing with barking dog complaints		
Strategies		Timelines
10.1	Review and update the information that Mitchell Shire provides to the community about nuisance barking and how barking complaints are handled	Annually
10.2	Explore resource sharing with other local Councils in relation to nuisance barking, and the investigation of dog barking complaints	Year 1
10.3	Explore new technology options to support the investigation of barking dog complaints	Year 3
10.4	Review all barking dog procedures annually with the aim of further simplifying the process	Year 2

Dogs at Large

'Dogs at large represent a significant drain on Domestic Animal Management resources, due the amount of time and effort required to respond to reports of animals at large and the costs of impoundment.'

Cr Timothy Hanson



Over the last four years, the numbers of dogs found 'wandering at large', or 'not securely confined to their property' in Mitchell Shire has remained constant with the Local Laws team regularly responding to call outs across the Shire.

Our 'return directly to owner wherever possible' process has kept many registered and microchipped pets out of the pound and reunited them with their owners. This process also provides an excellent opportunity for education and advice with the aim of preventing future occurrences.

Dogs may end up at large for several reasons:

- Some owners do not understand that their dog should not be allowed to roam, opening the gate for their dog to go for a wander unsupervised each day
- Residents new to a rural lifestyle may not be aware of the potential for their dogs to attack livestock and other animals and may not realise that dogs of all sizes will escape through farm style fencing and roam especially if they can see other animals moving about on the other side of the fence
- In new housing developments it is common to see pets escaping because their property does not yet have adequate fencing or visiting tradespeople have failed to properly shut gates as they go about their work
- Some dogs confined to backyard with little exercise or mental stimulation may find that the outside world is far more exciting and are highly motivated to get out. This is particularly true for entire (not desexed) male dogs who may be aware of females who are in season in their area.
- Some dogs may escape during thunderstorms, fireworks or where other loud or unexpected sounds cause them to panic
- Once the dogs learn how to get out, they may come and go during the day with owners unaware that their dogs have left their property because they are in the yard when the owner leaves and returns

Having dogs at large increases the risk of dog attacks, increases the incidence of dog droppings in streets and parks, and can impact those wanting to use public spaces. There is also the risk that the roaming animal will be injured or cause a traffic accident if it strays near a road.

The impacts of wandering dogs in farming areas can be significant, especially at times of the year where livestock are more vulnerable, such as lambing times for sheep farmers. Recently, a Mitchell Shire farmer reported stock losses of 30 head of sheep from a single dog attack event, decimating his herd, and causing severe distress to everyone involved.

Dogs not under 'Effective Control'

Council is also aware that dogs at large (those wandering without an owner present) are only part of the problem when it comes to dogs in public places. We are seeing increased complaints about off-leash dogs in public places that are not under 'effective control'.

Although we know that some dogs are very well trained, and that there are many responsible dog owners within the Shire, there are an increasing number of reported instances of off-leash dogs rushing at people and at other dogs in public places and reports of off-leash dogs chasing livestock and wildlife. In some cases, there have been dog attacks directed at either dogs or people where injuries are caused by these events.

We understand that off-leash exercise is important to ensure the physical and mental wellbeing of dogs, however this should not have negative impacts for other dog owners and the wider community.

Feedback provided through our consultation in relation to leashing laws (conducted as part of our action items in our 2021-2025 Domestic Animal Management Plan) highlighted that a significant number of both dog owners and non-dog owners had had negative experiences with off-leash dogs, and that there was wide-spread support for the introduction of a Shire-wide On-Leash Order.

As a result, Mitchell Shire introduced a Shire-wide On-Leash Order in July 2025. This order requires all dogs within public places to be kept on-leash unless the dog is being exercised in a sign posted, Council-designated leash free area, or within a Council fenced dog park. Working dogs actively engaged in the movement of livestock are also allowed off-leash.

The new order also gives a definition of 'effective control':

....a dog will be considered to be under effective control where the Owner:

- (a) is able to get the dog to respond to the Owner's recall commands and return to the Owner;
- (b) keeps the dog within 50 metres of the Owner so that it is in visual and audible range to allow for effective recall of that dog at any time; and
- (c) does not allow the dog to harass, intimidate, worry or behave in an anti-social manner towards any person or animal.

Key outcomes and strategies

Outcome 11 Reduce the nuisance and risks associated with the presence of dogs at large in public places		
Strategies		Timelines
11.1	Conduct education campaigns promoting the need to keep your pets contained to your property, the need for secure fencing, and ways in which you can meet the behavioural and exercise needs of your dog	Ongoing
11.2	Conduct education campaigns related to Mitchell Shire's on-leash requirement	Years 1 and 2
11.3	Conduct and annual review of Council's designated off-leash areas and consider changes or additions as new green spaces are developed	Annually
11.4	Continue to increase the number of fenced off leash parks available to dog owners across the Shire	Ongoing
11.5	Regular patrols of both on- and off-leash areas to ensure dog owners are abiding by the dog orders and allowing all members of our community to enjoy safe, shared spaces	Ongoing with a focus in Year 4



Cat Complaints

'Mitchell Shire's natural environment is something that we need to protect for future generations. The Cat Curfew is an important initiative aimed at reducing the impact of pets on our native wildlife.'

Cr Claudia James



Cat Curfew

Since 2019, Mitchell Shire Council has had in place a 'sunset to sunrise' Cat Curfew gazetted under Section 25 of the *Domestic Animals Act*.

This curfew requires all cats within Mitchell Shire to be confined to their owner's property between sunset and sunrise with the aim to reduce cat nuisance complaints and to minimise the impact of pet cats on native wildlife, protecting our natural environment.

The curfew also facilitates the trapping of feral and stray/semi-owned cats that may be active during these times. Council currently has cat traps that are hired out to residents for free who make a complaint in relation to wandering or nuisance cats.

Council aims to minimise the negative animal welfare aspects of cat trapping by having a documented procedure that is based on current best practice and ensuring that all trapped cats are prioritised for collection and transfer into our care.

All cats that are trapped are first thoroughly scanned for a microchip and checked against current registration records. 'Owned' cats are returned to their owners along with educational material relating to the cat curfew. If the cat was not registered, the owners are required to remedy this, and they may receive a fine. Continual breaches can also lead to impoundment of the cat and pound fees.

Cats with no microchip or identification ('feral' and 'unowned' cats) are impounded in accordance with the requirements of the *Domestic Animals Act 1994* and are then assessed in relation to their suitability for rehoming.

Although our pet survey highlighted there is community support for the extension of the cat curfew to provide increased clarity in relation to the management of cats for both cat owners and the wider community, it is unclear whether this initiative on its own would have a significant impact on cat-related nuisance.

Instead, in the first three years of this plan we will explore several novel strategies supported by current scientific thinking in relation to cat nuisance. This will include programs focussing on 'semi-owned' and 'stray' cats - aiming to educate the community and promote responsible ownership, desexing and

microchipping. We will identify known cat nuisance 'hot spots' and work towards increasing desexing rates in these local populations through subsidised desexing programs.

Please see Section 3.7 for more information on semi-owned cats.

We also plan to reward those cat owners who have enclosures and secure cat 'parks' by offering reduced registration fees and promote ways in which owners can safely contain their cats to their property and still meet their cat's behavioural needs without the dangers of wandering.

In the final year of this plan, we will reassess whether these strategies have seen a reduction in cat nuisance and re-visit the support for an extension of the current cat curfew.

Key outcomes and strategies

Outcome 12 Reduce cat nuisance and predation		
Strategies		Timelines
12.1	Continue to promote awareness of Mitchell Shire's dusk until dawn cat curfew	Ongoing
12.2	Conduct an education campaign relating to the issues of semi-owned cats and support transition to full ownership with desexing support scheme	Year 2
12.3	Conduct an education campaign in known stray cat hot spots across the municipality, supported by subsidised desexing scheme to reduce stray cat breeding	Year 2, 3, and 4
12.4	Reassess the need for and potential effectiveness of expanding the current sunset-to-sunrise cat curfew to 24 hours, including consultation with the community and other local councils who have implemented a 24-hour cat curfew	Year 4
12.5	Conduct education campaign and provide resources relating to cat enclosures and enrichment for cats and provide education for owners of cats to help them understand how they can better contain their cats	Ongoing
12.6	Introduce discounted registration fees for residents who install, or who already use an escape-proof cat enclosure	Year 2
12.7	Promote Mitchell Shire's cat trapping program and ensure that the information provided relating to trapping is in line with best practice for the welfare and management of trapped cats	Ongoing
12.8	Investigate the use of Mitchell Shire's GIS program 'Weave' to plot and identify hot spots relating to cat complaints, known colonies, requests for traps, and target strategies (by location) to reduce stray cat numbers to these locations	Year 3

3.5 Minimising the Risk of Dog Attacks within Mitchell Shire

'Dog attacks not only have the potential to cause injuries but can also lead to members of the community not feeling safe in public places.'

Cr Ned Jeffery



Mitchell Shires' unique mix of urban fringe, townships and rural areas presents several challenges relating to dog attacks. Dog attacks can be directed at people, other animals, livestock, and wildlife.

Research shows that most dog attacks happen within the family home, and most of these go unreported. Dog attacks can also occur if a dog is wandering 'at large' (not confined to its owner's property), or when a dog is with its owner in a public place.

During our community consultation relating to Mitchell Shire's leashing laws, a high proportion of respondents raised concerns about off-leash, and unsupervised dogs rushing at other dogs or people. They told us about the resulting altercations that have resulted in injuries to either dogs or humans and have contributed to increasingly fearful behaviour in their own dogs.

Some respondents told us that they no longer feel safe walking their pets in public places, especially those areas that see a lot of dogs exercised off leash, or in parts of townships where dogs at large are common.

Unfortunately, dog attack reports have remained consistent over the last four years. In 2023/24, Local Laws Officers responded to 89 reports of attacks directed to other animals or towards people.

Reducing the risk of dog attacks, relies heavily on dog owners being responsible for their animals – training and socialising their dogs, having adequate fencing to confine their dogs, making sure their dogs are on leash where required, and having them under effective control if they are off leash.

Owners of dogs need to exercise some common sense in managing their dogs and not put them into a situation where they become frustrated, threatened or overly aroused or excited. This includes supervising their dogs closely when in an off-leash area, or within the confines of a dog park.

Mitchell Shire Council constantly works towards reducing the number of dog attacks in the municipality. However, this can only be achieved by educating dog owners of their responsibilities and encouraging members of the community to report dog attacks to council so that we can properly investigate the matter using our powers under the *Domestic Animals Act*.

Key outcomes and strategies

Outcome 13 Reduce the number of dog attacks in public places		
Strategies		Timelines
13.1	Education campaign promoting the need for training and socialisation for all dogs	Annually
13.2	Provide education relating to the implementation of the new Section 26 Shire-wide On-Leash Order along with responsible management of dogs in public places	Year 1
13.3	Install signage in key areas as part of implementation of the new Section 26 Shire-wide On-Leash Order	Ongoing
13.4	Education campaign promoting the requirement to keep your pets contained to your property, and the need for good fencing	Year 3
13.5	Participate in State Government initiatives aimed at reducing the risk of dog attacks	As available

Outcome 14 Increase public awareness of how to report dog attacks		
Strategies		Timelines
14.1	Education campaign to improve public awareness of how to report dog attacks	Year 3
14.2	Publicise the outcomes of prosecutions relating to dog attacks in the community	Ongoing



3.6 Managing Dangerous, Menacing and Restricted Breed Dogs

The *Domestic Animal Act 1994* has special requirements and provisions relating to dogs that have been declared dangerous, menacing, or of a restricted breed.

Dogs may be declared dangerous if they attack another animal or human, or if they are used or trained as a guard dog (such as those dogs protecting property/premises).

Menacing Dogs are those that have been declared menacing due to rushing at or biting a person where that bite is not of a serious nature.

Restricted Breed dogs include those of the following breeds: Japanese Tosa, Fila Brasileiro, Dogo Argentino, Presa Canario and American Pit Bull Terrier.

Owning or keeping dogs that have been declared dangerous, menacing, or those of a restricted breed comes with additional responsibilities, aimed at protecting members of the public. This includes requirements for secure housing, signage, and highly visible identification collars. When off their home property, the animal must be on leash and muzzled at all times and under the effective control of an adult.

There are currently no 'restricted breed' dogs registered in Mitchell Shire, however there are two declared dangerous dogs, three declared menacing dogs, and two guard dogs registered. Owners of these dogs are subject to annual as well as random inspections of their premises to ensure ongoing compliance with housing requirements.

There are no registration discounts for dangerous, menacing or restricted breed dogs, and all must be de-sexed and microchipped. Details of these animals are recorded on the Victorian Declared Dogs Registry.

Council is committed to ensuring such dogs are identified, that owners are made fully aware of their responsibilities. All new registration applications for American Staffordshire Terriers are flagged for visual inspection by a Local Laws Officer as part of the registration process, and any complaints relating to these dogs are acted on promptly.

Key outcomes and strategies

Outcome 15 Effectively inspect and audit all declared dog premises annually to ensure they are compliant with legislation and regulations		
Strategies		Timelines
15.1	Ensure all registered declared dangerous, menacing and restricted breed dogs undergo an annual premises audit	Annually
15.2	Conduct random inspections of premises housing a declared dangerous, menacing, restricted breed or guard dog to ensure ongoing compliance	Ongoing
15.3	Investigate and act upon any complaints relating to declared dangerous, menacing, restricted breed or guard dog	As Required
15.4	Ensure that the Victorian Declared Dangerous Dog Registry details are correct and updated as required	As required

Outcome 16 Monitor the possible presence of dangerous or restricted breed dogs in the Shire		
Strategies		Timelines
16.1	Conduct after hours patrols for unregistered guard dogs in industrial areas	Year 3
16.2	Cross-reference microchip database information with current pet registration database for potential restricted breed dogs	Ongoing

Outcome 17 Educate the community about the responsibilities of keeping of a declared, menacing or restricted breed dog		
Strategies		Timelines
17.1	Provide information about the responsibilities of owning a declared dog via Council's website and social media platforms	Ongoing
17.2	Review information provided on Council's website in relation to declared dangerous and menacing dogs, restricted breeds and guard dogs and update as required	Annual
17.3	Maintain higher registration fees for all types of declared and restricted breed dogs (i.e. no discount)	Ongoing



3.7 Addressing Overpopulation and High Euthanasia Rates

Semi-owned cats

Mitchell Shire continues to see a high proportion of cats being impounded that are not registered or ‘owned’ cats. Although the trapping of cats continues to be an issue that the community is divided on, it is necessary to protect our native environment and wildlife, and address nuisance complaints.

Across Australia the issue of feral and stray cats, and the associated low re-homing rates for cats in general, has seen scientists, activists and government come together to investigate strategies that might better address the issue. One of the bigger problems identified is the problem of ‘semi-owned’ cats.

Semi-owned cats are cats with no owner or feral cats (often called ‘stray cats’) that are fed by well-intentioned members of the community. These community members may describe themselves as cat lovers, but they do not take full responsibility of the cat as they do not consider themselves the owner of the cat.

Unfortunately, semi-owned cats contribute significantly to cat over population as they reproduce quickly, and they can be responsible for spreading diseases such as FIV (Feline Immunodeficiency Virus) and FeLV (Feline Leukaemia Virus).

It has been shown that educating the community and promoting awareness of semi-owned cat populations is integral to minimising and addressing cat over population. Strategies aimed at encouraging residents who are feeding stray cats to take on full ownership and responsibility have also been shown to have excellent welfare outcomes for the cats, whilst reducing the pressure on council pounds.

Key outcomes and strategies

Outcome 18 Implement strategies aimed at reducing the number of feral and semi-owned cats in Mitchell Shire		
Strategies		Timelines
18.1	Continue to offer a cat trapping program in line with current best practice	Ongoing
18.2	Provide incentives to members of the community who are prepared to transition from feeding a semi-owned cat to full ownership, focusing on desexing and registration outcomes	Year 2
18.3	Educate community on the effect that feeding un-owned cats has on over-population	Ongoing
18.4	Consider working with neighbouring councils to optimise resources and share messaging aimed at reducing populations of semi-owned and stray cats	Year 2

Mitchell Shire Council

Breeding of Dogs and Cats in Mitchell Shire

'Mitchell Shire fully supports the state government's initiatives in relation to the breeding of dogs and cats and closely monitors registrations, advertisements, and the pet exchange register for those who may be conducting illegal breeding activities within the municipality.'



Cr Bob Cornish, Deputy Mayor

During our Pet Survey, you told us that illegal breeding and backyard breeders were a concern within our community. Mitchell Shire does not have any 'commercial' dog or cat breeding establishments (which must be approved by the Minister for Agriculture), nor do we have any registered Domestic Animal Breeding Businesses.

Mitchell Shire is, however, home to several dog and cat breeders who are members of one of the Applicable Organisations recognised under the *Domestic Animals Act 1994* (Dogs Victoria, Master Dog Breeders Association, Feline Control Council etc.).

These breeders fall into the 'Recreational Breeder' category and are limited to a maximum of ten fertile females and must comply with council permit requirements and permitted animal numbers for their property zoning. Members of Applicable Organisations must undergo some training and accreditation in relation to breeding, and they must also meet the Codes of Ethics and rules for their organisation.

The Minister sets out guidelines and standards for approval as an Applicable Organisation, including a requirement for regular reporting, internal disciplinary procedures, and adherence to state government requirements.

Recreational breeders receive reduced registration fees for dogs and cats that are kept entire for breeding and must provide proof of current membership at the time of renewal.

Mitchell Shire is also home to many 'micro-breeders'. These are breeders who have one or two breeding animals, and who are not members of any organisation. Although there are some micro-breeders who are knowledgeable and deliberate in their breeding activities, this category also includes many opportunistic and 'accidental' breeders, and those with little knowledge of community expectations and standards.

During the timeline of the previous Domestic Animal Management Plan, Mitchell Shire Council conducted a desktop evaluation aimed at identifying micro-breeders who may have been breaking the law in relation to dog numbers and registration requirements. This process involved cross-checking the information from the Pet Exchange Register, social media, sales platforms such as Gumtree and Trading Post, and registration and property data.

The desktop review highlighted that this is an area that needs to be monitored moving forward, especially in light of the fact that many of the mixes of dogs commonly produced by these breeders are overrepresented in our pound statistics.

Key outcomes and strategies

Outcome 19 Identify unregistered pets, illegal pet breeding, and potential Domestic Animal Breeding Businesses by cross-referencing identified micro-breeders with registration database		
Strategies		Timelines
19.1	Undertake periodic cross-referencing of the Pet Exchange Register to obtain details of dog and cat breeders within the municipality that have an active source number	Ongoing
19.2	Cross reference details of micro-breeders within the Shire to ensure they are complying with registration requirements and permitted numbers	Annually
19.3	Inspect properties of new excess animal permit applications to ensure they are not a breeding business	Ongoing



Euthanasia Rates

Mitchell Shire prides itself on having one of the highest rates of rehoming and lowest rates of euthanasia of any local council in Victoria. Reuniting animals with their owners is the priority for our Community Amenity team. Of the animals collected during 2023/24 financial year, 55% were reclaimed and 82.5% of those that were not claimed were rehomed.

In 2023/24, Council's pound facility in Broadford handled close to 1200 animals.

Most of these impounded animals have been found wandering at large having escaped the confines of their yard. In most cases, these pets are quickly returned to their owners thanks to the information held on Council's registration database, microchipping databases, and the power of social media through sites such as the 'Animal of Mitchell Shire' Facebook page.

The Animals of Mitchell Shire page continues to have the highest number of hits and interactions of all of Mitchell Shire's social media sites and not only helps to reunite owners with their lost pets but also provides education relating to responsible pet ownership and other pet-related topics.

For those animals who cannot be identified, or whose owners don't come forward during the mandatory eight-day holding period, Mitchell Shire undertakes temperament assessment to assess their suitability for re-homing.

Mitchell Shire re-homes a high percentage of unclaimed cats and dogs each year, with a high emphasis on achieving positive outcomes for all animals who are deemed suitable for adoption. Unfortunately, a small percentage of animals are not suited for adoption (either through serious or chronic illness or due to temperament issues) and these animals are subsequently euthanised.

Unfortunately, Council continues to see a higher-than-normal level of pet relinquishment in the last few years, with members of the Mitchell Shire community surrendering their dog or cat to Council when they can no longer care for them. In many cases, pet owners have obtained a pet impulsively, without understanding the animal's breed traits, physical and behavioural needs, or the ongoing costs of responsible pet ownership (vet bills, registration, preventative care etc.). These surrendered animals place additional stress on council resources and rehoming efforts.

Council understands that many in the community have negative perceptions of pounds and the fate of animals who enter pound facilities. Mitchell Shire council is committed to providing quality care and

keeping animals out of the pound wherever possible, understanding that the pound environment can be very stressful for both dogs and cats.

We are also constantly looking for ways to improve the number of animals successfully adopted out of the pound, including identifying and optimising opportunities to rehome and/or transfer animals to other rehoming facilities and organisations. Council has agreements with several local shelters and rescue groups who share our goal of rehoming as many animals as possible.

Key outcomes and strategies

Outcome 20 Continue to minimise the number of animals entering the pound		
Strategies		Timelines
20.1	Where possible continue to return registered animals to their owners without impounding	Ongoing
20.2	Reduce the number of dogs at large and cats wandering through education of pet owners	Ongoing
20.3	Promote the importance of ensuring animals are registered and microchip details are up to date to facilitate the rapid return of lost pets to their owners	Annually
20.4	Continue to explore strategies to reduce the number of animals surrendered by their owners including ways to address issues that may be contributing to the decision to surrender the animal	Ongoing
20.5	Continue to support initiatives aimed at increasing desexing rates and reducing unwanted or unplanned litters	As available

Outcome 20 Continue to explore opportunities to work with other shelters and organisations to maximise the number of animals successfully rehomed		
Strategies		Timelines
21.1	Review temperament testing procedures to ensure they remain in line with current best practice	Ongoing
21.2	Review all Section 84Y agreements with local veterinary clinics	Annually
21.3	Continue to expand our Section 84Y agreements with our network of shelters and rescue organisations, providing the option to transfer animals to other organisations which may be better equipped to manage behavioural or medical requirements	Ongoing
21.4	Investigate options to work with rescue groups and organisations to deliver and further facilitate low-cost desexing programs to the wider Mitchell community	Ongoing

3.8 Managing Domestic Animal Businesses

Under the *Domestic Animals Act 1994*, Mitchell Shire is responsible for the registration of Domestic Animal Businesses operating within the Shire. These include:

- Pet shops
- Dog and cat breeding establishments where there are three or more fertile females and animals are sold (whether a profit is made or not) and whose proprietor is not a member of an Applicable Organisation
- Animal shelters and pounds
- Boarding facilities, including day care, overnight and home boarding
- Dog training and rearing establishments

There are currently 19 registered Domestic Animal Businesses within Mitchell Shire with six boarding establishments, seven dog training establishments, and four animal shelters (including the Mitchell Shire Pound Facility) and two pet shops. There are currently no breeding and rearing establishments registered in the Shire.

All registered Domestic Animal Businesses within the municipality are subject to annual, as well as random, inspections to ensure they are meeting their requirements under the relevant mandatory Code of Practice. Council also investigates any complaints that relate to the operation of these establishments.

Many Councils have noticed an increase in the number breeders and home boarding operators that actively advertise through local social media pages and who may be 'illegal' (unregistered) Domestic Animal Businesses. To ensure that we continue to promote best practice in relation to animal welfare and uphold community standards and expectations, Council aims to monitor local social media, trading websites, and websites to actively identify illegal Domestic Animal Businesses during the lifetime of this plan.



Key outcomes and strategies

Outcome 22 Ensure that all Domestic Animal Businesses (DABs) in Mitchell Shire are registered, and inspected to ensure they comply with state legislative requirements		
Strategies		Timelines
22.1	Ensure all registered Domestic Animal Businesses undergo an annual audit	Ongoing
22.2	Conduct random inspections of Domestic Animal Businesses to ensure ongoing compliance	Ongoing
22.3	Investigate and act upon any complaints relating to the conduct of Domestic Animal Businesses	Ongoing
22.4	Carry out regular desktop searches of social media platforms, the Pet Exchange Register, microchipping databases and trading websites to identify potential DABs that may not be aware of their obligations to register with Council and assist them through the registration process	Ongoing
22.5	Review and update as required all information relating to Domestic Animal Business registration and operational requirements	Annually
22.6	Ensure that any changes made to the requirements for Domestic Animal Businesses are communicated directly with operators	As Required



3.9 Other Matters

3.9.1 Continuing to plan for rapid Municipal growth

Mitchell Shire has been recognised as the fastest growing municipality in Victoria, with population estimates suggesting that the number of people calling Mitchell Shire home by 2046 will be over 221,000.

With the southern part of the Shire located in Melbourne's urban growth corridor and with major housing developments underway in townships such as Wallan, Beveridge and Kilmore, the population of Mitchell Shire is growing rapidly.

As the human population continues to grow, so do the number of pet dogs and cats. This presents several challenges for ensuring that council has the capacity and resources to ensure delivery of domestic animal management services that can keep up with both a growing demand and a changing social landscape.

New housing developments often lack the mature infrastructure that facilitates domestic animal management and provides owners with local opportunities to provide for their pet's emotional and physical welfare.

It is Council's aim to ensure that each new development incorporates facilities for pet owners. This includes the provision of fenced dog parks and encouraging house designs that make it easier for pet owners to confine their dogs and cats.

As people move into the Shire, we understand that many of them may become first-time pet owners, and they will need access to educational resources that clearly explain what is expected of a responsible pet owner, and the requirements of pet ownership within Mitchell Shire.



Key outcomes and strategies

Outcome 23 Ensure that the needs of dogs and their owners are considered in the planning and development of new green spaces, parks and reserves		
Strategies		Timelines
23.1	Work with Council's Landscaping team to continue to identify and develop suitable areas within existing townships for fenced off leash dog parks	Ongoing
23.2	Continue the requirement for developers to include provisions for fenced off-leash dog parks within all large-scale housing developments	Ongoing

Outcome 24 Ensure that new residents of Mitchell Shire are made aware of Mitchell Shire's requirements and expectations regarding dogs and cats		
Strategies		Timelines
24.1	Investigate novel ways of ensuring that new residents are informed of Council's responsible pet ownership messages	Ongoing
24.2	Ensure that all Community Centres and Council Service centres have educational resources relating to responsible pet ownership, Mitchell Shire's cat curfew requirements, and Shire-wide on-leash requirement	Ongoing
24.3	Ensure that new residents and those planning on building a home within Mitchell Shire are provided with information about how they can ensure their pets are safely confined	Ongoing



3.9.2 Animals in Domestic Violence situations

Mitchell Shire Council is committed to the prevention of family and gender-based violence in our municipality. Everyone has a role to play in ending and preventing violence in our community so we can all feel safe, equal and respected.

Family violence (also known as domestic violence, intimate partner violence, coercive control, online abuse, stalking, sexual harassment, street harassment and sexual assault) is any violent, threatening, coercive or controlling behaviour that occurs in current or past family or family-like, domestic or intimate relationships. The behaviour aims to make the person experiencing violence afraid for their safety and wellbeing or for the safety of someone they know.

Mitchell Shire Council's website hosts information and important links for members of the community who may be experiencing family violence themselves, or who are concerned for someone they know. The Family Violence Prevention and Support page provides links to support services and information about prevention and identification of family violence.

Research has shown that animal abuse is often linked to family violence.

Submissions to the Royal Commission into Family Violence highlighted the link between animal abuse and domestic violence:

'Women living with violence are often inhibited in their decision-making because of threats to the safety of their pet animals. Perpetrators of violence use threats or inflict actual physical harm to the pets in order to coerce and control their partners to remain within a violent relationship. The abuse of pets in front of the family is often an example of what might happen to them if they leave.'

THE LINK BETWEEN DOMESTIC VIOLENCE AND ANIMAL ABUSE

Judy Johnson OAM

Unfortunately, our Local Laws officers sometimes encounter family violence situations as part of their role. They are aware of the links between animal cruelty and family violence and are trained to help identify and report it accordingly to the appropriate authorities.

Mitchell Shire Council already offers short-term shelter for the pets of victims of family violence in conjunction with our other services aimed at helping victims seek appropriate support.

As an objective of this Domestic Animal Management Plan, we plan to continue to provide free, temporary housing for the pets of residents that are leaving situations of family violence.

Key outcomes and strategies

Outcome 25 Work with local support providers and Council's Life Stages team to assist with supporting those members of the community experiencing family violence		
Strategies		Timelines
25.1	Work with family violence organisations and Council's Community Services team to help promote awareness of assistance for pet owners experiencing family violence	Ongoing
25.2	Provide free, short-term housing for the pets of residents leaving situations of family violence	As Required
25.3	Continue to advocate at all levels for the provision and development of crisis accommodation options that allow victims of family violence to remain with their pets	Ongoing



3.9.3 New Pound Facility

Mitchell Shire Council is strongly committed to retaining its own pound facilities located within the municipality. We understand that providing local pound facilities gives us the best opportunity to serve the community, reunite pets with their owners, and to protect and care for those animals that are found wandering and lost.

Although no official timeline for the relocation has been determined, Mitchell Shire Council has already started reviewing potential locations that may be suitable for a new pound taking into consideration location, size, zoning and access.

Any new pound facility needs to meet the needs of a growing municipality and to promote increased rehoming through design and incorporation of best-practice strategies aimed at ensuring optimal functionality and conditions for both animals and staff.

There is also the potential to consolidate the new domestic animal pound with the large animal holding facility which is currently located separately at the Broadford Depot allowing for optimisation of staffing.

Our goal is to ensure that the new pound facility incorporates modern day design and functionality which exceeds the requirements of the current State Government Code of Practice relating to the Operation of Shelters and Pounds, and allows for future expansion options.

During the lifecycle of this Plan, we aim to explore funding options and develop a design that provides improved conditions for both the animals and staff, with a high focus on animal welfare.

Key outcomes and strategies

Outcome 26 Develop plans for a new Mitchell Shire Pound facility		
Strategies		Timelines
26.1	Ensure new pound facility design aligns with current best practice and is compliant with the Code of Practice for the Management of Dogs and Cats in Shelters and Pounds	Ongoing
26.2	Include design options that allow for the consolidation of the large animal and domestic animal holding requirements	As Required
26.3	Explore funding opportunities from State and Federal Governments along with animal welfare organisations	Years 3 and 4
26.4	Ensure the new pound design incorporates features aimed at supporting and facilitating the implementation of other strategies such as microchipping, education and adoption events	As developed

3.10 Annual Review of Plan and Reporting

Under Section 68A (3) of the Domestic Animals Act 1994, every Council must-

- Review its domestic animal management plan annually and if appropriate amend the plan
- Provide the Secretary with a copy of the plan and any amendment to the plan
- Publish an evaluation of its implementation of the plan in its annual report

Key outcomes and strategies

Outcome 27 Ensure that the Mitchell Shire Domestic Animal Management Plan is reviewed and evaluated annually in accordance with the requirements of the Act		
Strategies		Timelines
27.1	Provide the Secretary with a copy of this Plan	Once Plan is endorsed by Council
27.2	Review the Plan annually and if appropriate amend the Plan	Annually
27.3	If the Plan is amended, the amended Plan is submitted to the Secretary	As Required
27.4	Ensure that each activity contained in this Plan is evaluated for its performance in meeting its applicable objective	Annually
27.5	If any activities are not undertaken as planned, or do not meet expectations, consider whether they should be rescheduled, amended, or omitted from the Plan	As Required
27.6	Ensure that an evaluation of the implementation of the Plan is published in the Council's Annual Report	Annually



Appendix 1 – Legislation Relating to Domestic Animal Management Plans

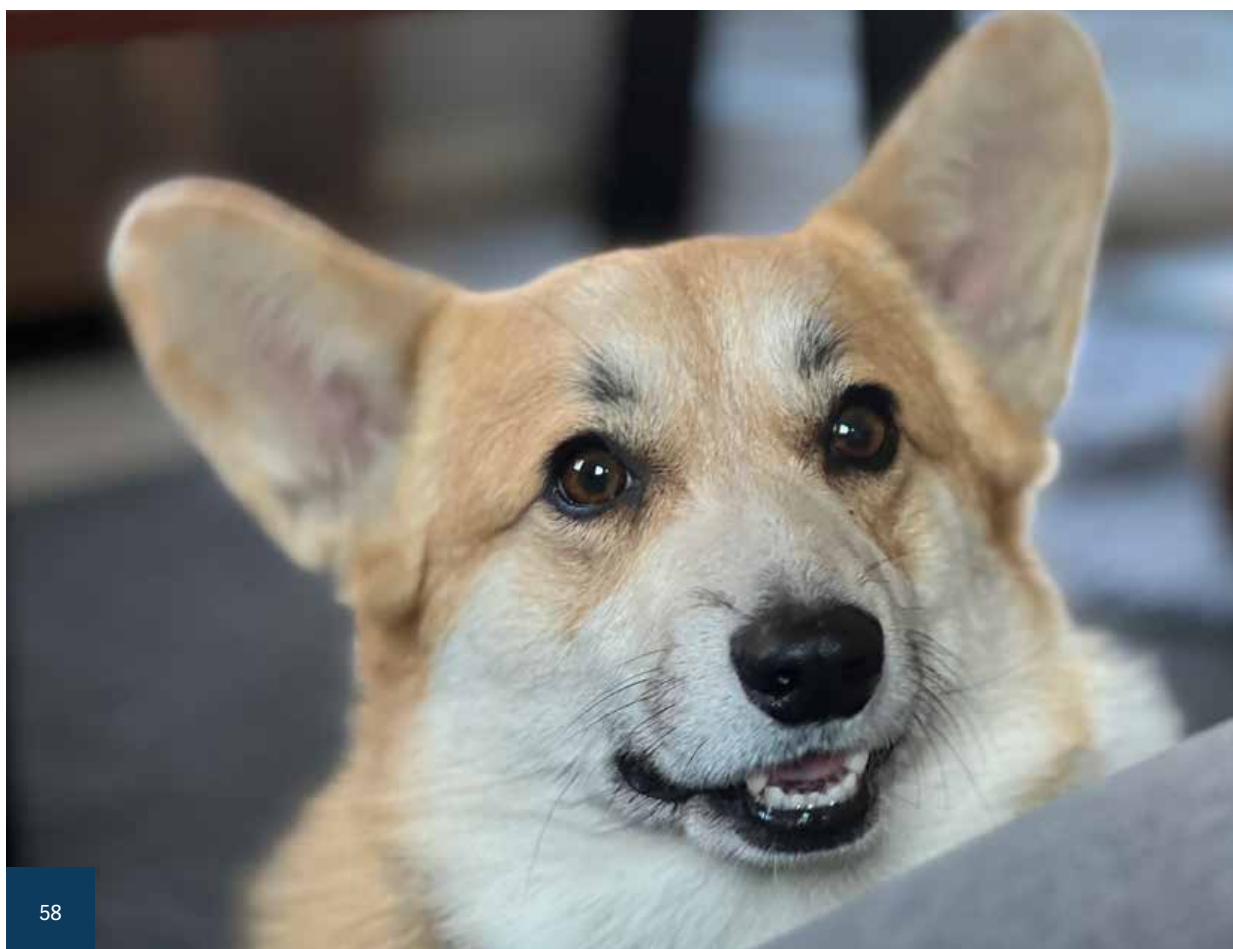
Under Section 68A of the *Domestic Animals Act 1994 (the Act)*, every Council in Victoria is required to produce a Domestic Animal Management Plan (the Plan) which will be renewed every four years.

68A Councils to prepare domestic animal management plans

- (1) Subject to subsection (1A), each Council must, in consultation with the Secretary, prepare a domestic animal management plan on 4 December 2021 and at the end of each period of 4 years after that day.
- (1A) A Council may apply to the Secretary for an extension of time within which to prepare a domestic animal management plan.
- (1B) The Secretary may grant an extension of time under subsection (1A) if the Secretary believes that special circumstances exist that warrant the granting of an extension.
- (2) A domestic animal management plan prepared by a Council must—
 - (a) set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and
 - (b) outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and
 - (c) outline programs, services and strategies which the Council intends to pursue in its municipal district—
 - (i) to promote and encourage the responsible ownership of dogs and cats; and
 - (ii) to ensure that people comply with this Act, the regulations and any related legislation; and
 - (iii) to minimise the risk of attacks by dogs on people and animals; and
 - (iv) to address any over-population and high euthanasia rates for dogs and cats; and
 - (v) to encourage the registration and identification of dogs and cats; and
 - (vi) to minimise the potential for dogs and cats to create a nuisance; and
 - (vii) to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations; and
 - (d) provide for the review of existing orders made under this Act and local laws that

relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and

- (e) provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
 - (f) provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.
- (3) Every Council must—
- (a) review its domestic animal management plan annually and, if appropriate, amend the plan; and
 - (b) provide the Secretary with a copy of the plan and any amendments to the plan; and
 - (c) publish an evaluation of its implementation of the plan in its annual report.





Appendix 2 – An Overview of Mitchell Shire Council's Responsibilities Under the *Domestic Animal's Act 1994*

Objectives of the *Domestic Animals Act 1994*

The *Domestic Animals Act 1994* provides the foundation for the Shire's animal management service.

The purpose of the Act is to promote animal welfare, the responsible ownership of dogs and protection of the environment.

Key features of the Council's responsibilities under the Act include:

- A scheme to protect the community and the environment from feral and nuisance dogs and cats
- A registration and identification scheme for dogs and cats which recognises and promotes responsible pet owners.
- The identification and control of dangerous dogs, menacing dogs and restricted breed dogs.
- A registration scheme for domestic animal businesses which promotes the maintenance of standards of those businesses
- Matters relating to the boarding of dogs and cats
- The regulation of permanent identification of dogs, cats, horses, and other animals
- Payments to the Treasurer from fees received by Councils under this Act
- Other related matters

Codes of Practice

There are six mandatory codes of practices made under *the Act* which are overseen by Council which relate to the operation of domestic animal businesses.

Domestic Animal Businesses

Domestic animal businesses include breeding and rearing establishments, boarding establishments, shelters and pounds, pet shops, and dog training establishments.





Appendix 3 – Mitchell Shire Council’s Local Laws and Orders Relating to Domestic Animal Management

Local Law

Mitchell Shire’s Community and Environment Local Law 2022 commenced on 1 September 2022, replacing the previous Local Law which had been in force since 2013. The new Local Law includes the following requirements of pet owners:

Please note that these are in addition to the state-level requirements that apply to all owners of dogs and cats.

Part 4 – Animals

4.1 Keeping animals

4.1.1 An owner or occupier of land must not without a permit keep or allow to be kept any more in number for each kind of animal than as set out in the table below:

Type of animal	Permitted number of animals on residential land and land under 0.4 hectares	Permitted number of animals on rural land and land over 0.4 hectares	Permitted number of animals on farmland
Dogs	2	3	6
Cats	2	3	4

4.1.2 Sub-clause 4.1.1 does not apply to:

- (a) dogs and cats under 3 months of age; and
- (b) land that is lawfully used for the purposes of a pet shop, veterinarian business, Council pound, animal breeding or boarding establishment or any other use permitted under the Planning Scheme.

Note: Council’s cat curfew made under the *Domestic Animals Act 1994* prescribes the hours which cats may be outside their owner’s premises.

4.2 Animal housing

The owner or occupier of any land on which animals are kept must provide housing, which is adequate and appropriate in the circumstances, taking into consideration:

- (a) the type and number of animals to be kept;
- (b) the capacity to maintain the housing in a sanitary and inoffensive condition; and
- (c) the capacity to protect neighbours from noise from animals on the land.

4.3 Clause 4.3 does not apply to dogs or cats.**4.4 Removal of animal excrement**

A person in charge of an animal in a municipal place or on a road must:

- (a) carry a suitable device for the collection of excrement from that animal; and
- (b) collect and dispose of the excrement in a manner which does not cause any nuisance or health hazard to any person or detriment to the environment.

4.5 Disposal of animal

A person in charge of a deceased animal must ensure that the animal is disposed of in a timely and humane manner without creating any nuisance, health or environmental hazard.

Clauses 4.6 and 4.7 relate to the keeping of livestock.

Orders made under the Domestic Animals Act 1994

Section 25 of the Act provides Councils with the ability to make an order requiring cats to be securely confined to the owner's premises (either 24 hours a day, or during specified hours).

In October 2019, Mitchell Shire Council introduced a Section 25 Order requiring cats to be securely confined to their owner's premises between sunset and sunrise (the time of sunset and sunrise being those defined by the Bureau of Meteorology)

Section 26 of the Act provides Councils with the ability to make an order that prohibits or places conditions on the presence of dogs and cats in any public place of the municipal district of the Council.

Mitchell Shire previously had three location-specific orders that required dogs to be on a leash.

As part of the documented action items for Year 4 of the Mitchell Shire Domestic Animal Management Plan 2021-2025, Council conducted a community-wide consultation in November 2024 to determine the level of support for extending the existing three On-Leash orders to either a Shire-wide or Township-wide (residential and business areas) on leash requirement.

Community support was high for the introduction of a Shire-wide On-Leash Order, with the provision of sufficient designated off leash areas and fenced dog parks to allow dog owners to adequately exercise their pets. Given the rural nature of many parts of the municipality, the on-leash requirement would not include working dogs whilst actively working livestock.

The new Dog Control Order came into effect on 1 July 2025.

Dog Control Order No. 1

On Monday 17 March 2025, Mitchell Shire Council resolved to revoke all previous On-leash Orders concerning the Broadford Walking Track, Seymour Walking Track and Bushland Park Seymour that were introduced by Council in 2001, 2002 and 2008 respectively, and adopt this Dog Control Order No. 1.

In reliance on its statutory power under section 26 of the *Domestic Animals Act 1994*, Mitchell Shire Council makes the following Order regarding the presence of dogs in public places within the municipality.

1. Revocation

As from 1 July 2025, all previous On-leash Orders made by Council are revoked.

2. Commencement

This Order commences on 1 July 2025, and will continue until such time as it amended, varied or revoked by Council.

3. Meaning of Words

In this Order:

Council: means Mitchell Shire Council;

Designated off-leash area: means a reserve or open space area designated by Council as being 'off-leash' as shown by signage placed within the designated area and/or information published on Council's website;

Fenced dog parks: means an area managed and maintained by Council as an enclosed fenced area where dogs may attend and be exercised off-lead;

Owner: includes a person who has a dog in their care or control whilst in a public place; and

Public Place: has the same meaning as ascribed under the *Summary Offences Act 1966*.

4. Dogs in Public Places

4.1 The Owner of a dog present in a Public Place, must ensure that the dog –

- (a) is kept and effectively constrained at all times on a chain, cord or leash not exceeding 1.5m, which is held by the Owner and attached to the dog;
- (b) does not enter a fenced playground area; and
- (c) does not come within 10 metres of an unfenced playground area.

4.2 The obligation to keep and effectively constrain dogs in accordance with clause 4.1 of this Order, does not apply to:

- (a) Council Designated off-leash areas;
- (b) Council Fenced dog parks; or
- (c) working dogs which are actively engaged with the movement of livestock.

5. Dogs in Designated off-leash areas and Fenced dog parks

5.1 Any dog present within a designated off-leash area or fenced dog park, may be exercised without a chain, cord or leash attached to the dog, provided that the Owner:

carries a chain, cord or leash not exceeding 1.5 metres in length; and

keeps the dog under effective control at all times.

5.2 For the purposes of clause 5.1 of this Order, a dog will be considered to be under effective control where the Owner:

- (a) is able to get the dog to respond to the Owner's recall commands and return to the Owner;
- (b) keeps the dog within 50 metres of the Owner so that it is in visual and audible range to allow for effective recall of that dog at any time; and
- (c) does not allow the dog to harass, intimidate, worry or behave in an anti-social manner towards any person or animal.







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Mitchell Shire Pet Survey – Summary of Results

Summary

As a prelude to the development of the next *Mitchell Shire Council Domestic Animal Management Plan*, Mitchell Shire conducted a 'Pet Survey' via the engaging Mitchell platform.

The survey was well publicised across all of council's media channels, including the Pets of Mitchell Shire Facebook page and other digital and non-digital platforms.

The survey was deliberately timed to coincide with the Pet Registration renewal period with text messages reminding registered pet owners to renew their pet's registration also promoting and providing a link to the survey.

In a first for Mitchell Shire, the survey gave participants the opportunity to submit a photo of their pets for inclusion in the Domestic Animal Management Plan document, and in other pet-related communications. A total of 110 pictures were uploaded.

Survey Details and Statistics

The Survey opened on Monday 3 March 2025 with a planned duration of 4 weeks.

However, due to comms issues related to multiple significant projects running concurrently, it was extended to Tuesday 22 April 2025.

A total of 622 submissions were received from 618 individuals.

99% of submissions were from people who reside in Mitchell Shire.

- The remainder of responses were from people who either worked in the municipality or who had previously lived in the area.

There was a good spread of responses from across the municipality:

- Beveridge 42
- Broadford 65
- Kilmore/Kilmore East 152
- Seymour 88
- Wallan 160
- Wandong 14

As with most surveys undertaken in this space, the demographic of the respondents tends to be older and female.

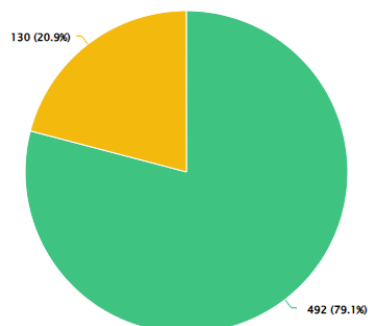
- Only 11% of respondents were under 30 years of age.
- Almost three quarters (73%) of respondents identified as female.

195 respondents provided an email – this will be used to notify them of the Draft DAMP when it goes out for consultation in July.

The vast majority of responses came from community members who claimed to have no affiliation with any animal welfare or advocacy group (3%), rescue group (6%), training club (5%) or applicable organisation (4%).

Dog Ownership

Does your household have a pet DOG?



Nearly 80% of respondents said they had one or more dogs.

The most common reasons for getting a dog were companionship, because they had always had a dog, and for their own or their family's mental health.

More than half of respondents (54%) said they obtained their dog directly from its breeder.

Other common sources were from a rescue, shelter or pound (24%) or from a friend or family member (14%).

More than 80% of respondents said that all of their dogs were desexed, and another 9% said that some of their dogs were desexed.

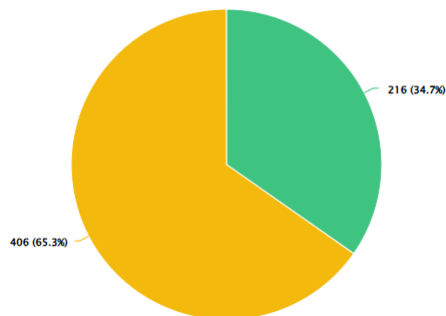
54% of respondents said that they walked their dog every day, whilst another 29% said they walked their dog a couple of times a week. Of this 86% walked their dog in Mitchell Shire.

Only 18% of respondents said they used one of Mitchell Shire's fenced dog parks, with another 18% saying they would like to but there was no fenced dog park nearby.

99% of respondents stated that their dog was microchipped, but only 45% had updated their pet's microchip details in the last 12 months. **12% of respondents indicated that they did not know how to update their dog's microchip details.**

Cat Ownership

Does your household have a pet CAT?



35% of respondents stated that they had one or more cats.

The most common reasons for getting a cat were for companionship, because they had always had cats, and because they wanted to help or save the animal.

Cats were far more likely to have been obtained from a rescue, shelter or pound (62%) or from a family member or friend (19%) than from a breeder (8%). Just over 9% of respondents stated that they had adopted a stray cat.

98% of respondents stated that all of their cats were desexed, with less than 1% owning entire cats.

When asked where their cats were housed, 56% said their cats were 'inside only' and 43% said their cats were inside for part of the day and allowed outside for part of the day. Only 1% stated that their cats were 100% outside.

When asked if they had a cat enclosure or cat run, 34% of respondents said they did have one.

96% said their cats were microchipped, with another 2% 'not sure'. Similar to the dog statistics, less than 50% had updated their details in the last 12 months, and 10% were not sure how to go about doing this.

16% of respondents assisted with the care of a dog they did not own

7% with a cat they did not own

2% said their fostered either dogs or cats

And 2% said they sometimes feed a stray cat that visits their property

The next section focussed on areas where community members could list and prioritise their concerns in relation to both dogs and cats, and suggest actions that they felt could help to address these.

What could Council do to support Responsible Pet Owners?

Although there were a lot of suggestions, the most commonly raised topics related to:

- Bins at dog parks and walking tracks
- Supplying poo bags
- Supporting cat owners with installing cat enclosures
- More and improved dog parks (more locations, higher fencing, increased park 'facilities' such as seats, bins, agility/obstacles, small dog only areas etc)
- Making sure that there were rules in place requiring dogs to be on leash
- Increased enforcement/compliance related activities (more patrols, increased visibility, better follow up)
- Reduced registration costs
- Address cat wandering – extension of cat curfew
- More education activities – in schools, about microchip updates, about responsible pet ownership
- Subsidised desexing and microchipping
- Promotion of training clubs in the municipality and the need for training to reduce the incidence of dog-related issues

In relation to CATS in Mitchell Shire, the main concerns were:

- Cats killing wildlife and owned cats trespassing on private property
- People were also concerned about stray. Farm and feral cats trespassing on private property and unowned cats that people feed but don't take responsibility for.

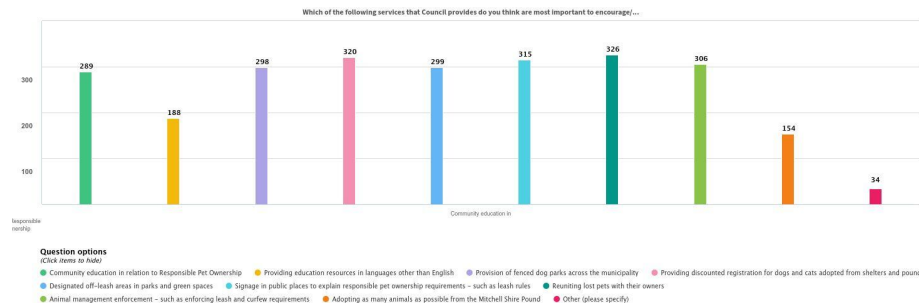
When asked if they thought extending the cat curfew to 24 hours would help to reduce wandering and nuisance cats, and the impacts of cats on native wildlife:

- 54% said they thought it would help, 26% did not think it would help and 20% were not sure.
- **61% said they would support a 24 hour a day cat curfew**

In relation to DOGS in Mitchell Shire, the concerns were more widely spread:

- Owner not picking up droppings
- Dogs wandering loose (no owner present)
- Dogs off leash in public places and not under control
- Dogs attacking or chasing wildlife or livestock
- Barking dogs
- Puppy farms and illegal breeders
- Dangerous or aggressive dogs and dog attacks

There was also a wide spread of people's opinions as to what Council services were most important in encouraging/ensuring responsible pet ownership:



People's preferred messaging methods varied widely with social media, email and website as the most preferred.

69% of respondents supported providing or developing responsible pet ownership resources in languages other than English. Although 19% not sure that this would be useful in reducing the issues relating to responsible pet ownership.

In relation to spreading the Responsible Pet Ownership messages and educating the Community, other ideas included:

- Increased frequency of Social Media content relating to responsible pet ownership
- Education days at Community Centres or markets
- A number of respondents stated they loved the Pet Expos held previously and wanted more pet friendly events
- Information for rental tenants at Real Estate agents
- Increase promotion of training opportunities and providers within the municipality and promotion of the benefits of socialisation and training
- Clear signage at parks and on walking tracks

When it came to identifying the single biggest challenge or concern in relation to dog and cat management, opinions were diverse:

- Many pointed out that there is an element of the community who are not going to change their behaviour and that sadly, increased enforcement is the only option to try to change their behaviour.
- Dogs and cats wandering loose and not contained making people feel unsafe or causing nuisance.
- Cost of living and its overflow into pet-related issues (costs of desexing, registration, veterinary care etc.)

When asked to pick one thing for Council to do to improve safety and welfare of pets the most common responses included:

- Increased enforcement and visibility, tougher penalties
- Shire-wide on leash requirements
- Extending the Cat curfew to 24 hours
- Addressing the issue of wandering and off leash dogs, including monitoring of Social media pages where the same dogs were getting out all the time.
- Subsidies to assist with costs of pet ownership (i.e. desexing, fencing/cat enclosures)
- Increased Education

These suggestions were repeated when participants were asked to pick one thing to reduce dog and cat nuisance.

Summary of Community Consultation

Draft Domestic Animal Management Plan 2026-2029

Background

Consultation was open from 1st July – 4th August 2025 via Engaging Mitchell.

Community members could complete an online survey, provide comments in hardcopy, or attend an 'In-person' session at one of our Customer Service Centres.

The Engaging Mitchell Site provided the option for visitors to the site to download copies of the *Draft Domestic Animal Management Plan 2026-2029*, the new *Mitchell Shire Dog Control Order # 1* (On-Leash Order) that came into effect on 1st July 2025 and a listing of designated off-leash areas and dog parks.

The *Draft Domestic Animal Management Plan 2026-2029* had been developed following both internal and external consultation with stakeholders – including extensive community feedback via the Pet Survey conducted in March and April 2025 (over 600 responses).

Many of the issues raised by the Mitchell Shire community during the Pet Survey were echoed during the Community Consultation in relation to the introduction of a Shire-wide Dog On-Leash Order in December 2024 where over 700 community members shared their thoughts and frustrations with us.

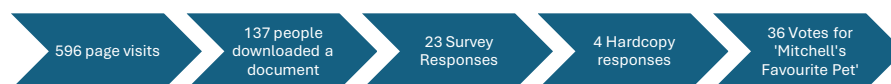
Online Survey

Sections of the Survey tool allowed respondents to comment on the plan's proposed outcomes and action items relating to:

- Dogs Off Leash & Wandering Dogs
- Cats and Cat Nuisance
- Keeping Pets Out of the Pound
- Education and Enforcement
- Supporting Animals in our Community in Times of Crisis

There was also a free text section allowing other suggestions and comments.

Consultation Outcomes



Community Feedback – Summary

1. Comment on Number of Responses

Although the actual number of survey responses and written submissions were quite low, this is most likely due to the extensive consultation that led to the document's development, and the inclusion of action items to specifically address community concerns identified in the Pet Survey (over 600 responses) and the community consultation in relation to the On-Leash Order (over 700 responses).

Engaging Mitchell shows that 137 people downloaded a document during the consultation period, and yet only 23 people provided comment via the survey tool, and another 4 in hard copy. Suggesting that many who read the plan did not feel the need to provide further comment.

2. Suggested Changes that cannot be actioned or which are already included in the draft plan

Participants providing feedback had the option to suggest actions that needed to be added to the plan, or comment on others they felt should be removed.

Some of the suggestions related to outcomes and action items that were already included in the plan – for example *'checking for unregistered dogs'*, *'improving the Kilmore off-leash park'* or *'better/harsher/stronger enforcement'*.

Others made suggestions for actions that are not permitted under current legislation and therefore cannot be added to the plan – examples included *'ALL dogs should have to wear a muzzle in public'*, *'removing all dangerous dog breeds from the community'*, and *'introducing a Trap-Neuter-Release program'* to reduce semi-owned and feral cat populations.

There were also suggestions that are already covered by current legislation or are already in place such as *'making it illegal for cat haters to poison or trap cats'*, *'Council should have its own microchip database'* and *'All dogs should be on leash in public'* (which has been addressed through the newly introduced On-Leash Order).

3. Areas drawing multiple comments

There were several comments in relation to the leash length specified within the definition of 'under effective control' in the new On-Leash Order – with respondents concerned that a 1.5m leash length did not allow for training a dog to recall, and that many commercially available leashes are 1.8m.

Education relating to the implementation of the new On-Leash Order is included in Outcomes 5, 11 and 13. It is anticipated that the focus of officers will not be on the length of the leash, but rather on the owner having a leash, and having their dog under effective control so that it does not pose a nuisance or risk to other community members.

The other topic that drew multiple comments was the cat curfew. Currently there is a dusk until dawn curfew for cats, and the draft plan talks to trialling a number of new scientifically-based cat-management strategies, before going out to community in the final year of the plan to determine if there is an appetite for extending the curfew for cats to 24 hours (Outcome 12).

There were strong sentiments from both sides of this argument, with several responses suggesting a 24-hour cat curfew be introduced immediately, and others arguing that *'it is a cat, not a prisoner'* and a 24-hour cat curfew *'is ridiculous'*.

Given the potentially divisive nature of this issue, the draft plan's suggested actions of trialling other methods to improve the issue of cat nuisance, assessing the success of these, and consulting the community on whether or not there is an appetite for a 24-hour cat curfew in the final year of the plan, seems a sensible way to approach the problem.

4. Potential inclusions for final Plan

There were several suggestions that could be added to the Plan before being presented to Council for endorsement.

- *People (especially children) need their pets with them in times of crisis. Work with the state government to provide crisis accommodation for people WITH their pets. Work to provide longer term support, so these animals don't end up in the pound a few months later.*
 - Add to Outcome 25
'Advocate State Government for the provision of crisis accommodation that allows victims of family violence to remain with their pets'
- Enchanted Pet in Kilmore indicated that they would *'love to collaborate and contribute to the goals included around semi-owned cats'* and spoke to their own plans to bring a low-cost desexing van to the area.
 - This ties into Outcomes 12 & 18 (Semi-owned Cats) and Outcome 21 (working with other organisations and expanding our 84Y agreements) and the targeted de-sexing campaigns across years 2, 3 and 4 of the plan.

Community Feedback – All Responses

Dogs Off Leash & Wandering Dogs

Add (7 responses)

- **better enforcement (Outcome 5, 6, 8, 11)**
- all dogs should be muzzled in public (**Not legal**)
- leash length of 1.5m/obedience test before being allowed off leash
- concerns about dogs injuring wildlife
- better dog parks (especially Kilmore) (**page 13 & 15**)
- leash length
- more checks for unregistered dogs

Remove (4 responses)

- Leash length
- Need to be able to use long lines to train dogs
- Leash length
- Being 'overly protective of dog owners vs general public'

Cats and Cat Nuisance

Add (10 responses)

- More traps and targeted actions bc many free-roaming cats are farm cats (farmers wont register or contain them)
- Make it illegal for cat haters to poison or trap cats, further discount for cat enclosure (already illegal, and already included)
- 2 x 24-hour curfew – make it the same for cats as for dogs (under effective control)
- 24-hour curfew – 'it is a cat not a prisoner'
- Stronger penalties for cat owners who don't obey the rules
- Providing free or highly subsidised desexing for those on Centrelink, free or highly subsidised relocatable cat enclosures for low-income renters (**targeted subsidised desexing already included**)
- 24-hour curfew, mandatory desexing, 'Help a neighbourhood cat'
- Encourage foster carers to register animals without additional fees if associated with a rescue (**foster carer fee already exists**)
- Putting down feral cats, financial assistance for cat enclosures

Remove (2 responses)

- 24-hour cat curfew is ridiculous
- Putting down feral cats, financial assistance for cat enclosures

Keeping Pets Out of the Pound

Add (5 responses)

- People planning to surrender on financial reasons should be able to pay registration in instalments, and should get desexing discounts
- Council should have its own microchip database (**already keep a database of registered dogs and cats**)
- Increase funding to Ingrid's Haven
- Can we have a bigger, more comfortable pound – have 'loud' people in the community advocating (**included in outcome 26**)
- Stop providing a pet valet service – people should have their dog impounded and pay a fee

Remove (1 response)

- 24-hour cat curfew

Education and Enforcement

Add (5 responses)

- Harsher penalties
- Council not best source of information – they should consult those with experience, knowledge and skill
- Provide subsidised dog training, promote adoption (not just from council pound)
- Education aimed at children

Remove (3 responses)

- Leash length
- Mandatory removal of dangerous dog breeds (**not legal**)
- Too much emphasis on education not enough enforcement

Supporting Animals in our Community in Times of Crisis

Add (1 response)

- Work with state government to provide crisis accommodation for people WITH their pets, long term support

Remove (none)

Other Comments and Suggestions

Responses (9)

- Read my comments
- All dogs should be on leash in public (**already covered by On Leash Order**)
- Complaint about unregistered breeder
- Community bins with poo bags at parks
- Increased budget allocation for this area
- On the right track but need to do more – programs in schools, community events
- Random registration checks (**already in plan**)
- Poo bags at dog parks and fencing that goes all the way to ground to prevent small dogs escaping
- **Harsher penalties** and removal of dogs to enhance community safety

The 4 hard copy submissions included:

- Questions relating to the selection of locations for dog parks and the facilities that should be considered (BT)
- Discussion on penalties for wandering cats (BT)
- A suggestion for Trap – Neuter – Release for dumped and feral cats (MH) (**not legal**)
- Need for education relating to On-Leash Dog requirement (BH) (**already in plan**)
- Provide opportunities for volunteers to assist at Pound (BH)
- Enchanted Pet in Kilmore would love to collaborate and contribute to the goals included around semi-owned cats

8 ORGANISATIONAL PERFORMANCE

8.1 2025/26-2034/35 FINANCIAL PLAN

Author: Derek Scott - Strategic Capital Investment Coordinator
Nicole Maxwell - Manager Finance

File No: CM/05/013

Attachments: 1. [Mitchell Shire Financial Plan 2025/26-2034/35](#)

Community Vision Theme: Shaping Neighbourhoods

Draft Council Plan Objective: Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.

1. Purpose

- 1.1 To present the 2025/26-2034/35 Financial Plan (Attachment 1) for adoption.

2. Background

- 2.1 Community engagement was undertaken on the Draft 2025/26–2034/35 Financial Plan document from January to February 2025 and from June to July 2025.
- 2.2 The budget document takes into consideration submissions and community feedback received over the last 12 months.
- 2.3 The Financial Plan has been updated to reflect completion of the 2023-24 Financial Year and addition of the 2034-35 Financial Year to keep the plan current and covering a 10-year period.

3. Key Matters

- 3.1 The Project Input Submission form is available year-round, and 69 submissions were received during this period. A further 40 submissions were received as part of the formal engagement undertaken during January to February 2025. A further four (4) submissions were received during June to July 2025 where the draft Financial Plan was released for Community Consultation. All 113 submissions were considered as part of the Financial Plan development process.
- 3.2 In considering the submissions, a total of 16 ideas have been included or planned to be pursued within the 2025-2026 financial year and a further 7 ideas included within the four-year budget.
- 3.3 Electronic copies of all documents will be available on Council's website and hardcopies for inspection in Council libraries.

ADOPTION OF THE 2025/26-2034/35 FINANCIAL PLAN (CONT.)

- 3.4 The Financial Plan has been formulated using principles of sound financial management to continue to deliver a responsible financial plan for our existing and growing communities in the longer term.
- 3.5 These documents demonstrate that Council remains focused on long-term sustainability whilst balancing the increasing challenges for services and infrastructure in a growing community.
- 3.6 Council will remain within the rate cap of 3% in the 2025-26 budget year as set by the State Government, and at a 2.5% projection for the years 2026-27 to 2034-35.
- 3.7 The Financial Plan is developed based on current and forecasted economic assumptions including CPI, rate cap and population growth, objectives and timelines specified within endorsed council plans and strategies, and service needs and levels.

Recommendation**THAT Council:**

- 1. Adopt the 2025/26-2034/35 Financial Plan (Attachment 1).
- 2. Notify in writing the persons who have made a submission regarding the ten-year capital works program which will include a detailed response to the issues raised in the submission.

ADOPTION OF THE 2025/26-2034/35 FINANCIAL PLAN (CONT.)**4. Financial, Resource and Asset Management Implications**

- 4.1 Financial, resource and asset management implications associated with the 2025/26 – 2034/35 Financial Plan have been detailed in the attached document.

5. Consultation

- 5.1 The Executive Leadership Team and senior staff have worked together in the development of this Financial Plan over many months and Councillors have been briefed and discussions held during November 2024 through to August 2025.
- 5.2 The community are able to submit budget project ideas throughout the year for consideration of the budget. There were 69 submissions received with 85 budgetary requests.
- 5.3 Community engagement was undertaken during January and February 2025 on the 2025/26 – 2034/35 ten-year capital works program.
- 5.4 From this engagement a further 40 submissions were received with 57 budgetary requests. 12 submitters attended the Community Questions and Hearings Committee meeting on the 11 March 2025.
- 5.5 A further four (4) submissions were received during June to July 2025 where the draft Financial Plan was provided for Community Consultation. Three (3) submitters advised their intention to speak at the Community Questions and Hearings Committee meeting on 28 July 2025, however, only one (1) submitter attended in person to speak to their submission.
- 5.6 A budget development overview was presented to provide a short concise document about Council's finances.
- 5.7 Of the four (4) submissions received during the June to July 2025 community consultation period:
- 1 related to the modernisation of Libraries in the Shire
 - 1 related to economic development within the Shire
 - 1 requested clarification of points within the Financial Plan document
 - 1 related to Broadford specific projects within the 10-year program of capital works.
- 5.8 Following the Community Questions and Hearings Committee Meeting and consideration of all items discussed, no immediate changes are proposed to the 2025/26 – 2034/35 Financial Plan.
- 5.9 Following adoption of the 2025/26 – 2034/35 Financial Plan all submitters specific to the last round of consultation will be notified in writing regarding

ADOPTION OF THE 2025/26-2034/35 FINANCIAL PLAN (CONT.)

Council's decision, which will include a detailed response to the issue or request raised in the submission.

6. Sustainability Implications (Social and Environmental)

- 6.1 The Shire's sustainability relies on its ability to raise enough income to deliver and grow required services, maintain and renew existing assets and build new assets and infrastructure to cater for a growing community.

7. Policy and Legislative Implications

- 7.1 In accordance with the *Gender Equality Act 2020*, a Gender Impact Assessment was not required as the subject matter of this report does not relate to a policy, program or service.

8. Conflict of Interest

- 8.1 This report advises that in the preparation of, or in contributing to the preparation of, this report there was no disclosable conflict of interest raised by a member of Council staff in the subject matter of the report.

9. Risk Implications

- 9.1 Risk Ranking is determined using [ROHS201-G1-Corporate Risk Matrix](#). Risk is identified as Low, Medium, High, or Very High.

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?	Risk Ranking after treatment
Community does not support the Financial Plan	Low	Adequately advertise and promote the adopted Financial Plan progress throughout the year to ensure community members are informed and provided opportunities to provide feedback and suggestions for future budgets.	Yes	Low
Council cannot deliver on the projects within the 2025-26 financial year as described.	Medium	Council staff are commencing project preparation work as early as possible to deliver on projects. The quarterly budget reviews will also ensure open and transparent monitoring of progress throughout the year.	Yes	Medium

10. Discussion

- 10.1 In formulating the Financial Plan, a combination of confirmed factors and assumptions have been applied. The key assumptions reviewed are related to:

ADOPTION OF THE 2025/26-2034/35 FINANCIAL PLAN (CONT.)

- Overall increase in rates and charges income including the level of growth and supplementary rates
 - The level of borrowings and linkage to projects
 - Expected capital revenue linked to capital projects
 - Expected movements in income and expenses
 - Services provided
 - Council's cash holdings
 - Overall financial sustainability indicators
- 10.2 The document demonstrates that Council remains focused on maintaining its long-term sustainability and that the Council continues to meet the increasing demand for services and infrastructure whilst operating within constrained revenue parameters.
- 10.3 The 2025-2026 Budget sets out a Capital Works Program for the 2025-2026 year of \$54.288M. The program will deliver \$37.730M of new and \$16.558M of carry forward capital works across various asset categories and will include expenditure on new, renewal, upgrade and expansion projects. Key areas of capital expenditure include buildings, plant and equipment, computers and telecommunications, roads, footpaths and cycleways, bridges, recreation, leisure and community facilities, waste management, parks, and open space and streetscapes.
- 10.4 The Capital Works Program continues to rely heavily on grant funding opportunities and continues to focus on increasing roads and footpath funding where possible as these areas always receive strong support from the community. The overall new program for Roads, Footpaths and Cycleways is set at \$13.250 M or 35.1% of the new program.
- 10.5 The key areas of interest within the Budget and Financial Plan include:
- Rate Capping
 - Population growth
 - Adjusted Underlying Result
 - Fees and Charges
 - Unrestricted Cash
 - Investment in Infrastructure

ADOPTION OF THE 2025/26-2034/35 FINANCIAL PLAN (CONT.)

- Meeting the asset renewal challenge
- Borrowing for long term benefit
- Services (operational budget)

10.6 The Financial Plan is revised each year and work has begun to review future assumptions.



Mitchell Shire Financial Plan

2025/26 - 2034/35



MITCHELL
SHIRE COUNCIL



adopted
September 2025



Acknowledgment of Country

Mitchell Shire Council acknowledges the Taungurung and Wurundjeri Woi-wurrung people as the Traditional Owners of the lands and waterways in the area now known as Mitchell Shire.

We pay our respect to their rich cultures and to Elders, past, present, and emerging, as well as other Aboriginal and Torres Strait Islander people who live, work and play in the area.



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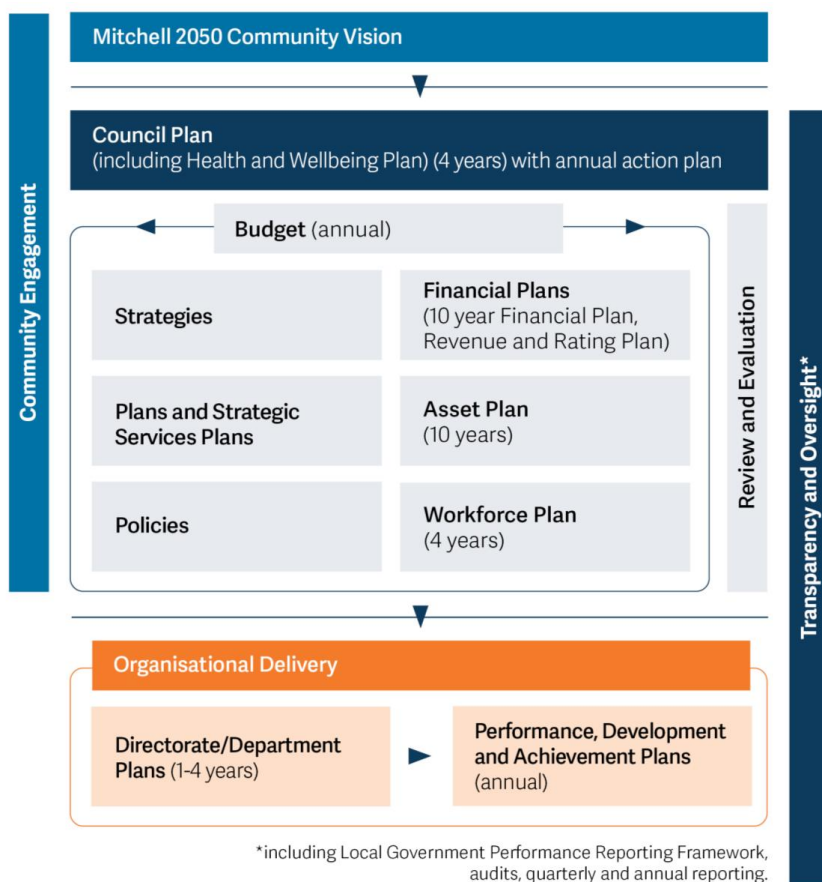
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1. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework guides Mitchell Shire Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The following diagram is a representation of Council's integrated planning framework which provides an overview of core legislated elements of planning and reporting.



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

1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financial projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements provide the 10 year financial resources necessary to implement the goals and aspirations of the Council Plan to support the Community Vision.
- Council's strategic planning principles identify and address the risks of the effective implementation of the Financial Plan. The financial risks are included in section 1.2 below.
- The Financial Plan provides for the strategic planning principles of monitoring progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets (including investments), liabilities, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
 - the financial viability of the Council
 - the management of current and future liabilities of the Council. The estimated 10 year liabilities are disclosed in section 3.2 Balance Sheet projections
 - the beneficial enterprises of Council (where appropriate).
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community
- Council maintains accounts and records that explain its financial operations and financial position



Seymour Visitor Information Centre



Kindergarten Educator

1.3 Service Performance Principles

Council services are provided on a community needs and value for money basis. The service performance principles are listed below:

- Services provided are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- Services are accessible to the relevant users within the community.
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate councils' performance regarding the provision of quality and efficient services.
- Council has a performance monitoring framework to continuously improve its service delivery standards.
- Council has a service delivery framework that considers and responds to community feedback and complaints in regard to service provision.

1.4 Asset Plan Integration

Integration to the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery in terms of the plans and effective management of Council's assets into the future.

The Asset Plan identifies the operational and strategic practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies, provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, risk assessment issues, as well as the impact of reviewing and setting intervention and service levels for each asset class.

Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.



Goulburn Valley River - Sunset



Kilmore Creek Heritage Art Walk

1.5 Financial Sustainability and Strategic Actions

Each Financial Plan is developed based on:

- Current and forecasted economic assumptions including CPI, rate cap and population growth.
- Objectives and timelines specified within endorsed council plans and strategies.
- Service needs and levels.

Council engages with the community throughout the year on various plans and strategies. These plans, strategies and the accompanying action plans are used to inform the projects and budgetary requirements for the upcoming years.

Council has a responsibility to current and future communities. While this will lead to significant opportunities, it will also place substantial demands on Council's financial resources. These demands include:

- Higher expectations from a growing community for new and upgraded services.
- An asset renewal requirement that is increasing as we grow.

Our Financial Plan is developed with a focus on some key financial goals to support our long-term financial sustainability.

Positive adjusted underlying result

- We don't spend more than we can source through income such as rates, grants, fees and charges.

Working capital

- We want to have sufficient working capital – so we can meet today's expenses and put money aside for future payments.

Borrowings

- Less than 10% of rate revenue is spent on repaying loans
- Our loans do not exceed 60% of our annual rate revenue used to pay loan

Asset investment

- We aim to increase the amount we spend on renewal to ensure our new and existing assets are well-cared for

Flexibility

- We review our budget each year to address unexpected impacts such as natural disasters and emergencies, legislation changes and grants

2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions.

Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2025-2026 to 2034-2035. Each year these assumptions will be assessed for validity and updated accordingly.

Assumption	Notes	Forecast	Budget	Projections									11-year trend
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	
Rate Cap Increase	2.1.1	2.75%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Waste Charges Increase	2.1.1	5.80%	6.60%	5.00%	5.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Supplementary Rates (\$'000)	2.1.1	\$2,127	\$1,768	\$1,863	\$1,984	\$2,106	\$2,280	\$2,304	\$2,380	\$2,606	\$2,634	\$2,663	
Population Growth	2.1.2	8.07%	7.34%	7.47%	7.16%	7.12%	6.96%	7.04%	6.95%	6.71%	6.41%	6.22%	
Investment Interest Rate	2.1.3	5.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.00%	4.00%	4.00%	4.00%	4.00%	
Borrowing Interest Rate	2.1.4	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	4.50%	4.50%	4.50%	4.50%	4.50%	
Proposed / New Borrowings (\$'000)	2.1.4	\$2,245	\$9,000	\$7,394	\$9,236	\$14,659	\$15,729	\$2,820	\$3,511	\$2,481	\$5,611	\$7,140	
Finance Costs (\$'000)	2.1.4	\$798	\$839	\$1,122	\$1,329	\$1,632	\$2,072	\$2,476	\$2,287	\$2,100	\$1,908	\$1,820	
User Fees	2.1.5	2.50%	5.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Statutory Fees	2.1.6	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Operating Grants - Recurrent	2.1.7	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Developer Contributions (\$'000)	2.1.8	\$10,479	\$27,056	\$27,524	\$30,047	\$19,367	\$25,149	\$17,307	\$14,093	\$10,375	\$7,841	\$21,775	
Non-Monetary Contributions (\$'000)	2.1.9	\$53,389	\$60,859	\$123,668	\$59,247	\$68,419	\$94,070	\$63,810	\$69,012	\$44,591	\$54,791	\$42,135	
Proceeds from sale of assets (\$'000)	2.1.10	\$1,007	\$858	\$867	\$692	\$666	\$728	\$828	\$946	\$1,086	\$1,257	\$1,459	
Other Revenue	2.1.11	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Employee Costs	2.1.12	4.50%	4.00%	3.75%	3.75%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	
Contactors, consultants and materials	2.1.13	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Utilities	2.1.14	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	
Insurances	2.1.15	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	
Depreciation (\$'000)	2.1.16	\$20,388	\$22,100	\$24,000	\$27,500	\$29,000	\$32,000	\$32,900	\$36,900	\$39,000	\$42,500	\$44,500	

Notes to Assumptions

2.1.1 Rate Cap, Waste Charges and Supplementary rates

Base rate revenue will increase by 3.00% for the 2025-2026 year based on the state government rate cap, with estimated future annual increases per annum for the period of the Financial Plan.

In addition, it is expected that during the 2025-2026 financial year \$1.84M will be received in supplementary rates as a result of the growth our municipality. This amount is expected to reflect the anticipated growth of Council.

Waste charges are proposed to increase by 6.60% compared to 2024-2025 levels in order to cover the total costs of waste management incurred across the municipality. Future years waste charges are estimated to increase at 5.00% per annum from 2026-2027 to 2027-2028 and then down to a 2.5% increase per annum thereafter. These increases are to ensure Council continues to recover the full costs of providing waste services over the period of the Financial Plan.

2.1.2 Population growth

Mitchell Shire is the fastest growing local government in Victoria and has a current population greater than 64,000. By 2046, over 221,000 people are expected to call Mitchell home.

Based on current data, Mitchell Shire is expected to grow at a rate of 7.34% during 2025-2026, with an annual average growth rate of 6.94% over the period of the Financial Plan.

2.1.3 Investment interest rate

In order to maximise income, Council invests unspent capital works and reserve funds into term deposits to earn interest income.

Council is estimating interest rates to be at 4.50% for the 2025-2026 to 2029-2030, then reducing by 0.50% with an interest rate of 4.00% per annum for the life of the Financial Plan. This reduction is aligned to a forecasted reduction in the cash rate over the short to medium term.

2.1.4 Borrowing interest rate and finance costs

Council has set the borrowing interest rate of 5.00% for 2025-2026 to 2029-2030, then reducing by 0.50% with an interest rate of 4.50% per annum for the life of the Financial Plan. This reduction is aligned to a forecasted reduction in the cash rate over the short to medium term. These rates are based on borrowing interest rates and market trends at the time of the Financial Plan review.

Borrowing rates are sought at the time Council intend to take out a new loan and any changes from assumed rates to actual rates will be adjusted and reported to the community throughout the year.

2.1.5 Users fees

User fees will increase, on average, by 5.00% for the 2025-2026, then returning to an average increase in line with the State government rate cap.

2.1.6 Statutory fees

Statutory fees are set by the State Government each year, however the Financial Plan indexes statutory fees in line with historical increases. Although fee units were held constant in 2020-2021, the four-year average increase since then for statutory fees was 2.48%. Council has assumed the annual increase below this at 2.00% per annum.

2.1.7 Operating grants - recurrent

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance Grant funding received via the Victorian Local Government Grants Commission (VLGGC). Operating grants are expected to increase on an annual basis by approximately 2.00% per annum for the period of the Financial Plan.

2.1.8 Developer contributions

These contributions represent funds to enable Council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works before receipt of developer contributions.

These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program.

2.1.9 Non-monetary contributions

Non-monetary contributions is made up of two components:

- assets that form part of new developments as specified in planning permit conditions that are given to Council at handover for ongoing maintenance (e.g. roads, drainage, and open space). These non-monetary contributions are forecast to be \$28.00M for 2025-2026, increasing by \$2.00M each year for the subsequent six financial years, reaching non-monetary contributions of \$40.00M by 2031-2032.
- infrastructure delivered by developers as works in kind (WIK) which is agreed prior to commencement of works. These WIK is in lieu of Council receiving developer contributions and delivering the works themselves. Non-monetary contributions (WIK) non-monetary contributions are forecast to be \$32.86M for 2025-2026 and fluctuates over the years due to the timing of projects and agreements currently entered into with Council.

The spike of non-monetary contributions in 2026-2027 is due to anticipated WIK to be delivered by developers (\$93.66M) predominately within Beveridge Central, Beveridge North West, Kilmore South East, Lockerbie and Lockerbie North.

2.1.10 Proceeds from sale of assets

Proceeds from sale of assets is for plant and fleet sales, relating to the capital works program. This is trade in income only.

2.1.11 Other revenue

Other revenue annual increases are forecasted to be indexed in line with the State Government rate cap.

2.1.12 Employee costs

Council's current Enterprise Agreement (EA) is for the four years ending 30 June 2028. The 2025-2026 year includes a 4.00% increase for employee costs that reflects the salary increase for all staff in line with the EA.

New positions are excluded from this percentage increase, with new positions, if applicable, being shown separately in the Statement of Human Resources.

2.1.13 Contractors, consultants, and materials

Contractors, consultants, and material costs include requirements for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more influenced by market forces. Other associated costs included under this category are external providers for a range of services, including legal services and labour hire.

Over the period of the Financial Plan it is assumed that these costs will escalate at 2.00% per annum. This is not tied to consumer price index (CPI) but an amount to ensure Council operates within assumed income increases. Areas may vary depending on service requirements.

2.1.14 Utilities

Utilities include electricity, water, gas, and telecommunications expenses incurred to run our buildings and services.

It is common for utility costs to increase greater than CPI which is reflected in projected annual increases of 3.50%. This is due to both cost escalation and the increasing number of assets owned and operated by Council.

2.1.15 Insurances

There are many factors that can influence insurance premiums including, but not limited to, level of coverage, level of risk, history of claims, and therefore insurances do not necessarily increase by CPI.

The assumption of a 5.00% annual increase used within the Financial Plan is based on historical increases.

2.1.16 Depreciation

Depreciation is an accounting measure which attempts to allocate the value of assets over its useful life for Council's property, plant and equipment including infrastructure assets such as roads, drains and footpaths.

Depreciation estimates have been based on the projected capital spending contained within the Financial Plan and the value of contributed assets.



Kilmore Leisure Centre

3. Financial Statements

This section presents information regarding the Financial Statements and Statement of Human Resources for the years 2025-2026 to 2034-2035.

This section includes the following financial statements in accordance with the *Local Government Act 2020* and the Local Government Model Financial Plan:

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

3.1 Comprehensive Income Statement

For the 10 years ending 30 June 2035

	Forecast	Budget	Projections								
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	67,538	71,980	76,961	82,600	88,183	94,169	100,461	106,994	113,969	121,319	128,893
Statutory fees and fines	2,067	2,579	2,641	2,773	2,950	3,109	3,222	3,389	3,600	3,797	3,948
User fees	9,036	9,246	9,629	10,092	10,581	11,099	11,646	12,224	12,837	13,485	14,171
Grants - Operating	21,235	20,841	20,879	21,854	22,912	24,092	25,364	26,696	28,130	29,611	31,221
Grants - Capital	16,340	27,234	26,513	19,205	43,508	43,907	38,753	34,758	15,272	24,067	26,511
Contributions - monetary	10,641	27,182	27,626	30,108	19,429	25,210	17,368	14,155	10,436	7,903	21,836
Contributions - non-monetary	53,389	60,859	123,668	59,247	68,419	94,070	63,810	69,012	44,591	54,791	42,135
Other income	4,609	4,297	3,474	3,502	3,108	3,207	3,386	3,516	3,547	3,529	3,661
Total income	184,855	224,218	291,391	229,381	259,090	298,863	264,010	270,744	232,382	258,502	272,376
Expenses											
Employee costs	45,283	47,848	49,186	51,869	54,887	58,145	61,557	65,197	68,915	73,005	77,325
Materials and services	40,011	34,957	36,476	38,091	40,072	41,242	46,399	47,627	50,843	52,417	54,239
Depreciation	20,388	22,100	24,000	27,500	29,000	32,000	32,900	36,900	39,000	42,500	44,500
Depreciation - right of use assets	652	1,228	1,291	1,335	1,380	1,427	1,482	1,531	1,576	1,617	1,678
Amortisation - intangible assets	1,401	1,702	1,467	761	723	723	167	168	168	168	150
Borrowing costs	798	839	1,122	1,329	1,632	2,072	2,476	2,287	2,100	1,908	1,820
Finance costs - leases	115	254	233	193	173	140	122	76	141	330	307
Other expenses	1,903	1,911	1,964	2,129	2,194	2,263	1,324	1,346	1,367	1,390	1,412
Total expenses	110,551	110,839	115,739	123,207	130,061	138,012	146,427	155,132	164,110	173,335	181,431
Surplus/(deficit) for the year	74,304	113,379	175,652	106,174	129,029	160,851	117,583	115,612	68,272	85,167	90,945
Total comprehensive result	74,304	113,379	175,652	106,174	129,029	160,851	117,583	115,612	68,272	85,167	90,945

The following table shows how the adjusted underlying result has been calculated.

	Forecast 2024-2025 \$'000	Projections 2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	2028-2029 \$'000	2029-2030 \$'000	Projections 2030-2031 \$'000	2031-2032 \$'000	2032-2033 \$'000	2033-2034 \$'000	2034-2035 \$'000
Total Income	184,855	224,218	291,391	229,381	259,090	298,863	264,010	270,744	232,382	258,502	272,376
Total expenses	110,551	110,839	115,739	123,207	130,061	138,012	146,427	155,132	164,110	173,335	181,431
Surplus/(deficit) for the year	74,304	113,379	175,652	106,174	129,029	160,851	117,583	115,612	68,272	85,167	90,945
Less non-operating income and											
Grants - Capital (non-recurrent)	14,813	25,355	24,282	16,856	41,159	41,558	36,404	32,409	12,923	21,718	24,162
Contributions - monetary (capital)	10,539	27,055	27,564	30,046	19,367	25,148	17,306	14,093	10,374	7,841	21,774
Contributions - non-monetary	53,389	60,859	123,668	59,247	68,419	94,070	63,810	69,012	44,591	54,791	42,135
Underlying result	78,741	113,269	175,514	106,149	128,945	160,776	117,520	115,514	67,888	84,350	88,071
Adjusted underlying surplus/(deficit)	(4,437)	110	138	25	84	75	63	98	384	817	2,874



Wandong Public Hall



hArt Exhibition 2024

3.2 Budgeted Balance Sheet

For the 10 years ending 30 June 2035

	Forecast 2024-2025 \$'000	Budget 2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	2028-2029 \$'000	2029-2030 \$'000	Projections 2030-2031 \$'000	2031-2032 \$'000	2032-2033 \$'000	2033-2034 \$'000	2034-2035 \$'000
Assets											
Current assets											
Cash and cash equivalents	29,382	19,120	20,247	21,546	22,873	26,048	27,656	29,179	30,719	32,096	33,821
Trade and other receivables	13,720	14,767	14,942	15,431	17,130	18,067	18,812	19,648	19,829	21,278	22,528
Other financial assets	50,000	75,000	66,900	58,600	65,800	66,800	72,200	68,700	72,785	74,285	86,685
Inventories	245	218	226	236	247	254	278	284	302	311	321
Contract assets	7,354	7,354	7,354	7,354	7,354	7,354	7,354	7,354	7,354	7,354	7,354
Other assets	1,442	1,272	1,326	1,387	1,458	1,501	1,646	1,689	1,801	1,856	1,920
Total current assets	102,143	117,731	110,995	104,554	114,862	120,024	127,946	126,854	132,790	137,180	152,629
Non-current assets											
Other Financial Assets	15,125	15,125	15,125	15,125	15,125	15,125	5,125	5,125	5,125	5,125	5,125
Property, infrastructure, plant & equipment	988,852	1,081,040	1,269,111	1,385,624	1,514,873	1,680,532	1,795,418	1,908,799	1,967,661	2,047,153	2,122,593
Right of use assets	8,262	7,034	6,443	5,692	4,763	3,335	2,940	1,409	10,917	9,300	8,607
Intangible assets	3,523	1,971	2,368	1,756	1,183	609	648	630	611	593	593
Total non-current assets	1,015,762	1,105,170	1,293,047	1,408,197	1,535,944	1,699,601	1,804,131	1,915,963	1,984,314	2,062,171	2,136,918
Total assets	1,117,905	1,222,901	1,404,042	1,512,751	1,650,806	1,819,625	1,932,077	2,042,817	2,117,104	2,199,351	2,289,547
Liabilities											
Current liabilities											
Trade and other payables	12,518	11,180	11,650	12,201	12,839	13,254	14,491	14,897	15,863	16,376	16,965
Trust funds and deposits	13,826	13,826	13,826	13,826	13,826	13,826	13,826	13,826	13,826	13,826	13,826
Contract and other liabilities	10,609	-	-	-	-	-	-	-	-	-	-
Provisions	7,689	7,460	9,352	7,201	7,259	9,216	7,353	7,345	7,334	7,323	7,289
Interest-bearing loans and borrowings	3,372	3,311	4,046	4,764	6,150	6,324	6,626	6,327	6,748	7,077	7,573
Lease liabilities	1,230	1,291	1,335	1,380	1,427	1,482	1,531	1,550	1,617	1,678	1,734
Total current liabilities	49,244	37,068	40,209	39,372	41,501	44,102	43,827	43,945	45,388	46,280	47,387
Non-current liabilities											
Provisions	9,996	9,559	9,320	9,142	8,905	6,712	6,382	6,059	5,748	5,448	5,182
Interest-bearing loans and borrowings	14,601	20,122	23,345	27,691	35,802	44,843	40,762	37,645	33,086	31,253	30,411
Lease liabilities	7,176	5,885	5,249	4,453	3,476	1,995	1,550	-	9,442	7,763	7,015
Total non-current liabilities	31,773	35,566	37,914	41,286	48,183	53,550	48,694	43,704	48,276	44,464	42,608
Total liabilities	81,017	72,634	78,123	80,658	89,684	97,652	92,521	87,649	93,664	90,744	89,995
Net assets	1,036,888	1,150,267	1,325,919	1,432,093	1,561,122	1,721,973	1,839,556	1,955,168	2,023,440	2,108,607	2,199,552
Equity											
Accumulated surplus	542,380	630,623	819,130	935,699	1,059,070	1,220,317	1,342,770	1,466,601	1,537,597	1,628,123	1,708,966
Reserves	494,508	519,644	506,789	496,394	502,052	501,656	496,786	488,567	485,843	480,484	490,586
Total equity	1,036,888	1,150,267	1,325,919	1,432,093	1,561,122	1,721,973	1,839,556	1,955,168	2,023,440	2,108,607	2,199,552

3.3 Statement of Changes in Equity

For the 10 years ending 30 June 20345

	Total \$'000	Accumulated \$'000	Revaluation \$'000	Other \$'000
2024-2025 Forecast				
Balance at beginning of the financial year	962,584	476,362	436,699	49,523
Surplus/(deficit) for the year	74,304	74,304	-	-
Transfer to other reserves	-	(13,494)	-	13,494
Transfer from other reserves	-	5,208	-	(5,208)
Balance at end of the financial year	1,036,888	542,380	436,699	57,809
2025-2026 Budget				
Balance at beginning of the financial year	1,036,888	542,380	436,699	57,809
Surplus/(deficit) for the year	113,379	113,379	-	-
Transfer to other reserves	-	(29,911)	-	29,911
Transfer from other reserves	-	4,775	-	(4,775)
Balance at end of the financial year	1,150,267	630,623	436,699	82,945
2026-2027				
Balance at beginning of the financial year	1,150,267	630,623	436,699	82,945
Surplus/(deficit) for the year	175,652	175,652	-	-
Transfer to other reserves	-	(30,350)	-	30,350
Transfer from other reserves	-	43,205	-	(43,205)
Balance at end of the financial year	1,325,919	819,130	436,699	70,090
2027-2028				
Balance at beginning of the financial year	1,325,919	819,130	436,699	70,090
Surplus/(deficit) for the year	106,174	106,174	-	-
Transfer to other reserves	-	(31,969)	-	31,969
Transfer from other reserves	-	42,364	-	(42,364)
Balance at end of the financial year	1,432,093	935,699	436,699	59,695
2028-2029				
Balance at beginning of the financial year	1,432,093	935,699	436,699	59,695
Surplus/(deficit) for the year	129,029	129,029	-	-
Transfer to other reserves	-	(21,813)	-	21,813
Transfer from other reserves	-	16,155	-	(16,155)
Balance at end of the financial year	1,561,122	1,059,070	436,699	65,353
2029-2030				
Balance at beginning of the financial year	1,561,122	1,059,070	436,699	65,353
Surplus/(deficit) for the year	160,851	160,851	-	-
Transfer to other reserves	-	(27,837)	-	27,837
Transfer from other reserves	-	28,233	-	(28,233)
Balance at end of the financial year	1,721,973	1,220,317	436,699	64,957

3.4 Statement of Changes in Equity...continued

	Total \$'000	Accumulated \$'000	Revaluation \$'000	Other \$'000
2030-2031				
Balance at beginning of the financial year	1,721,973	1,220,317	436,699	64,957
Surplus/(deficit) for the year	117,583	117,583	-	-
Transfer to other reserves	-	(19,274)	-	19,274
Transfer from other reserves	-	24,144	-	(24,144)
Balance at end of the financial year	1,839,556	1,342,770	436,699	60,087
2031-2032				
Balance at beginning of the financial year	1,839,556	1,342,770	436,699	60,087
Surplus/(deficit) for the year	115,612	115,612	-	-
Transfer to other reserves	-	(15,669)	-	15,669
Transfer from other reserves	-	23,888	-	(23,888)
Balance at end of the financial year	1,955,168	1,466,601	436,699	51,868
2032-2033				
Balance at beginning of the financial year	1,955,168	1,466,601	436,699	51,868
Surplus/(deficit) for the year	68,272	68,272	-	-
Transfer to other reserves	-	(11,030)	-	11,030
Transfer from other reserves	-	13,754	-	(13,754)
Balance at end of the financial year	2,023,440	1,537,597	436,699	49,144
2033-2034				
Balance at beginning of the financial year	2,023,440	1,537,597	436,699	49,144
Surplus/(deficit) for the year	85,167	85,167	-	-
Transfer to other reserves	-	(10,479)	-	10,479
Transfer from other reserves	-	15,838	-	(15,838)
Balance at end of the financial year	2,108,607	1,628,123	436,699	43,785
2034-2035				
Balance at beginning of the financial year	2,108,607	1,628,123	436,699	43,785
Surplus/(deficit) for the year	90,945	90,945	-	-
Transfer to other reserves	-	(25,146)	-	25,146
Transfer from other reserves	-	15,044	-	(15,044)
Balance at end of the financial year	2,199,552	1,708,966	436,699	53,887

Statement of Cash Flows

For the 10 years ending 30 June 2035

	Forecast 2024-2025 \$'000 Inflows (Outflows)	Budget 2025-2026 \$'000 Inflows (Outflows)	2026-2027 \$'000 Inflows (Outflows)	2027-2028 \$'000 Inflows (Outflows)	2028-2029 \$'000 Inflows (Outflows)	2029-2030 \$'000 Inflows (Outflows)	Projections 2030-2031 \$'000 Inflows (Outflows)	2031-2032 \$'000 Inflows (Outflows)	2032-2033 \$'000 Inflows (Outflows)	2033-2034 \$'000 Inflows (Outflows)	2034-2035 \$'000 Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	69,246	71,416	76,329	81,885	87,475	93,409	99,663	106,166	113,084	120,387	127,933
Statutory fees and fines	2,274	2,408	2,641	2,736	2,890	3,062	3,205	3,344	3,534	3,742	3,923
User fees	9,036	9,246	9,629	10,092	10,581	11,099	11,646	12,224	12,837	13,485	14,171
Grants - operating	21,837	20,763	20,830	21,177	24,289	24,023	25,060	26,410	26,558	30,321	31,301
Grants - capital	19,293	16,702	26,602	19,882	42,131	43,976	39,057	35,043	16,844	23,357	26,431
Contributions - monetary	10,581	27,182	27,586	30,108	19,429	25,210	17,368	14,155	10,436	7,903	21,836
Interest received	3,000	3,000	2,500	2,500	2,100	2,200	2,350	2,450	2,450	2,400	2,500
Other receipts	3,466	969	1,416	1,249	63	861	1,091	1,089	1,852	651	882
Employee costs	(45,336)	(47,796)	(49,158)	(51,821)	(54,824)	(58,081)	(61,507)	(65,140)	(68,860)	(72,941)	(77,254)
Materials and services	(33,825)	(36,798)	(36,081)	(39,976)	(39,741)	(41,164)	(47,559)	(47,641)	(50,369)	(52,328)	(54,079)
Other payments	(1,903)	(1,911)	(1,964)	(2,129)	(2,194)	(2,263)	(1,324)	(1,346)	(1,367)	(1,390)	(1,412)
Net cash provided by/(used in) operating activities	57,669	65,181	80,330	75,703	92,199	102,332	89,050	86,754	66,999	75,587	96,232
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(34,872)	(54,288)	(87,618)	(85,453)	(90,501)	(104,313)	(84,805)	(82,217)	(54,355)	(68,458)	(79,264)
Proceeds from sale of property, infrastructure, plant and equipment	1,007	858	867	692	666	728	828	946	1,086	1,257	1,459
Payments for investments	(7,000)	(25,000)	-	-	(7,200)	(1,000)	-	-	(4,085)	(1,500)	(12,400)
Proceeds from sale of investments	-	-	8,100	8,300	-	-	4,600	3,500	-	-	-
Payments for Intangible Assets	(313)	(150)	(1,864)	(150)	(150)	(150)	(205)	(150)	(150)	(150)	(150)
Net cash provided by/(used in) investing activities	(41,178)	(78,580)	(80,515)	(76,611)	(97,185)	(104,735)	(79,582)	(77,921)	(57,504)	(68,851)	(90,355)
Cash flows from financing activities											
Finance costs	(798)	(839)	(1,122)	(1,329)	(1,632)	(2,072)	(2,476)	(2,287)	(2,100)	(1,908)	(1,820)
Interest paid - lease liability	(115)	(254)	(233)	(193)	(173)	(140)	(122)	(76)	(141)	(330)	(307)
Proceeds from borrowings	2,245	9,000	7,394	9,236	14,659	15,729	2,820	3,511	2,481	5,611	7,140
Repayment of borrowings	(3,208)	(3,540)	(3,436)	(4,172)	(5,162)	(6,512)	(6,600)	(6,927)	(6,619)	(7,115)	(7,487)
Repayment of Finance Lease Liabilities	(586)	(1,230)	(1,291)	(1,335)	(1,380)	(1,427)	(1,482)	(1,531)	(1,576)	(1,617)	(1,678)
Net cash provided by/(used in) financing activities	(2,462)	3,137	1,312	2,207	6,312	5,578	(7,860)	(7,310)	(7,955)	(5,359)	(4,152)
Net increase/(decrease) in cash and cash equivalents	14,029	(10,262)	1,127	1,299	1,326	3,175	1,608	1,523	1,540	1,377	1,725
Cash and cash equivalents at the beginning of the financial year	15,353	29,382	19,120	20,247	21,547	22,873	26,048	27,656	29,179	30,719	32,096
Cash and cash equivalents at the end of the financial year	29,382	19,120	20,247	21,546	22,873	26,048	27,656	29,179	30,719	32,096	33,821

3.5 Statement of Capital Works

For the 10 years ending 30 June 2035

	Forecast 2024-2025 \$'000	Budget 2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	2028-2029 \$'000	2029-2030 \$'000	Projections 2030-2031 \$'000	2031-2032 \$'000	2032-2033 \$'000	2033-2034 \$'000	2034-2035 \$'000
Property											
Land	4,000	395	11,173	12,283	3,623	1,877	2,993	306	-	-	8,385
Buildings	5,223	23,347	22,076	21,333	47,716	60,619	48,178	39,242	15,659	23,725	12,579
Total property	9,223	23,742	33,249	33,616	51,339	62,496	51,171	39,548	15,659	23,725	20,964
Plant and equipment											
Plant, machinery and equipment	2,865	2,765	2,557	2,302	2,116	2,318	2,642	3,024	3,479	4,020	4,662
Fixtures, fittings and furniture	69	36	36	36	59	59	61	64	66	68	71
Computers and telecommunications	495	695	629	743	730	758	817	784	843	930	930
Library books	216	200	200	200	200	200	207	214	222	230	238
Total plant and equipment	3,645	3,696	3,422	3,281	3,105	3,335	3,727	4,086	4,610	5,248	5,901
Infrastructure											
Roads	12,782	14,819	33,562	20,624	10,880	19,535	11,757	18,675	14,417	21,458	18,584
Bridges	537	500	580	580	676	784	915	1,046	1,176	1,307	1,438
Footpaths and cycleways	1,155	1,928	1,574	1,776	1,853	1,318	2,042	1,481	2,654	2,268	3,016
Drainage	29	-	36	280	104	52	54	1,766	1,845	59	61
Recreational, leisure and community facilities	2,615	6,829	14,446	22,499	18,040	12,114	11,638	11,660	13,083	13,883	27,396
Waste management	2,399	675	268	2,445	4,000	4,081	2,712	240	-	-	-
Parks, open space and streetscapes	2,325	2,069	393	322	474	568	758	3,184	878	476	1,868
Off street car parks	162	30	88	30	30	30	31	531	33	34	36
Total infrastructure	22,004	26,850	50,947	48,556	36,057	38,482	29,907	38,583	34,086	39,485	52,399
Total capital works expenditure	34,872	54,288	87,618	85,453	90,501	104,313	84,805	82,217	54,355	68,458	79,264
Represented by:											
New asset expenditure	14,677	30,158	72,216	64,833	66,030	81,040	60,181	61,171	28,427	44,905	47,284
Asset renewal expenditure	12,605	13,895	14,295	19,387	16,354	16,236	21,197	19,912	22,234	22,884	25,554
Asset expansion expenditure	1,120	2,813	58	513	5,449	5,449	-	499	-	-	-
Asset upgrade expenditure	6,470	7,422	1,049	720	2,668	1,588	3,427	635	3,694	669	6,426
Total capital works expenditure	34,872	54,288	87,618	85,453	90,501	104,313	84,805	82,217	54,355	68,458	79,264
Funding sources represented by:											
Grants and contributions (confirmed)	16,400	24,852	19,731	2,349	2,349	-	-	-	-	-	-
Grants and contributions (unconfirmed)	-	2,382	6,822	16,856	41,159	42,008	38,753	34,758	15,272	24,067	26,511
Sales	1,007	858	867	692	666	728	828	946	1,086	1,257	1,459
Council Cash	12,210	14,421	13,027	13,956	15,513	15,716	18,260	19,114	21,762	21,685	29,110
Reserves	3,010	4,775	41,491	42,364	16,155	30,132	24,144	23,888	13,754	15,838	15,044
Borrowings	2,245	7,000	5,680	9,236	14,659	15,729	2,820	3,511	2,481	5,611	7,140
Total capital works expenditure	34,872	54,288	87,618	85,453	90,501	104,313	84,805	82,217	54,355	68,458	79,264

Note: the 2025-2026 Budget includes carry forward works of \$16.56M.

3.6 Statement of Human Resources

For the 10 years ending 30 June 2035

All of the below figures are inclusive of salaries and employment related costs such as superannuation and allowances.

	Budget					Projections				
	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure										
Employee costs - operating	47,848	49,186	51,869	54,887	58,145	61,557	65,197	68,915	73,005	77,325
Employee costs - capital	1,243	1,289	1,338	1,391	1,447	1,505	1,565	1,628	1,693	1,760
Total staff expenditure	49,091	50,475	53,207	56,278	59,592	63,062	66,762	70,543	74,698	79,085
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers										
Employee costs - operating	410.6	410.3	417.3	424.9	433.8	442.6	452.2	462.1	472.3	482.8
Employee costs - capital	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7
Total staff numbers	419.3	419.0	426.0	433.6	442.5	451.3	460.9	470.8	481.0	491.5

A summary of human resources expenditure and number of full time equivalent (FTE) staff categorised according to the organisational structure of Council is included below:

Department	Budget	Projections								
	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	2028-2029 \$'000	2029-2030 \$'000	2030-2031 \$'000	2031-2032 \$'000	2032-2033 \$'000	2033-2034 \$'000	2034-2035 \$'000
Strategic Partnerships and Communities										
Permanent Full Time										
Women	5,250	5,403	5,605	5,830	6,063	6,305	6,552	6,799	7,071	7,354
Men	3,192	3,285	3,408	3,544	3,686	3,833	3,984	4,133	4,299	4,471
New positions	-	24	149	308	465	635	831	1,041	1,266	1,506
Vacant positions	393	405	420	437	454	472	491	509	530	551
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part Time										
Women	9,097	9,360	9,711	10,100	10,505	10,925	11,353	11,780	12,251	12,741
Men	312	321	333	346	360	374	389	404	420	437
New positions	57	284	622	993	1,508	2,057	2,695	3,395	4,164	4,990
Vacant positions	164	169	175	182	190	197	205	213	221	230
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Strategic Partnerships and Communities	18,465	19,251	20,423	21,740	23,231	24,798	26,500	28,274	30,222	32,280
Economy, Growth and Infrastructure										
Permanent Full Time										
Women	4,045	4,162	4,318	4,491	4,671	4,858	5,048	5,238	5,447	5,665
Men	8,931	9,190	9,534	9,916	10,313	10,725	11,146	11,565	12,027	12,508
New positions	-	35	258	533	818	1,111	1,455	1,823	2,217	2,638
Vacant positions	1,325	1,364	1,415	1,472	1,531	1,592	1,654	1,716	1,785	1,856
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part Time										
Women	1,192	1,226	1,272	1,323	1,376	1,431	1,487	1,543	1,605	1,669
Men	455	468	486	505	525	547	568	589	613	637
New positions	-	-	25	51	79	109	142	178	216	257
Vacant positions	23	24	25	25	27	28	29	30	31	32
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Economy, Growth and Infrastructure	15,971	16,469	17,333	18,316	19,340	20,401	21,529	22,682	23,941	25,262
Organisational Performance										
Permanent Full Time										
Women	5,497	5,657	5,869	6,104	6,348	6,602	6,861	7,118	7,403	7,699
Men	2,493	2,566	2,662	2,769	2,879	2,994	3,112	3,229	3,358	3,492
New positions	-	-	100	220	349	487	633	776	929	1,107
Vacant positions	681	701	727	757	787	818	850	882	918	954
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part Time										
Women	396	407	423	440	457	476	494	513	533	555
Men	107	110	114	119	123	128	133	138	144	150
New positions	-	-	25	51	79	109	142	178	216	257
Vacant positions	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Organisational Performance	9,174	9,441	9,920	10,460	11,022	11,614	12,225	12,834	13,501	14,214
Total Casuals, Temporary and Other	4,238	4,025	4,193	4,371	4,552	4,744	4,943	5,125	5,341	5,569
Capitalised Labour Costs	1,243	1,289	1,338	1,391	1,447	1,505	1,565	1,628	1,693	1,760
Total Staff Expenditure	49,091	50,475	53,207	56,278	59,592	63,062	66,762	70,543	74,698	79,085

Department	Budget	Projections								
	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Strategic Partnerships and Communities										
Permanent Full Time										
Female	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8
Male	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
New positions	-	0.2	1.2	2.4	3.5	4.6	5.8	7.0	8.2	9.4
Vacant positions	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part Time										
Female	90.7	90.7	90.7	90.7	90.7	90.7	90.7	90.7	90.7	90.7
Male	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
New positions	-	2.6	5.6	8.6	13.1	17.6	22.6	28.0	33.7	39.6
Vacant positions	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total Strategic Partnerships and Communities	164.3	167.1	171.1	175.3	180.9	186.5	192.7	199.3	206.2	213.3
Economy, Growth and Infrastructure										
Permanent Full Time										
Female	34.5	34.5	34.5	34.5	34.5	34.5	34.5	34.5	34.5	34.5
Male	77.8	77.8	77.8	77.8	77.8	77.8	77.8	77.8	77.8	77.8
New positions	-	0.3	2.1	4.2	6.2	8.1	10.2	12.3	14.4	16.5
Vacant positions	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1	13.1
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part Time										
Female	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Male	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2
New positions	-	-	0.2	0.4	0.6	0.8	1.0	1.2	1.4	1.6
Vacant positions	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total Economy, Growth and Infrastructure	140.8	141.1	143.1	145.4	147.6	149.7	152.0	154.3	156.6	158.9
Organisational Performance										
Permanent Full Time										
Female	43.6	43.6	43.6	43.6	43.6	43.6	43.6	43.6	43.6	43.6
Male	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0
New positions	-	-	0.8	1.7	2.6	3.5	4.4	5.2	6.0	6.9
Vacant positions	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent Part Time										
Female	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7	3.7
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
New positions	-	-	0.2	0.4	0.6	0.8	1.0	1.2	1.4	1.6
Vacant positions	-	-	-	-	-	-	-	-	-	-
Self-described gender	-	-	-	-	-	-	-	-	-	-
Total Organisational Performance	68.1	68.1	69.1	70.2	71.3	72.4	73.5	74.5	75.5	76.6
Total Casuals, Temporary and Other	37.4	34.0	34.0	34.0	34.0	34.0	34.0	34.0	34.0	34.0
Capitalised Labour Costs	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7	8.7
Total Staff Expenditure	419.3	419.0	426.0	433.6	442.5	451.3	460.9	470.8	481.0	491.5

4. 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 and financial management principles.

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

Indicator	Measure	KPI	Notes	Actual 2023-2024	Forecast 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Projections 2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	12-year trend
Operating position																
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	0-10%	4.1	(10.6%)	(4.2%)	0.1%	0.1%	0.0%	0.1%	0.1%	0.0%	0.1%	0.2%	0.5%	1.6%	
Liquidity																
Working Capital	Current assets / current liabilities	120-200%	4.2	198.3%	207.4%	317.6%	276.0%	265.6%	276.8%	272.2%	291.9%	288.7%	292.6%	296.4%	322.1%	
Unrestricted cash ¹	Unrestricted cash / current liabilities	50-100%	4.3	54.1%	55.2%	53.1%	69.1%	84.7%	88.5%	96.0%	103.1%	123.5%	144.3%	165.7%	172.2%	
Unrestricted cash ²	Unrestricted cash / current liabilities			(150.6%)	(111.5%)	(205.7%)	(154.0%)	(128.9%)	(131.6%)	(109.8%)	(100.9%)	(75.4%)	(58.9%)	(37.5%)	(47.2%)	
Obligations																
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	20-60%	4.4	30.3%	26.6%	32.6%	35.6%	39.3%	47.6%	54.3%	47.2%	41.1%	35.0%	31.6%	29.5%	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0-10%	4.4	7.2%	5.9%	6.1%	5.9%	6.7%	7.7%	9.1%	9.0%	8.6%	7.7%	7.4%	7.2%	
Asset renewal and upgrade	Asset renewal and upgrade expenditure / depreciation	90-110%	4.5	89.4%	93.6%	96.5%	63.9%	73.1%	65.6%	55.7%	74.8%	55.7%	66.5%	55.4%	71.9%	
Stability																
Rates concentration	Rate revenue / adjusted underlying revenue	50-80%	4.6	64.2%	63.7%	65.0%	66.5%	67.1%	67.8%	69.4%	69.7%	70.0%	70.3%	70.6%	70.9%	
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.2-0.6%		0.35%	0.35%	0.33%	0.31%	0.29%	0.27%	0.25%	0.23%	0.22%	0.20%	0.19%	0.17%	
Efficiency																
Expenditure level ³	Total expenditure / no. of property assessments	\$2,000 - \$5,000		\$4,237	\$4,143	\$3,960	\$3,941	\$3,999	\$4,024	\$3,941	\$3,999	\$4,024	\$4,070	\$4,116	\$4,157	
Revenue level	General rates and municipal charges / no. of property assessments	\$700 - \$2,000		\$2,000	\$1,972	\$2,012	\$2,039	\$2,076	\$2,114	\$2,204	\$2,243	\$2,278	\$2,314	\$2,350	\$2,380	
Workforce turnover	No. of permanent staff resignations and terminations / average no. of permanent staff for the financial year	10-15%		18.1%	16.9%	16.9%	16.9%	16.9%	16.9%	16.9%	16.9%	16.9%	16.9%	16.9%	16.9%	

1 This is the unrestricted cash ratio that Council use when considering strategic decisions and during the budget development process. This ratio includes both current and non-current other financial assets, and excludes trust funds and deposits and unspent grants from current liabilities as these are already accounted for within the unrestricted cash component of the ratio calculation.

2 This is the unrestricted cash ratio used within LGPRF reporting and the annual report. This ratio excludes both current and non-current other financial assets, and includes trust funds and deposits and unspent grants within both the unrestricted cash and current liabilities component of the ratio calculation.

3 2023-2024 actual and 2024-2025 forecast is skewed due to once off operational grants and expenditure linked to natural disaster events.

Notes to indicators

4.1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. A key goal of the long-term financial plan is to maintain an adjusted underlying surplus.

The adjusted underlying result is projected to improve from the 2024-2025 forecast compared to the 2025-2026 Budget and is expected to be positive for life of the Financial Plan.

4.2 Working capital – Council's working capital remain favourable, with a continued focus on maintaining adequate cash and investments. Current assets will sufficiently cover Council operations and current liabilities.

4.3 Unrestricted cash – Council is focused on holding adequate funds to cover reserves, trusts and other current liabilities. Council is forecast to build cash holdings to a greater level in the medium term and will be proactive in delivering best value services whilst improving this indicator.

4.4 Loans and Borrowings – Council's current plan includes borrowings for capital expenditure. Due to reporting requirements by lending institutions, Council ensures loan borrowings are set in line with KPI ranges.

4.5 Asset renewal and upgrade – This percentage indicates the extent of Council's investment in renewal and upgrade capital works against depreciation (an indication of the decline in value of its existing assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed or upgraded, with considerable future capital investment required to retain these assets in working condition. Council will renew assets where resources are available and seek grant funding to increase new and upgrade opportunities.

Asset renewal and upgrade in 2025-2026 is budgeted to be 96.5% which is within the KPI range (90-110%). Despite this, the asset renewal and upgrade rate is expected to decline through to 2028-2029 and be less than 75%. Council will continue to balance the need for new, renewal and upgrade, and ensure renewal projects are prioritised to ensure funds are directed where needed the most. The impacts of not achieving sufficient asset renewal will be monitored closely.

4.6 Rates concentration – This ratio reflects the extent of reliance on rate revenue to fund all of Council's on-going services. The trend indicates Council is less reliant on rate revenue compared to all other revenue sources. It is important that Council's own source revenue is able to fund ongoing operations. Additional funding helps fund key services in addition to enhancing and advancing service improvements.

5. Strategies and Plans

This section describes the strategies and plans that support the 10 year financial projections included to the Financial Plan.

5.1 Borrowings Strategy

The following table highlights Council's projected borrowings balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Forecast	Budget	Projections								
	2024-2025 \$'000	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	2028-2029 \$'000	2029-2030 \$'000	2030-2031 \$'000	2031-2032 \$'000	2032-2033 \$'000	2033-2034 \$'000	2034-2035 \$'000
Opening balance	18,936	17,973	23,433	27,391	32,455	41,952	51,167	47,388	43,972	39,834	38,330
Plus New loans	2,245	9,000	7,394	9,236	14,659	15,729	2,820	3,511	2,481	5,611	7,140
Less Principal repayment	3,208	3,540	3,436	4,172	5,162	6,514	6,599	6,927	6,619	7,115	7,486
Closing balance	17,973	23,433	27,391	32,455	41,952	51,167	47,388	43,972	39,834	38,330	37,984
Interest payment	798	839	1,122	1,329	1,632	2,072	2,476	2,287	2,100	1,908	1,820

New borrowings over the Financial Plan are detailed below:

Borrowing Purpose	Financial Year	Amount \$'000
Wallan East Integrated Family and Children's Centre - Construction - Year 2	2025-2026	2,800
Seymour Community Wellbeing Hub - Construction - Year 2	2025-2026	2,012
Waste Management - kerbside transition bin purchase	2025-2026	2,000
JJ Clancy Reserve, Kilmore - Carparking, roadway and landscape - Construction	2025-2026	908
Hilldene Industrial Estate - Intersection	2025-2026	820
Strategic Land Acquisition	2025-2026	305
Main Road (Service Road), Tallarook - Missing Link Footpath	2025-2026	155
		9,000

Borrowings Strategy...continued

Borrowing Purpose	Financial Year	Amount \$'000
Strategic Land Acquisition	2026-2027	3,450
Mitchell Landfill - Cell 9 - Construction	2026-2027	1,714
John Street Link Road, Kilmore - Union Street to Kilmore-Lancefield Road	2026-2027	1,500
Newbridge Recreation Reserve, Wallan East - Design	2026-2027	517
Tootle Street Community Facility, Kilmore - Planning	2026-2027	213
		7,394
Strategic Land Acquisition	2027-2028	2,588
John Street Link Road, Kilmore - Union Street to Mitchell Street	2027-2028	2,500
Tootle Street Community Facility, Kilmore - Design	2027-2028	1,848
Newbridge Recreation Reserve - Construction - Year 1	2027-2028	1,787
Seymour Sports and Aquatic Centre - Facility extension - Design	2027-2028	513
		9,236
Strategic Land Acquisition	2028-2029	3,623
Tootle Street Community Facility, Kilmore - Construction - Year 1	2028-2029	3,260
Wallan Resource Recovery Centre - Construction - Year 1	2028-2029	2,000
Newbridge Recreation Reserve - Construction - Year 2	2028-2029	1,787
Butlers Road, Kilmore - Active Open Space - Construction - Year 1	2028-2029	1,250
Kilmore Creek Shared Pathway	2028-2029	902
Seymour Sports and Aquatic Centre - Facility Extension - Construction - Year 1	2028-2029	724
Powlett Street, Broadford - Road Upgrade	2028-2029	595
Chittick Park, Seymour - Master Plan Implementation	2028-2029	518
		14,659

Borrowings Strategy...continued

Borrowing Purpose	Financial Year	Amount \$'000
Kilmore-Lancefield Road, Kilmore - Signalised intersection at Conway Street	2029-2030	5,200
Wallan Resource Recovery Centre Expansion - Construction - Year 2	2029-2030	4,000
Tootle Street Community Centre, Kilmore - Construction Year 2	2029-2030	3,260
Strategy and Master Plan Implementation	2029-2030	1,295
Butlers Road, Kilmore - Active Open Space - Construction - Year 2	2029-2030	1,250
Seymour Sports and Aquatic Centre - Facility Extension - Construction Year 2	2029-2030	724
		15,729
Springridge Community Centre, Wallan - Construction - Year 1	2030-2031	1,748
Master Plan Implementation	2030-2031	1,072
		2,820
Springridge Community Centre, Wallan - Construction - Year 2	2031-2032	1,481
Beveridge Central ICP - Strategic Land Development	2031-2032	1,109
Master Plan Implementation	2031-2032	693
Wallan South - Active Open Space (C) - Planning and Design - Year 1	2031-2032	228
		3,511
Wallan South PSP - Active Open Space (C) - Planning and Design - Year 2	2032-2033	2,049
Master Plan Implementation	2032-2033	287
Wallan South PSP - Active Open Space (A) - Planning and Design - Year 1	2032-2033	145
		2,481
Wallan South PSP - Active Open Space (C) - Construction - Year 1	2033-2034	3,416
Wallan South PSP - Active Open Space (A) - Planning and Design - Year 2	2033-2034	1,304
Master Plan Implementation	2033-2034	891
		5,611
Wallan South PSP - Active Open Space (A) - Construction - Year 1	2034-2035	3,416
Wallan South PSP - Active Open Space (C) - Construction - Year 2	2034-2035	3,416
Master Plan Implementation	2034-2035	308
		7,140

5.2 Reserve Strategy

The table below discloses the balance and annual movement for each reserve over the 10-year period of the Financial Plan. Total amount of reserves, for each year, align with the Statement of Changes in Equity.

Reserves	Restricted / Discretionary	Forecast 2024-2025 \$000's	Budget 2025-2026 \$000's	2026-2027 \$000's	2027-2028 \$000's	2028-2029 \$000's	2029-2030 \$000's	Projections 2030-2031 \$000's	2031-2032 \$000's	2032-2033 \$000's	2033-2034 \$000's	2034-2035 \$000's
Public Open Space Restricted												
Opening balance		3,915	4,047	3,905	3,934	3,934	3,934	3,934	3,934	3,934	3,934	3,934
Transfer to reserve		583	393	29	-	-	-	-	-	-	-	-
Transfer from reserve		451	535	-	-	-	-	-	-	-	-	-
Closing balance		4,047	3,905	3,934	3,934	3,934	3,934	3,934	3,934	3,934	3,934	3,934
Community Infrastructure Restricted												
Opening balance		4,347	5,183	6,455	6,772	5,278	4,780	3,941	3,684	2,372	1,433	297
Transfer to reserve		836	1,272	533	687	473	478	600	629	664	620	695
Transfer from reserve		-	-	216	2,181	971	1,317	857	1,941	1,603	1,756	286
Closing balance		5,183	6,455	6,772	5,278	4,780	3,941	3,684	2,372	1,433	297	706
Development Infrastructure Restricted												
Opening balance		22,733	26,413	31,611	33,988	30,361	23,289	21,430	21,996	14,311	9,223	8,026
Transfer to reserve		3,680	5,758	7,515	8,960	3,404	5,873	8,157	2,336	3,076	1,194	15,130
Transfer from reserve		-	560	5,138	12,587	10,476	7,732	7,591	10,021	8,164	2,391	-
Closing balance		26,413	31,611	33,988	30,361	23,289	21,430	21,996	14,311	9,223	8,026	23,156
Land Equalisation Reserve Restricted												
Opening balance		-	227	8,405	8,304	5,439	8,369	10,848	8,835	10,541	10,779	10,779
Transfer to reserve		2,108	8,268	7,622	6,830	2,930	4,356	980	2,012	238	-	-
Transfer from reserve		1,881	90	7,723	9,695	-	1,877	2,993	306	-	-	8,385
Closing balance		227.00	8,405	8,304	5,439	8,369	10,848	8,835	10,541	10,779	10,779	2,394
Standard and Supplementary Transport Reserve Restricted												
Opening balance		9,623	11,721	17,964	4,007	4,104	11,091	16,344	17,425	14,810	12,252	4,768
Transfer to reserve		2,462	7,109	5,915	6,551	6,987	8,546	1,081	2,316	345	-	-
Transfer from reserve		364	866	19,872	6,454	-	3,293	-	4,931	2,903	7,484	414
Closing balance		11,721	17,964	4,007	4,104	11,091	16,344	17,425	14,810	12,252	4,768	4,354
Standard Community and Recreation Reserve Restricted												
Opening balance		8,036	9,072	13,210	11,327	9,344	12,209	4,171	2,168	2,519	5,987	7,808
Transfer to reserve		1,036	5,590	5,911	7,019	5,573	5,895	7,988	6,800	4,552	6,028	5,950
Transfer from reserve		-	1,452	7,794	9,002	2,708	13,933	9,991	6,449	1,084	4,207	5,959
Closing balance		9,072	13,210	11,327	9,344	12,209	4,171	2,168	2,519	5,987	7,808	7,799
Reserves Summary Total Restricted												
Opening balance		48,654	56,663	81,550	68,332	58,460	63,672	60,668	58,042	48,487	43,608	35,612
Transfer to reserve		10,705	28,390	27,525	30,047	19,367	25,148	18,806	14,093	8,875	7,842	21,775
Transfer from reserve		2,696	3,503	40,743	39,919	14,155	28,152	21,432	23,648	13,754	15,838	15,044
Closing balance		56,663	81,550	68,332	58,460	63,672	60,668	58,042	48,487	43,608	35,612	42,343

Reserve Strategy...continued

Reserves	Restricted / Discretionary	Forecast 2024-2025 \$000's	Budget 2025-2026 \$000's	2026-2027 \$000's	2027-2028 \$000's	2028-2029 \$000's	2029-2030 \$000's	Projections 2030-2031 \$000's	2031-2032 \$000's	2032-2033 \$000's	2033-2034 \$000's	2034-2035 \$000's
Waste Management Reserve												
	Discretionary											
Opening balance		-	320	685	1,528	1,005	1,451	4,060	1,816	3,152	5,307	7,944
Transfer to reserve		2,789	1,040	2,825	1,922	2,446	2,690	468	1,576	2,155	2,637	3,371
Transfer from reserve		2,469	675	1,982	2,445	2,000	81	2,712	240	-	-	-
Closing balance		320	685	1,528	1,005	1,451	4,060	1,816	3,152	5,307	7,944	11,315
Property Proceeds Reserve												
	Discretionary											
Opening balance		869	826	709	229	229	229	229	229	229	229	229
Transfer to reserve		-	480	-	-	-	-	-	-	-	-	-
Transfer from reserve		43	597	480	-	-	-	-	-	-	-	-
Closing balance		826	709	229	229	229	229	229	229	229	229	229
Reserves Summary												
	Total Discretionary											
Opening balance		869	1,146	1,394	1,757	1,234	1,680	4,289	2,045	3,381	5,536	8,173
Transfer to reserve		2,789	1,520	2,825	1,922	2,446	2,690	468	1,576	2,155	2,637	3,371
Transfer from reserve		2,512	1,272	2,462	2,445	2,000	81	2,712	240	-	-	-
Closing balance		1,146	1,394	1,757	1,234	1,680	4,289	2,045	3,381	5,536	8,173	11,544
Reserves Summary												
	Restricted and Discretionary											
Opening balance		49,523	57,809	82,944	70,089	59,694	65,352	64,957	60,087	51,868	49,144	43,785
Transfer to reserve		13,494	29,910	30,350	31,969	21,813	27,838	19,274	15,669	11,030	10,479	25,146
Transfer from reserve		5,208	4,775	43,205	42,364	16,155	28,233	24,144	23,888	13,754	15,838	15,044
Closing balance		57,809	82,944	70,089	59,694	65,352	64,957	60,087	51,868	49,144	43,785	53,887

5.3 Investment Strategy

Council invests funds held in trust and reserves in short to medium term investments such as term deposits. All investments are made in accordance with the Local Government Act 2020 and Council's Investment Policy.

The table below discloses the total cash expected to be held by Council across the 10 years, including the split between expected short-term and medium-term investments and forecasted interest earned on these investments. These figures, for each year, align with the Comprehensive Income Statement and Budgeted Balance Sheet.

	Forecast 2024-2025 \$'000's	Budget 2025-2026 \$'000's	2026-2027 \$'000's	2027-2028 \$'000's	2028-2029 \$'000's	2029-2030 \$'000's	Projections 2030-2031 \$'000's	2031-2032 \$'000's	2032-2033 \$'000's	2033-2034 \$'000's	2034-2035 \$'000's
Total cash and investments	94,507	109,245	102,272	95,271	103,798	107,973	104,981	103,004	108,629	111,506	125,631
Short-term investments	50,000	75,000	66,900	58,600	65,800	66,800	72,200	68,700	72,785	74,285	86,685
Medium-term investments	15,125	15,125	15,125	15,125	15,125	15,125	5,125	5,125	5,125	5,125	5,125
Total cash (excluding investments)¹	29,382	19,120	20,247	21,546	22,873	26,048	27,656	29,179	30,719	32,096	33,821
Interest on investments	3,000	3,000	2,500	2,500	2,100	2,200	2,350	2,450	2,450	2,400	2,500

¹ total cash (excluding investments) is required to fund day to day operations throughout the year. This is assessed during the review of the Financial Plan annually, with a minimum of two months of operating expenditure the basis for this figure.



Customer Service Centre, Broadford



Poet Mews Reserve, Beveridge

Appendix A

Detailed Capital Works Program

The below detailed listings contain capital works projects planned to be delivered within the 10 years of the financial plan. The planned program is subject to change. The program may change due to a range of factors and influences including, but not limited to, grant funding opportunities, asset condition, legislative requirements, and population growth.

Notations used within the following tables for the 10 years of planned capital works are:

- 1 This project is a multi year project which has a budget allocation within more than one financial year
- 2 Delivery of project is dependent on securing external grants/contributions, which is currently unconfirmed. The project will be revisited by Council if external grants/contributions is not secured and alternate funding is not identified
- 3 This project is a multi year project and will be combined with the carry forward from 2024-2025. A detailed listing of carry forward projects is contained within the budget document in section 4.4.3
- 4 Please refer to Appendix C within the budget document for a detailed listing of projects proposed to be delivered within for this budget allocation
- 5 This program is made up of multiple projects which are funded through contributions received from developers in prior years. Developer contributions are held within a statutory reserve and are required to be utilised for specific projects

Detailed Planned Capital Works Expenditure 2025-2026 (Year 1)

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
PROPERTY										
Buildings										
Aquatics Facilities - Renewal and Upgrade Program	200	-	100	100	-	-	-	200	-	-
Building Structural Defects and Fitout Renewal Program	600	-	600	-	-	-	-	600	-	-
Chittick Park, Seymour - Band Hall Amenities Improvements and Public Toilet access - Plan and Design ¹	50	-	50	-	-	-	-	50	-	-
HVAC Renewal Program	50	-	50	-	-	-	-	50	-	-
Kilmore Leisure Centre - Heat Pump ²	300	-	300	-	-	-	150	150	-	-
Lockerbie DCP - Community Centre C1021 - Planning ¹	249	249	-	-	-	-	-	-	249	-
Security Strategy Implementation	100	-	100	-	-	-	-	100	-	-
Seymour Community Wellbeing Hub - Construction - Year 2 ^{1&3}	3,512	3,512	-	-	-	1,500	-	-	-	2,012
Shade Sail Renewal	10	-	10	-	-	-	-	10	-	-
Solar Installation on Council Buildings Program	71	71	-	-	-	-	-	71	-	-
Sustainability Actions - Small Council sites program	50	50	-	-	-	-	-	50	-	-
Wallan East Integrated Family and Children's Centre - Construction - Year 2 ^{1&3}	10,950	10,950	-	-	-	8,150	-	-	-	2,800
Total for Buildings	16,142	14,832	1,210	100	-	9,650	150	-	1,281	249
Land										
Beveridge Central ICP - Public purpose land	90	90	-	-	-	-	-	-	90	-
Strategic Land Acquisition	305	305	-	-	-	-	-	-	-	305
Total for Land	395	395	-	-	-	-	-	-	90	305
TOTAL PROPERTY	16,537	15,227	1,210	100	-	9,650	150	-	1,281	339
PLANT AND EQUIPMENT										
Vehicles, Plant, Machinery and Equipment										
Fleet Renewal Program	928	-	928	-	-	-	-	358	570	-
Plant Renewal Program	1,125	-	1,125	-	-	-	-	250	875	-
Total for Vehicles, Plant, Machinery and Equipment	2,053	-	2,053	-	-	-	-	608	1,445	-

Detailed Planned Capital Works Expenditure 2025-2026 (Year 1)...continued

Capital Works Area	Project Cost \$000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
Confirmed	Unconfirmed										
Computers & Telecommunications											
Hardware Renewal Program	290	-	290	-	-	-	-	-	290	-	-
Mobility and AV Renewal	90	-	90	-	-	-	-	-	90	-	-
Network Upgrade and Optimisation Program	125	-	-	125	-	-	-	-	125	-	-
Total for Computers & Telecommunications	505	-	380	125	-	-	-	-	505	-	-
Fixtures Fittings and Furniture											
Christmas Decorations	36	36	-	-	-	-	-	-	36	-	-
Total for Fixtures Fittings and Furniture	36	36	-	-	-	-	-	-	36	-	-
Library Books											
Library Stock Renewal	200	-	200	-	-	-	-	-	200	-	-
Total for Library Books	200	-	200	-	-	-	-	-	200	-	-
TOTAL PLANT AND EQUIPMENT											
2,794	36	2,633	125	-	-	-	608	2,186	-	-	
INFRASTRUCTURE											
Roads											
Beveridge Central ICP - Patterson Street and Lithgow Street 4-way signalised intersection IN-04i- Planning and Design - Year 1 ¹	430	430	-	-	-	-	-	-	-	430	-
Beveridge Central ICP - Patterson Street and Whiteside Street Intersection IN-05iii	138	138	-	-	-	-	-	-	-	138	-
Beveridge Central ICP - Rankin Street to Camerons Lane RD-02iv	298	298	-	-	-	-	-	-	-	298	-
Chittick Place, Seymour - Closure at Oak Street	193	-	-	193	-	193	-	-	-	-	-
Culvert Renewal Program	300	-	300	-	-	-	-	-	300	-	-
High Risk Rural Speed Zone changes - Seymour and Broadford	35	35	-	-	-	35	-	-	-	-	-
Hilldene Industrial Estate - Intersection	820	820	-	-	-	-	-	-	-	-	820
Kerb and Channel Renewal Program	500	-	500	-	-	-	-	-	500	-	-
Lithgow Street / Mandalay Circuit, Beveridge - Raised Priority Crossing	250	250	-	-	-	250	-	-	-	-	-
Lockerbie North DCP - Pedestrian Signals IT08i	311	311	-	-	-	-	-	-	-	311	-
Murchison Street, Broadford - Pedestrian Improvements at High Street service lane	250	250	-	-	-	250	-	-	-	-	-
Pollard Street, Seymour - Raised Priority Crossing	136	136	-	-	-	136	-	-	-	-	-
Powlett Street, Broadford - Raised Priority Crossing	160	160	-	-	-	160	-	-	-	-	-
Sealed Road Renewal Program ⁴	5,345	-	5,345	-	-	1,879	-	-	3,466	-	-
Seymour Activity Centre - Speed Zone	37	37	-	-	-	37	-	-	-	-	-
Seymour-Pyalong Road and Sugarloaf Creek Road - Intersection Safety Upgrade - Construction	885	-	-	885	-	885	-	-	-	-	-
Tootle Street and Centenary Drive, Kilmore - Traffic Management	121	121	-	-	-	-	-	-	121	-	-
Unsealed Road Renewal Program ⁴	1,100	-	1,100	-	-	-	-	-	1,100	-	-
Wandong Primary School - School Crossing and Footpath	160	160	-	-	-	160	-	-	-	-	-
Watson Street, Wallan - Raised Priority Crossing ²	155	155	-	-	-	-	75	-	30	50	-
Windham Street, Wallan - Shared User Path Crossing	288	288	-	-	-	288	-	-	-	-	-
Total for Roads	11,912	3,589	7,245	1,078	-	4,273	75	-	5,517	1,227	820

Detailed Planned Capital Works Expenditure 2025-2026 (Year 1)...continued

Capital Works Area	Project Cost \$000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Footpaths and Cycleways										
Footpath Renewal Program	500	-	500	-	-	-	-	500	-	-
Northern Highway, Wallan - Missing Link Footpath - Construction	778	778	-	-	-	-	-	262	516	-
Tallarook Street, Seymour - Missing Link Footpath	60	60	-	-	-	-	-	60	-	-
Total for Footpaths and Cycleways	1,338	838	500	-	-	-	-	822	516	-
Bridges										
Bridge Renewal Program	500	-	500	-	-	-	-	500	-	-
Total for Bridges	500	-	500	-	-	-	-	500	-	-
Recreational Leisure and Community Facilities										
Butlers Road, Kilmore - Active Open Space - Planning - Year 1 ¹	90	90	-	-	-	-	-	-	90	-
Chittick Oval, Seymour - Lighting ²	400	400	-	-	-	-	200	200	-	-
Dog Park Program - Seymour fenced dog off lead park	166	166	-	-	-	166	-	-	-	-
Harley Hammond Reserve, Broadford - Female Friendly Pavilion Upgrade - Construction ^{2 & 3}	1,260	-	-	1,260	-	-	990	270	-	-
Harley Hammond, Broadford - Netball and Playground Upgrade ²	1,167	-	-	1,167	-	-	967	200	-	-
JJ Clancy Reserve, Kilmore - Carparking, roadway and landscape works - Construction	908	-	-	908	-	-	-	-	-	908
Local Parks - Playspace Renewal and Upgrade Program	80	-	40	40	-	-	-	80	-	-
Poets Mews Reserve, Beveridge - Water Fountain	10	10	-	-	-	-	-	10	-	-
Total for Recreational Leisure and Community Facilities	4,081	666	40	3,375	-	166	2,157	760	90	908
Waste Management										
Former Kilmore Landfill - Leachate management	311	-	311	-	-	-	-	-	311	-
Mitchell Landfill Cell 6 and 7 - Cap design and approvals ³	52	-	52	-	-	-	-	-	52	-
Total for Waste Management	363	-	363	-	-	-	-	-	363	-
Parks, Open Space and Streetscapes										
Hidden Valley, Wallan - Environmental Reserve	50	50	-	-	-	-	-	-	50	-
Minor Path Renewal Program	40	-	40	-	-	-	-	40	-	-
Park and Open Space Furniture Renewal Program	40	-	40	-	-	-	-	40	-	-
Public Art	20	20	-	-	-	-	-	20	-	-
Waste Enclosure Renewal Program	25	-	25	-	-	-	-	25	-	-
Total for Parks, Open Space and Streetscapes	175	70	105	-	-	-	-	125	50	-
Off Street Car Parks										
DDA Parking Upgrades	30	-	-	30	-	-	-	30	-	-
Total for Off Street Car Parks	30	-	-	30	-	-	-	30	-	-
TOTAL INFRASTRUCTURE	18,399	5,163	8,753	4,483	-	4,439	2,232	7,754	2,246	1,728
TOTAL CAPITAL WORKS	37,730	20,426	12,596	4,708	-	14,089	2,382	608	11,221	6,845

Detailed Planned Capital Works Expenditure 2026-2027 (Year 2)

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
		Confirmed	Unconfirmed								
PROPERTY											
Buildings											
Aquatics Facilities - Renewal and Upgrade Program	251	-	125	126	-	-	-	-	251	-	-
Asbestos Removal Program	40	-	40	-	-	-	-	-	40	-	-
Beveridge North West ICP - Community Centre CI-03i - Planning - Year 1 ¹	294	294	-	-	-	-	-	-	-	294	-
Building Structural Defects and Fitout Renewal Program	604	-	604	-	-	-	-	-	604	-	-
HVAC Renewal Program	50	-	50	-	-	-	-	-	50	-	-
Lockerbie DCP - Community Centre CI02ii - Design ¹	1,913	1,913	-	-	-	-	1,564	-	-	349	-
Lockerbie North DCP - Community Centre C02i - Planning ¹	249	249	-	-	-	-	-	-	-	249	-
Lockerbie North DCP - Sports Pavilion OS02i - Design ¹	216	216	-	-	-	-	-	-	-	216	-
Security Strategy Implementation	100	-	100	-	-	-	-	-	100	-	-
Seymour Community Wellbeing Hub - Construction - Year 3 ¹	10,500	10,500	-	-	-	10,500	-	-	-	-	-
Seymour Sports and Aquatic Centre - Heat Pump ²	515	-	515	-	-	-	258	-	257	-	-
Shade Sail Renewal	10	-	10	-	-	-	-	-	10	-	-
Solar Installation on Council Buildings Program	71	71	-	-	-	-	-	-	71	-	-
Sustainability Actions - Small Council sites program	50	50	-	-	-	-	-	-	50	-	-
Tootle Street Community Facility, Kilmore - Planning ¹	213	213	-	-	-	-	-	-	-	-	213
Wallan East Integrated Family and Children's Centre - Construction - Year 2 ¹	7,000	7,000	-	-	-	7,000	-	-	-	-	-
Total for Buildings	22,076	20,506	1,444	126	-	17,500	1,822	-	1,433	1,108	213
Land											
Beveridge Central ICP - Public purpose land	7,723	7,723	-	-	-	-	-	-	-	7,723	-
Strategic Land Acquisition	3,450	3,450	-	-	-	-	-	-	-	-	3,450
Total for Land	11,173	11,173	-	-	-	-	-	-	-	7,723	3,450
TOTAL PROPERTY	33,249	31,679	1,444	126	-	17,500	1,822	-	1,433	8,831	3,663
PLANT AND EQUIPMENT											
Vehicles, Plant, Machinery and Equipment											
Fleet Renewal Program	1,096	-	1,096	-	-	-	-	445	651	-	-
Plant Renewal Program	1,461	-	1,461	-	-	-	-	422	1,039	-	-
Total for Vehicles, Plant, Machinery and Equipment	2,557	-	2,557	-	-	-	-	867	1,690	-	-
Computers & Telecommunications											
Hardware Renewal Program	386	-	386	-	-	-	-	-	386	-	-
Internet of Things Program	41	41	-	-	-	-	-	-	41	-	-
Mobility and AV Renewal	43	-	43	-	-	-	-	-	43	-	-
Network Upgrade and Optimisation Program	159	-	-	159	-	-	-	-	159	-	-
Total for Computers & Telecommunications	629	41	429	159	-	-	-	-	629	-	-

Detailed Planned Capital Works Expenditure 2026-2027 (Year 2)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Fixtures Fittings and Furniture										
Christmas Decorations	36	36	-	-	-	-	-	36	-	-
Total for Fixtures Fittings and Furniture	36	36	-	-	-	-	-	36	-	-
Library Books										
Library Stock Renewal	200	-	200	-	-	-	-	200	-	-
Total for Library Books	200	-	200	-	-	-	-	200	-	-
TOTAL PLANT AND EQUIPMENT	3,422	77	3,186	159	-	-	-	867	2,555	-
INFRASTRUCTURE										
Roads										
Beveridge Central ICP - Patterson Street and Lithgow Street 4-way signalised intersection IN-04ii - Planning and Design - Year 2 ¹	500	500	-	-	-	-	-	-	500	-
Beveridge Central ICP - Road and intersection construction ⁵	13,701	13,701	-	-	-	-	-	-	13,701	-
Beveridge North West ICP - Camerons Lane between eastern and western arterial RD-02i - Construction - Year 1 ¹	5,671	5,671	-	-	-	-	-	-	5,671	-
Beveridge Township DCP - Access Street between Lithgow Street and Arrowsmith Street RD-02i and RD-02ii	3,437	3,437	-	-	-	-	-	-	3,437	-
Culvert Renewal Program	300	-	300	-	-	-	-	300	-	-
Dry Creek / Wandong Avenue, Wandong - Pedestrian Crossing Improvements	300	300	-	-	-	-	-	300	-	-
John Street Link Road, Kilmore - Union Street to Kilmore-Lancefield Road	1,500	1,500	-	-	-	-	-	-	-	1,500
Kerb and Channel Renewal Program	531	-	531	-	-	-	-	531	-	-
Sealed Road Renewal Program	6,181	-	6,181	-	-	2,231	-	3,950	-	-
Seymour-Pyalong Road and Broadford Glenaroua Road - Intersection Safety upgrade - Design - Year 1 ¹	145	-	-	145	-	-	-	145	-	-
Town entry signs	40	40	-	-	-	-	-	40	-	-
Unsealed Road Renewal Program	1,256	-	1,256	-	-	-	-	1,256	-	-
Total for Roads	33,562	25,149	8,268	145	-	2,231	-	6,522	23,309	1,500
Footpaths and Cycleways										
Footpath Renewal Program	500	-	500	-	-	-	-	500	-	-
Kilmore-Lancefield Road - Shared path lighting	193	193	-	-	-	-	-	193	-	-
Lions Park, Broadford - Missing Link Footpath	480	480	-	-	-	-	-	-	480	-
Powlett Street, Kilmore - Missing Link Footpath	401	401	-	-	-	-	-	401	-	-
Total for Footpaths and Cycleways	1,574	1,074	500	-	-	-	-	1,094	480	-
Bridges										
Bridge Renewal Program	580	-	580	-	-	-	-	580	-	-
Total for Bridges	580	-	580	-	-	-	-	580	-	-
Drainage										
Grenfell Close, Wallan - Soil Erosion	36	-	36	-	-	-	-	36	-	-
Total for Drainage	36	-	36	-	-	-	-	36	-	-

Detailed Planned Capital Works Expenditure 2026-2027 (Year 2)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Recreational Leisure and Community Facilities										
Beveridge Central ICP - Active Open Space SR-01ii - Construction - Year 1 ^{1&2}	12,500	12,500	-	-	-	-	5,000	-	-	7,500
Butlers Road, Kilmore - Active Open Space - Planning - Year 2 ¹	50	50	-	-	-	-	-	-	-	50
Kings Park Reserve, Seymour - Back Oval Renewal (including lighting) - Design ¹	26	-	26	-	-	-	-	-	26	-
Local Parks - Playspace Renewal and Upgrade Program	300	-	150	150	-	-	-	-	300	-
Lockerbie North DCP - Active Open Space OS01i - Design ¹	1,053	1,053	-	-	-	-	-	-	-	1,053
Newbridge Recreation Reserve, Wallan East - Design ¹	517	517	-	-	-	-	-	-	-	517
Total for Recreational Leisure and Community Facilities	14,446	14,120	176	150	-	-	5,000	-	326	8,603
Waste Management										
Former Seymour Landfill - Gas Flare	268	-	-	268	-	-	-	-	-	268
Total for Waste Management	268	-	-	268	-	-	-	-	-	268
Parks, Open Space and Streetscapes										
Colin Officer Flora Reserve, Broadford - Tracks upgrade program - Design ¹	50	-	-	50	-	-	-	-	50	-
Environmental Reserves signage	31	-	-	31	-	-	-	-	31	-
Minor Path Renewal Program	40	-	40	-	-	-	-	-	40	-
Monument Hill, Kilmore - Management Plan Implementation	30	-	-	30	-	-	-	-	30	-
Park and Open Space Furniture Renewal Program	40	-	40	-	-	-	-	-	40	-
Public Art	20	20	-	-	-	-	-	-	20	-
Seymour Bushland Park - Walking track upgrades - Design ¹	60	-	-	60	-	-	-	-	60	-
Seymour Township - Gateway and wayfinding signage	97	97	-	-	-	-	-	-	97	-
Waste Enclosure Renewal Program	25	-	25	-	-	-	-	-	25	-
Total for Parks, Open Space and Streetscapes	393	117	105	171	-	-	-	-	393	-
Off Street Car Parks										
24 Melbourne Street, Kilmore - Carpark expansion - Design ¹	58	-	-	-	58	-	-	-	58	-
DDA Parking Upgrades	30	-	-	30	-	-	-	-	30	-
Total for Off Street Car Parks	88	-	-	30	58	-	-	-	88	-
TOTAL INFRASTRUCTURE	50,947	40,460	9,665	764	58	2,231	5,000	-	9,039	32,660
TOTAL CAPITAL WORKS	87,618	72,216	14,295	1,049	58	19,731	6,822	867	13,027	41,491

Detailed Planned Capital Works Expenditure 2027-2028 (Year 3)

Capital Works Area	Project Cost \$000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
		Confirmed	Unconfirmed								
PROPERTY											
Buildings											
Aquatics Facilities - Renewal and Upgrade Program	350	-	175	175	-	-	-	-	350	-	-
Asbestos Removal Program	40	-	40	-	-	-	-	-	40	-	-
Beveridge North West ICP - Community Centre CI-06i - Planning ¹	218	218	-	-	-	-	-	-	-	218	-
Building Structural Defects and Fitout Renewal Program	793	-	793	-	-	-	-	-	793	-	-
Chittick Park, Seymour - Band Hall Amenities Improvements and Public Toilet access - Construction ^{1&2}	840	-	840	-	-	-	740	-	100	-	-
HVAC Renewal Program	50	-	50	-	-	-	-	-	50	-	-
Lockerbie DCP - Community Facility CI02iii - Construction - Year 1 ^{1&2}	10,247	10,247	-	-	-	-	7,735	-	-	2,512	-
Lockerbie North DCP - Community Centre C02ii - Design and construction - Year 1 ¹	5,185	5,185	-	-	-	-	-	-	-	5,185	-
Lockerbie North DCP - Sports Pavilion OS02ii - Construction - Year 1 ¹	971	971	-	-	-	-	-	-	-	971	-
Pyalong Recreation Reserve - Hall Refurbishment - Design	47	-	47	-	-	-	-	-	47	-	-
Security Strategy Implementation	100	-	100	-	-	-	-	-	100	-	-
Seymour Sports and Aquatic Centre - Facility extension - Design ¹	513	-	-	-	513	-	-	-	-	-	513
Shade Sail Renewal	10	-	10	-	-	-	-	-	10	-	-
Solar Installation on Council Buildings Program	71	-	71	-	-	-	-	-	71	-	-
Sustainability Actions - Small Council sites program	50	50	-	-	-	-	-	-	50	-	-
Tootle Street Community Facility, Kilmore - Design ¹	1,848	1,848	-	-	-	-	-	-	-	-	1,848
Total for Buildings	21,333	18,519	2,126	175	513	-	8,475	-	1,611	8,886	2,361
Land											
Beveridge Central ICP - Public purpose land	9,695	9,695	-	-	-	-	-	-	-	9,695	-
Strategic Land Acquisition	2,588	2,588	-	-	-	-	-	-	-	-	2,588
Total for Land	12,283	12,283	-	-	-	-	-	-	-	9,695	2,588
TOTAL PROPERTY	33,616	30,802	2,126	175	513	-	8,475	-	1,611	18,581	4,949
PLANT AND EQUIPMENT											
Vehicles, Plant, Machinery and Equipment											
Fleet Renewal Program	850	-	850	-	-	-	-	332	518	-	-
Plant Renewal Program	1,452	-	1,452	-	-	-	-	360	1,092	-	-
Total for Vehicles, Plant, Machinery and Equipment	2,302	-	2,302	-	-	-	-	692	1,610	-	-
Computers & Telecommunications											
Hardware Renewal Program	448	-	448	-	-	-	-	-	448	-	-
Internet of Things Program	48	48	-	-	-	-	-	-	48	-	-
Mobility and AV Renewal	79	-	79	-	-	-	-	-	79	-	-
Network Upgrade and Optimisation Program	121	-	-	121	-	-	-	-	121	-	-
Service Desk - Asset Management	47	-	47	-	-	-	-	-	47	-	-
Total for Computers & Telecommunications	743	48	574	121	-	-	-	-	743	-	-

Detailed Planned Capital Works Expenditure 2027-2028 (Year 3)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Fixtures Fittings and Furniture										
Christmas Decorations	36	36	-	-	-	-	-	36	-	-
Total for Fixtures Fittings and Furniture	36	36	-	-	-	-	-	36	-	-
Library Books										
Library Stock Renewal	200	-	200	-	-	-	-	200	-	-
Total for Library Books	200	-	200	-	-	-	-	200	-	-
TOTAL PLANT AND EQUIPMENT	3,281	84	3,076	121	-	-	-	692	2,589	-
INFRASTRUCTURE										
Roads										
Beveridge Central ICP - Patterson Street and Lithgow Street 4-way signalised intersection IN-04ii - Construction ^{1 & 2}	6,000	6,000	-	-	-	-	2,748	-	3,252	-
Beveridge Central ICP - Road construction ⁵	409	409	-	-	-	-	-	-	409	-
Beveridge North West ICP - Camerons Lane between eastern and western arterial RD-02ii - Construction - Year 2 ¹	2,793	2,793	-	-	-	-	-	-	2,793	-
Culvert Renewal Program	327	-	327	-	-	-	-	327	-	-
John Street Link Road, Kilmore - Union Street to Mitchell Street	2,500	2,500	-	-	-	-	-	-	-	2,500
Kerb and Channel Renewal Program	560	-	560	-	-	-	-	560	-	-
Sealed Road Renewal Program	6,548	-	6,548	-	-	2,349	-	4,199	-	-
Seymour-Pyalong Road and Broadford Glenaroua Road - Intersection Safety Upgrade - Design - Year 2 ¹	47	-	-	47	-	-	-	47	-	-
Town entry signs	40	40	-	-	-	-	-	40	-	-
Unsealed Road Renewal Program	1,400	-	1,400	-	-	-	-	1,400	-	-
Total for Roads	20,624	11,742	8,835	47	-	2,349	2,748	-	6,573	2,500
Footpaths and Cycleways										
Footpath Renewal Program	500	-	500	-	-	-	-	500	-	-
Great Victorian Rail Trail - Renewal Works ²	700	-	700	-	-	-	675	-	25	-
High Street and William Street, Wallan - Missing Link Footpath	251	251	-	-	-	-	-	251	-	-
High Street, Seymour - Missing Link Footpath - Design ¹	93	93	-	-	-	-	-	93	-	-
Mia Mia Road, Broadford - Missing Link Footpath - Construction	232	232	-	-	-	-	-	232	-	-
Total for Footpaths and Cycleways	1,776	576	1,200	-	-	-	675	-	1,101	-
Bridges										
Bridge Renewal Program	580	-	580	-	-	-	-	580	-	-
Total for Bridges	580	-	580	-	-	-	-	580	-	-
Drainage										
Mitchell Street, Kilmore - Underground drainage	280	280	-	-	-	-	-	280	-	-
Total for Drainage	280	280	-	-	-	-	-	280	-	-

Detailed Planned Capital Works Expenditure 2027-2028 (Year 3)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
Confirmed											
Unconfirmed											
Recreational Leisure and Community Facilities											
Beveridge Central ICP - Active Open Space SR-01iii - Construction - Year 2 ¹	7,500	7,500	-	-	-	-	-	-	-	7,500	-
Beveridge Central ICP - Strategic Land Development	1,284	1,284	-	-	-	-	-	-	-	1,284	-
Butlers Road, Kilmore - Active Open Space - Design ¹	410	410	-	-	-	-	-	-	-	410	-
Harley Hammond Reserve, Broadford - Tennis Courts and Lighting ²	870	-	870	-	-	-	300	-	570	-	-
Local Parks - Playspace Renewal and Upgrade Program	300	-	150	150	-	-	-	-	300	-	-
Lockerbie - Active Open Space AR01i - Planning ¹	151	151	-	-	-	-	-	-	-	151	-
Lockerbie North DCP - Active Open Space OS01ii - Construction - Year 1 ¹	4,739	4,739	-	-	-	-	-	-	-	4,739	-
Newbridge Recreation Reserve, Wallan East - Construction - Year 1 ^{1&2}	7,245	7,245	-	-	-	-	4,658	-	-	800	1,787
Total for Recreational Leisure and Community Facilities	22,499	21,329	1,020	150	-	-	4,958	-	870	14,884	1,787
Waste Management											
Mitchell Landfill Cell 6 and 7 Capping - Construction	2,445	-	2,445	-	-	-	-	-	-	2,445	-
Total for Waste Management	2,445	-	2,445	-	-	-	-	-	-	2,445	-
Parks, Open Space and Streetscapes											
Colin Officer Flora Reserve, Broadford - Tracks upgrade program - Construction ¹	145	-	-	145	-	-	-	-	145	-	-
Minor Path Renewal Program	40	-	40	-	-	-	-	-	40	-	-
Monument Hill, Kilmore - Management Plan Implementation	52	-	-	52	-	-	-	-	52	-	-
Park and Open Space Furniture Renewal Program	40	-	40	-	-	-	-	-	40	-	-
Public Art	20	20	-	-	-	-	-	-	20	-	-
Waste Enclosure Renewal Program	25	-	25	-	-	-	-	-	25	-	-
Total for Parks, Open Space and Streetscapes	322	20	105	197	-	-	-	-	322	-	-
Off Street Car Parks											
DDA Parking Upgrades	30	-	-	30	-	-	-	-	30	-	-
Total for Off Street Car Parks	30	-	-	30	-	-	-	-	30	-	-
TOTAL INFRASTRUCTURE											
	48,556	33,947	14,185	424	-	2,349	8,381	-	9,756	23,783	4,287
TOTAL CAPITAL WORKS											
	85,453	64,833	19,387	720	513	2,349	16,856	692	13,956	42,364	9,236

Detailed Planned Capital Works Expenditure 2028-2029 (Year 4)

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)						
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings	
						Confirmed	Unconfirmed					
PROPERTY												
Buildings												
Aquatics Facilities - Renewal and Upgrade Program	350	-	175	175	-	-	-	-	350	-	-	
Asbestos Removal Program	40	-	40	-	-	-	-	-	40	-	-	
Beveridge North West ICP - Community Centre CI-03ii - Planning - Year 2 ¹	294	294	-	-	-	-	-	-	-	294	-	
Beveridge North West ICP - Community Centre CI-06ii - Design ¹	1,324	1,324	-	-	-	-	-	-	-	1,324	-	
Building Structural Defects and Fitout Renewal Program	793	-	793	-	-	-	-	-	793	-	-	
HVAC Renewal Program	50	-	50	-	-	-	-	-	50	-	-	
Lockerbie DCP - Community Centre CI02iv - Construction - Year 2 ^{1&2}	10,247	10,247	-	-	-	-	7,735	-	-	2,512	-	
Lockerbie North DCP - Community Centre C02iii - Construction - Year 2 ^{1&2}	20,493	20,493	-	-	-	-	18,349	-	-	2,144	-	
Lockerbie North DCP - Sports Pavilion OS02iii - Construction - Year 2 ¹	971	971	-	-	-	-	-	-	-	971	-	
Public Toilet Plan Implementation	259	-	259	-	-	-	-	-	259	-	-	
Security Strategy Implementation	100	-	100	-	-	-	-	-	100	-	-	
Seymour Sports and Aquatic Centre - Facility Extension - Construction - Year 1 ^{1&2}	1,449	-	-	-	1,449	-	725	-	-	-	724	
Shade Sail Renewal	10	-	10	-	-	-	-	-	10	-	-	
Solar Installation on Council Buildings Program	71	71	-	-	-	-	-	-	71	-	-	
Sports Facilities Changeroom Redevelopment Program ²	828	-	-	828	-	-	518	-	310	-	-	
Springridge Community Centre, Wallan - Planning ¹	140	140	-	-	-	-	-	-	-	140	-	
Sustainability Actions - Small Council sites program	50	50	-	-	-	-	-	-	50	-	-	
Tootle Street Community Facility, Kilmore - Construction - Year 1 ^{1&2}	10,247	10,247	-	-	-	-	6,987	-	-	-	3,260	
Total for Buildings	47,716	43,837	1,427	1,003	1,449	-	34,314	-	2,033	7,385	3,984	
Land												
Strategic Land Acquisition	3,623	3,623	-	-	-	-	-	-	-	-	3,623	
Total for Land	3,623	3,623	-	-	-	-	-	-	-	-	3,623	
TOTAL PROPERTY	51,339	47,460	1,427	1,003	1,449	-	34,314	-	2,033	7,385	7,607	
PLANT AND EQUIPMENT												
Vehicles, Plant, Machinery and Equipment												
Fleet Renewal Program	850	-	850	-	-	-	-	345	505	-	-	
Plant Renewal Program	1,266	-	1,266	-	-	-	-	321	945	-	-	
Total for Vehicles, Plant, Machinery and Equipment	2,116	-	2,116	-	-	-	-	666	1,450	-	-	
Computers & Telecommunications												
Hardware Renewal Program	451	-	451	-	-	-	-	-	451	-	-	
Internet of Things Program	54	54	-	-	-	-	-	-	54	-	-	
Mobility and AV Renewal	81	-	81	-	-	-	-	-	81	-	-	
Network Upgrade and Optimisation Program	144	-	-	144	-	-	-	-	144	-	-	
Total for Computers & Telecommunications	730	54	532	144	-	-	-	-	730	-	-	

Detailed Planned Capital Works Expenditure 2028-2029 (Year 4)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Fixtures Fittings and Furniture										
Christmas Decorations	36	36	-	-	-	-	-	36	-	-
Filtered Water Tap Replacement Program	23	-	23	-	-	-	-	23	-	-
Total for Fixtures Fittings and Furniture	59	36	23	-	-	-	-	59	-	-
Library Books										
Library Stock Renewal	200	-	200	-	-	-	-	200	-	-
Total for Library Books	200	-	200	-	-	-	-	200	-	-
TOTAL PLANT AND EQUIPMENT	3,105	90	2,871	144	-	-	-	666	2,439	-
INFRASTRUCTURE										
Roads										
Clarke Street, Kilmore - Construction of roundabout at intersection of future John Street link road	500	500	-	-	-	-	-	350	150	-
Culvert Renewal Program	406	-	406	-	-	-	-	406	-	-
Flood warning system replacement	28	-	28	-	-	-	-	28	-	-
Kerb and Channel Renewal Program	676	-	676	-	-	-	-	676	-	-
Powlett Street, Broadford - Road Upgrade	595	-	-	595	-	-	-	-	-	595
Road Upgrade Program - Design	124	-	-	124	-	-	-	124	-	-
Sealed Road Renewal Program	6,778	-	6,778	-	-	2,349	-	4,429	-	-
Town entry signs	40	40	-	-	-	-	-	40	-	-
Traffic Management Program	155	155	-	-	-	-	-	155	-	-
Unsealed Road Renewal Program	1,578	-	1,578	-	-	-	-	1,578	-	-
Total for Roads	10,880	695	9,466	719	-	2,349	-	7,786	150	595
Footpaths and Cycleways										
Callen Street, Seymour - Missing Link Footpath	191	191	-	-	-	-	-	191	-	-
Darraweit Road, Wallan - Missing Link Footpath	174	174	-	-	-	-	-	174	-	-
Footpath Renewal Program	586	-	586	-	-	-	-	586	-	-
Kilmore Creek Shared Pathway	902	902	-	-	-	-	-	-	-	902
Total for Footpaths and Cycleways	1,853	1,267	586	-	-	-	-	951	-	902
Bridges										
Bridge Renewal Program	676	-	676	-	-	-	-	676	-	-
Total for Bridges	676	-	676	-	-	-	-	676	-	-
Drainage										
Drainage Upgrade Program	52	-	-	52	-	-	-	52	-	-
Foley Avenue, Seymour - Drainage Improvement Works	52	-	-	52	-	-	-	52	-	-
Total for Drainage	104	-	-	104	-	-	-	104	-	-

Detailed Planned Capital Works Expenditure 2028-2029 (Year 4)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Recreational Leisure and Community Facilities										
Butlers Road, Kilmore - Active Open Space - Construction - Year 1 ^{1&2}	2,500	2,500	-	-	-	-	1,250	-	-	1,250
Chittick Park, Seymour - Master Plan Implementation	518	518	-	-	-	-	-	-	-	518
Dog Park Program - Broadford fenced dog off lead park ²	207	207	-	-	-	-	103	-	104	-
Kings Park Reserve, Seymour - Back Oval Renewal and Lighting Upgrade - Construction ^{1&2}	518	-	518	-	-	-	259	-	259	-
Kings Park, Seymour - Cricket Nets and Little Athletics Facilities ²	414	-	414	-	-	-	259	-	155	-
Local Parks - Playspace Renewal and Upgrade Program	300	-	150	150	-	-	-	-	300	-
Lockerbie - Active Open Space AR01ii - Design ¹	1,081	1,081	-	-	-	-	-	-	-	1,081
Lockerbie North DCP - Active Open Space OS01iii - Construction - Year 2 ¹	4,739	4,739	-	-	-	-	-	-	-	4,739
Newbridge Recreation Reserve, Wallan East - Construction - Year 2 ^{1&2}	7,245	7,245	-	-	-	-	4,658	-	-	800
Pyalong Recreation Reserve - Master Plan Implementation ²	518	-	-	518	-	-	259	-	259	-
Total for Recreational Leisure and Community Facilities	18,040	16,290	1,082	668	-	-	6,788	-	1,077	6,620
Waste Management										
Wallan Resource Recovery Centre - Construction - Year 1 ¹	4,000	-	-	-	4,000	-	-	-	-	2,000
Total for Waste Management	4,000	-	-	-	4,000	-	-	-	-	2,000
Parks, Open Space and Streetscapes										
Hidden Valley, Wallan - Environmental Reserve	52	52	-	-	-	-	-	-	52	-
Minor Path Renewal Program	54	-	54	-	-	-	-	-	54	-
Open Space Reserves - Road/Carpark Renewal Program	104	-	104	-	-	-	-	-	104	-
Park and Open Space Furniture Renewal Program	54	-	54	-	-	-	-	-	54	-
Public Art	21	21	-	-	-	-	-	-	21	-
Toorborac Recreation Reserve - Free Camping Site establishment ²	155	155	-	-	-	-	57	-	98	-
Waste Enclosure Renewal Program	34	-	34	-	-	-	-	-	34	-
Total for Parks, Open Space and Streetscapes	474	228	246	-	-	-	57	-	417	-
Off Street Car Parks										
DDA Parking Upgrades	30	-	-	30	-	-	-	-	30	-
Total for Off Street Car Parks	30	-	-	30	-	-	-	-	30	-
TOTAL INFRASTRUCTURE	36,057	18,480	12,056	1,521	4,000	2,349	6,845	-	11,041	8,770
TOTAL CAPITAL WORKS	90,501	66,030	16,354	2,668	5,449	2,349	41,159	666	15,513	16,155

Detailed Planned Capital Works Expenditure 2029-2030 (Year 5)

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)							
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings		
						Confirmed	Unconfirmed						
PROPERTY													
Buildings													
Aquatics Facilities - Renewal and Upgrade Program	350	-	175	175	-	-	-	-	-	350	-	-	
Asbestos Removal Program	40	-	40	-	-	-	-	-	-	40	-	-	
Beveridge North West ICP - Community Centre CI-03iii - Design ^{1&2}	5,589	5,589	-	-	-	-	3,529	-	-	-	2,060	-	
Beveridge North West ICP - Community Centre CI-06iii - Construction - Year 1 ¹	10,247	10,247	-	-	-	-	6,288	-	-	-	3,959	-	
Building Structural Defects and Fitout Renewal Program	793	-	793	-	-	-	-	-	-	793	-	-	
HVAC Renewal Program	50	-	50	-	-	-	-	-	-	50	-	-	
Lockerbie North DCP - Community Centre C02iv - Construction - Year 3 ^{1&2}	20,493	20,493	-	-	-	-	18,349	-	-	-	2,144	-	
Lockerbie North DCP - Sports Pavilion OS04i - Planning and Design - Year 1 ¹	32	32	-	-	-	-	-	-	-	-	32	-	
Lockerbie North DCP - Sports Pavilion OS05i - Planning and Design - Year 1 ¹	25	25	-	-	-	-	-	-	-	-	25	-	
Security Strategy Implementation	100	-	100	-	-	-	-	-	-	100	-	-	
Seymour Sports and Aquatic Centre - Facility Extension - Construction - Year 2 ^{1&2}	1,449	-	-	-	1,449	-	725	-	-	-	-	724	
Shade Sail Renewal	10	-	10	-	-	-	-	-	-	10	-	-	
Solar Installation on Council Buildings Program	71	71	-	-	-	-	-	-	-	71	-	-	
Springridge Community Centre, Wallan - Design ¹	1,260	1,260	-	-	-	-	-	-	-	-	1,260	-	
Sustainability Actions - Small Council sites program	50	50	-	-	-	-	-	-	-	50	-	-	
Tootle Street Community Facility, Kilmore - Construction - Year 2 ^{1&2}	10,247	10,247	-	-	-	-	6,987	-	-	-	-	3,260	
Wallan South PSP - Community Centre CI-01i	9,813	9,813	-	-	-	-	-	-	-	-	9,813	-	
Total for Buildings	60,619	57,827	1,168	175	1,449	-	35,878	-	1,464	19,293	3,984		
							2,759	-	-	1,899			
Land													
Beveridge Central ICP - Public purpose land	1,877	1,877	-	-	-	-	-	-	-	-	1,877	-	
Total for Land	1,877	1,877	-	-	-	-	-	-	-	1,877	-		
TOTAL PROPERTY													
	62,496	59,704	1,168	175	1,449	-	35,878	-	1,464	21,170	3,984		
PLANT AND EQUIPMENT													
Vehicles, Plant, Machinery and Equipment													
Fleet Renewal Program	850	-	850	-	-	-	-	350	500	-	-	-	
Plant Renewal Program	1,468	-	1,468	-	-	-	-	378	1,090	-	-	-	
Total for Vehicles, Plant, Machinery and Equipment	2,318	-	2,318	-	-	-	-	728	1,590	-	-		
Computers & Telecommunications													
Hardware Renewal Program	479	-	479	-	-	-	-	-	479	-	-	-	
Internet of Things Program	52	52	-	-	-	-	-	-	52	-	-	-	
Mobility and AV Renewal	83	-	83	-	-	-	-	-	83	-	-	-	
Network Upgrade and Optimisation Program	144	-	-	144	-	-	-	-	144	-	-	-	
Total for Computers & Telecommunications	758	52	562	144	-	-	-	-	758	-	-		

Detailed Planned Capital Works Expenditure 2029-2030 (Year 5)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Fixtures Fittings and Furniture										
Christmas Decorations	36	36	-	-	-	-	-	36	-	-
Filtered Water Tap Replacement Program	23	-	23	-	-	-	-	23	-	-
Total for Fixtures Fittings and Furniture	59	36	23	-	-	-	-	59	-	-
Library Books										
Library Stock Renewal	200	-	200	-	-	-	-	200	-	-
Total for Library Books	200	-	200	-	-	-	-	200	-	-
TOTAL PLANT AND EQUIPMENT	3,335	88	3,103	144	-	-	-	728	2,607	-
INFRASTRUCTURE										
Roads										
Beveridge Central ICP - Patterson Street signalised pedestrian crossing PED-01i	356	356	-	-	-	-	-	-	356	-
Beveridge Central ICP - Road construction ⁵	2,937	2,937	-	-	-	-	-	-	2,937	-
Culvert Renewal Program	479	-	479	-	-	-	-	479	-	-
Dudley Street, Wallan - Upgrade Works	725	-	-	725	-	-	-	725	-	-
Flood warning system replacement	28	-	28	-	-	-	-	28	-	-
Kerb and Channel Renewal Program	784	-	784	-	-	-	-	784	-	-
Kilmore-Lancefield Road, Kilmore - Signalised intersection at Conway Street - John Street Link	5,200	5,200	-	-	-	-	-	-	-	5,200
Pedestrian Crossings Program ²	228	228	-	-	-	-	100	128	-	-
Road Safety Program - Design	31	31	-	-	-	-	-	31	-	-
Sealed Road Renewal Program	6,984	-	6,984	-	-	-	2,349	4,635	-	-
Town entry signs	40	40	-	-	-	-	-	40	-	-
Unsealed Road Renewal Program	1,743	-	1,743	-	-	-	-	1,743	-	-
Total for Roads	19,535	8,792	10,018	725	-	-	2,449	8,593	3,293	5,200
Footpaths and Cycleways										
Footpath Renewal Program	697	-	697	-	-	-	-	697	-	-
High Street, Seymour - Missing Link Footpath - Construction ¹	621	621	-	-	-	-	-	621	-	-
Total for Footpaths and Cycleways	1,318	621	697	-	-	-	-	1,318	-	-
Bridges										
Bridge Renewal Program	784	-	784	-	-	-	-	784	-	-
Total for Bridges	784	-	784	-	-	-	-	784	-	-
Drainage										
Drainage Upgrade Program	52	-	-	52	-	-	-	52	-	-
Total for Drainage	52	-	-	52	-	-	-	52	-	-

Detailed Planned Capital Works Expenditure 2029-2030 (Year 5)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
		Confirmed	Unconfirmed								
Recreational Leisure and Community Facilities											
BMX/Mountain Bike/Skate Strategy Implementation ²	1,035	1,035	-	-	-	-	517	-	-	-	518
Butlers Road, Kilmore - Active Open Space - Construction - Year 2 ^{1&2}	2,500	2,500	-	-	-	-	1,250	-	-	-	1,250
Chittick Park, Seymour - Master Plan Implementation ²	1,035	1,035	-	-	-	-	517	-	-	-	518
LB Davern, Wandong - Master Plan Implementation ²	518	518	-	-	-	-	259	-	-	-	259
Local Parks - Playspace Renewal and Upgrade Program	300	-	150	150	-	-	-	-	300	-	-
Lockerbie - Active Open Space AR01iii - Construction - Year 1 ^{1&2}	6,521	6,521	-	-	-	-	1,138	-	-	5,383	-
Lockerbie North - Active Open Space OS03i - Planning and Design ¹	205	205	-	-	-	-	-	-	-	205	-
Total for Recreational Leisure and Community Facilities	12,114	11,814	150	150	-	-	3,681	-	300	5,588	2,545
Waste Management											
Mitchell Landfill Cells 8 and 9 Cap - Design ¹	81	-	81	-	-	-	-	-	-	81	-
Wallan Resource Recovery Centre Expansion - Construction - Year 2 ¹	4,000	-	-	-	4,000	-	-	-	-	-	4,000
Total for Waste Management	4,081	-	81	-	4,000	-	-	-	-	81	4,000
Parks, Open Space and Streetscapes											
Environmental Reserves signage	31	-	-	31	-	-	-	-	31	-	-
Minor Path Renewal Program	78	-	78	-	-	-	-	-	78	-	-
Monument Hill, Kilmore - Management Plan Implementation	52	-	-	52	-	-	-	-	52	-	-
Park and Open Space Furniture Renewal Program	78	-	78	-	-	-	-	-	78	-	-
Public Art	21	21	-	-	-	-	-	-	21	-	-
Seymour Bushland Park - Walking track upgrades - Construction ¹	259	-	-	259	-	-	-	-	259	-	-
Waste Enclosure Renewal Program	49	-	49	-	-	-	-	-	49	-	-
Total for Parks, Open Space and Streetscapes	568	21	205	342	-	-	-	-	568	-	-
Off Street Car Parks											
DDA Parking Upgrades	30	-	-	30	-	-	-	-	30	-	-
Total for Off Street Car Parks	30	-	-	30	-	-	-	-	30	-	-
TOTAL INFRASTRUCTURE	38,482	21,248	11,935	1,299	4,000	-	6,130	-	11,645	8,962	11,745
TOTAL CAPITAL WORKS	104,313	81,040	16,206	1,618	5,449	-	42,008	728	15,716	30,132	15,729

Detailed Planned Capital Works Expenditure 2030-2031 (Year 6)

Capital Works Area	Project Cost \$000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
		Confirmed	Unconfirmed								
PROPERTY											
Buildings											
Aquatics Facilities - Renewal and Upgrade Program	362	-	181	181	-	-	-	-	362	-	-
Asbestos Removal Program	41	-	41	-	-	-	-	-	41	-	-
Beveridge North West ICP - Community Centre CI-03iv - Construction - Year 2 ^{1&2}	27,945	27,945	-	-	-	-	21,913	-	-	6,032	-
Beveridge North West ICP - Community Centre CI-06iv - Construction - Year 2 ^{1&2}	10,247	10,247	-	-	-	-	6,288	-	-	3,959	-
Building Structural Defects and Fitout Renewal Program	821	-	821	-	-	-	-	-	821	-	-
HVAC Renewal Program	50	-	50	-	-	-	-	-	50	-	-
Lockerbie North DCP - Community Centre C03i - Planning ¹	295	295	-	-	-	-	-	-	-	295	-
Lockerbie North DCP - Sports Pavilion OS04ii - Planning and Design - Year 2 ¹	302	302	-	-	-	-	-	-	-	302	-
Lockerbie North DCP - Sports Pavilion OS05ii - Planning and Design - Year 2 ¹	229	229	-	-	-	-	-	-	-	229	-
Public Toilet Plan Implementation	268	-	268	-	-	-	-	-	268	-	-
Security Strategy Implementation	104	-	104	-	-	-	-	-	104	-	-
Shade Sail Renewal	11	-	11	-	-	-	-	-	11	-	-
Solar Installation on Council Buildings Program	73	73	-	-	-	-	-	-	73	-	-
Sports Facilities Changeroom Redevelopment Program ²	857	-	-	857	-	-	536	-	321	-	-
Springridge Community Centre, Wallan - Construction - Year 1 ^{1&2}	6,521	6,521	-	-	-	-	4,447	-	-	326	1,748
Sustainability Actions - Small Council sites program	52	52	-	-	-	-	-	-	52	-	-
Total for Buildings	48,178	45,664	1,476	1,038	-	-	33,184	-	2,103	11,143	1,748
Land											
Beveridge Central ICP - Public purpose land	2,993	2,993	-	-	-	-	-	-	-	2,993	-
Total for Land	2,993	2,993	-	-	-	-	-	-	-	2,993	-
TOTAL PROPERTY											
	51,171	48,657	1,476	1,038	-	-	33,184	-	2,103	14,136	1,748
PLANT AND EQUIPMENT											
Vehicles, Plant, Machinery and Equipment											
Fleet Renewal Program	880	-	880	-	-	-	-	368	512	-	-
Plant Renewal Program	1,762	-	1,762	-	-	-	-	460	1,302	-	-
Total for Vehicles, Plant, Machinery and Equipment	2,642	-	2,642	-	-	-	-	828	1,814	-	-
Computers & Telecommunications											
Hardware Renewal Program	479	-	479	-	-	-	-	-	479	-	-
Internet of Things Program	63	63	-	-	-	-	-	-	63	-	-
Mobility and AV Renewal	83	-	83	-	-	-	-	-	83	-	-
Network Upgrade and Optimisation Program	144	-	-	144	-	-	-	-	144	-	-
Service Desk - Asset Management	48	-	48	-	-	-	-	-	48	-	-
Total for Computers & Telecommunications	817	63	610	144	-	-	-	-	817	-	-

Detailed Planned Capital Works Expenditure 2030-2031 (Year 6)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Fixtures Fittings and Furniture										
Christmas Decorations	37	37	-	-	-	-	-	37	-	-
Filtered Water Tap Replacement Program	24	-	24	-	-	-	-	24	-	-
Total for Fixtures Fittings and Furniture	61	37	24	-	-	-	-	61	-	-
Library Books										
Library Stock Renewal	207	-	207	-	-	-	-	207	-	-
Total for Library Books	207	-	207	-	-	-	-	207	-	-
TOTAL PLANT AND EQUIPMENT	3,727	100	3,483	144	-	-	-	828	2,899	-
INFRASTRUCTURE										
Roads										
Culvert Renewal Program	566	-	566	-	-	-	-	566	-	-
Dudley Street, Wallan - Kerb and Channel - Queen Street to Darraweit Road	321	321	-	-	-	-	-	321	-	-
Flood warning system replacement	29	-	29	-	-	-	-	29	-	-
Kerb and Channel Renewal Program	915	-	915	-	-	-	-	915	-	-
Road Safety Program - Construction ²	214	214	-	-	-	-	100	114	-	-
Road Upgrade Program - Design	129	-	-	129	-	-	-	129	-	-
Sealed Road Renewal Program	7,420	-	7,420	-	-	-	2,349	5,071	-	-
Town entry signs	41	41	-	-	-	-	-	41	-	-
Traffic Management Program	161	161	-	-	-	-	-	161	-	-
Unsealed Road Renewal Program	1,961	-	1,961	-	-	-	-	1,961	-	-
Total for Roads	11,757	737	10,891	129	-	-	2,449	9,308	-	-
Footpaths and Cycleways										
Footpath Renewal Program	828	-	828	-	-	-	-	828	-	-
Oak Street, Seymour - Missing Link Footpath	411	411	-	-	-	-	-	411	-	-
Offroad Trails Program ²	803	-	-	803	-	-	536	267	-	-
Total for Footpaths and Cycleways	2,042	411	828	803	-	-	536	1,506	-	-
Bridges										
Bridge Renewal Program	915	-	915	-	-	-	-	915	-	-
Total for Bridges	915	-	915	-	-	-	-	915	-	-
Drainage										
Drainage Upgrade Program	54	-	-	54	-	-	-	54	-	-
Total for Drainage	54	-	-	54	-	-	-	54	-	-

Detailed Planned Capital Works Expenditure 2030-2031 (Year 6)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Recreational Leisure and Community Facilities										
Chittick Park, Seymour - Master Plan Implementation ²	1,607	1,607	-	-	-	-	803	-	-	804
Dog Park Program - Beveridge fenced dog off lead park ²	214	214	-	-	-	-	107	-	107	-
Local Parks - Playspace Renewal and Upgrade Program	311	-	155	156	-	-	-	-	311	-
Lockerbie - Active Open Space AR01iv - Construction - Year 2 ^{1&2}	6,521	6,521	-	-	-	-	1,138	-	-	5,383
Lockerbie North - Active Open Space OS03ii - Construction - Year 1 ¹	1,913	1,913	-	-	-	-	-	-	-	1,913
Pyalong Recreation Reserve - Master Plan Implementation ²	536	-	-	536	-	-	268	-	268	-
Tooborac Recreation Reserve - Master Plan Implementation ²	536	-	-	536	-	-	268	-	-	268
Total for Recreational Leisure and Community Facilities	11,638	10,255	155	1,228	-	-	2,584	-	686	7,296
Waste Management										
Mitchell Landfill Cells 8 and 9 Cap - Construction ¹	2,712	-	2,712	-	-	-	-	-	-	2,712
Total for Waste Management	2,712	-	2,712	-	-	-	-	-	-	2,712
Parks, Open Space and Streetscapes										
Minor Path Renewal Program	118	-	118	-	-	-	-	-	118	-
Open Space Reserves - Road/Carpark Renewal Program	428	-	428	-	-	-	-	-	428	-
Park and Open Space Furniture Renewal Program	118	-	118	-	-	-	-	-	118	-
Public Art	21	21	-	-	-	-	-	-	21	-
Waste Enclosure Renewal Program	73	-	73	-	-	-	-	-	73	-
Total for Parks, Open Space and Streetscapes	758	21	737	-	-	-	-	-	758	-
Off Street Car Parks										
DDA Parking Upgrades	31	-	-	31	-	-	-	-	31	-
Total for Off Street Car Parks	31	-	-	31	-	-	-	-	31	-
TOTAL INFRASTRUCTURE	29,907	11,424	16,238	2,245	-	-	5,569	-	13,258	10,008
TOTAL CAPITAL WORKS	84,805	60,181	21,197	3,427	-	-	38,753	828	18,260	24,144

Detailed Planned Capital Works Expenditure 2031-2032 (Year 7)

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
		Confirmed	Unconfirmed								
PROPERTY											
Buildings											
Aquatics Facilities - Renewal and Upgrade Program	375	-	187	188	-	-	-	-	375	-	-
Asbestos Removal Program	43	-	43	-	-	-	-	-	43	-	-
Beveridge North West ICP - Community Centre CI-03v - Construction - Year 3 ^{1 & 2}	27,945	27,945	-	-	-	-	21,913	-	-	6,032	-
Broadford Outdoor Pool Works	360	-	360	-	-	-	-	-	360	-	-
Building Structural Defects and Fitout Renewal Program	850	-	850	-	-	-	-	-	850	-	-
HVAC Renewal Program	54	-	54	-	-	-	-	-	54	-	-
Lockerbie North DCP - Community Centre C03ii - Design ¹	826	826	-	-	-	-	-	-	-	826	-
Lockerbie North DCP - Sports Pavilion OS04iii - Construction - Year 1 ¹	911	911	-	-	-	-	-	-	-	911	-
Lockerbie North DCP - Sports Pavilion OS05iii - Construction - Year 1 ¹	692	692	-	-	-	-	-	-	-	692	-
Security Strategy Implementation	107	-	107	-	-	-	-	-	107	-	-
Shade Sail Renewal	11	-	11	-	-	-	-	-	11	-	-
Solar Installation on Council Buildings Program	76	76	-	-	-	-	-	-	76	-	-
Springridge Community Centre, Wallan - Construction - Year 2 ^{1 & 2}	6,521	6,521	-	-	-	-	4,702	-	-	338	1,481
Sustainability Actions - Small Council sites program	54	54	-	-	-	-	-	-	54	-	-
Wallan South PSP - Community Centre CI-05ii - Planning and Design - Year 1 ¹	417	417	-	-	-	-	-	-	-	417	-
Total for Buildings	39,242	37,442	1,612	188	-	-	26,615	-	1,930	9,216	1,481
Land											
Beveridge Central ICP - Public purpose land	306	306	-	-	-	-	-	-	-	306	-
Total for Land	306	306	-	-	-	-	-	-	-	306	-
TOTAL PROPERTY	39,548	37,748	1,612	188	-	-	26,615	-	1,930	9,522	1,481
PLANT AND EQUIPMENT											
Vehicles, Plant, Machinery and Equipment											
Fleet Renewal Program	910	-	910	-	-	-	-	386	524	-	-
Plant Renewal Program	2,114	-	2,114	-	-	-	-	560	1,554	-	-
Total for Vehicles, Plant, Machinery and Equipment	3,024	-	3,024	-	-	-	-	946	2,078	-	-
Computers & Telecommunications											
Hardware Renewal Program	479	-	479	-	-	-	-	-	479	-	-
Internet of Things Program	78	78	-	-	-	-	-	-	78	-	-
Mobility and AV Renewal	83	-	83	-	-	-	-	-	83	-	-
Network Upgrade and Optimisation Program	144	-	-	144	-	-	-	-	144	-	-
Total for Computers & Telecommunications	784	78	562	144	-	-	-	-	784	-	-

Detailed Planned Capital Works Expenditure 2031-2032 (Year 7)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Fixtures Fittings and Furniture										
Christmas Decorations	39	39	-	-	-	-	-	39	-	-
Filtered Water Tap Replacement Program	25	-	25	-	-	-	-	25	-	-
Total for Fixtures Fittings and Furniture	64	39	25	-	-	-	-	64	-	-
Library Books										
Library Stock Renewal	214	-	214	-	-	-	-	214	-	-
Total for Library Books	214	-	214	-	-	-	-	214	-	-
TOTAL PLANT AND EQUIPMENT	4,086	117	3,825	144	-	-	-	946	3,140	-
INFRASTRUCTURE										
Roads										
Beveridge Central ICP - Patterson Street - North-South secondary arterial road RD-02v	1,908	1,908	-	-	-	-	-	-	1,908	-
Culvert Renewal Program	654	-	654	-	-	-	-	654	-	-
Kerb and Channel Renewal Program	1,046	-	1,046	-	-	-	-	1,046	-	-
Kilmore South East S173 - Road construction	1,711	1,711	-	-	-	-	-	-	1,711	-
Pedestrian Crossings Program ²	222	222	-	-	-	-	100	122	-	-
Road Safety Program - Design	33	33	-	-	-	-	-	33	-	-
Sealed Road Renewal Program	7,856	-	7,856	-	-	-	2,349	5,507	-	-
Town entry signs	43	43	-	-	-	-	-	43	-	-
Unsealed Road Renewal Program	2,179	-	2,179	-	-	-	-	2,179	-	-
Wallan South PSP - Northern Highway and Hadfield Road IN-13i - Construction - Year 1 ¹	3,023	3,023	-	-	-	-	-	-	3,023	-
Total for Roads	18,675	6,940	11,735	-	-	-	2,449	9,584	6,642	-
Footpaths and Cycleways										
Footpath Renewal Program	959	-	959	-	-	-	-	959	-	-
Windham Street, Wallan - Missing Link Footpath	522	522	-	-	-	-	-	522	-	-
Total for Footpaths and Cycleways	1,481	522	959	-	-	-	-	1,481	-	-
Bridges										
Bridge Renewal Program	1,046	-	1,046	-	-	-	-	1,046	-	-
Total for Bridges	1,046	-	1,046	-	-	-	-	1,046	-	-

Detailed Planned Capital Works Expenditure 2031-2032 (Year 7)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Drainage										
Drainage Upgrade Program	55	-	-	55	-	-	-	55	-	-
Kilmore South East S173 - Drainage works	1,711	1,711	-	-	-	-	-	-	1,711	-
Total for Drainage	1,766	1,711	-	55	-	-	-	55	1,711	-
Recreational Leisure and Community Facilities										
Beveridge Central ICP - Strategic Land Development	1,109	1,109	-	-	-	-	-	-	-	1,109
BMX/Mountain Bike/Skate Strategy Implementation ²	1,386	1,386	-	-	-	-	693	-	-	693
Local Parks - Playspace Renewal and Upgrade Program	321	-	160	161	-	-	-	321	-	-
Lockerbie North DCP - Active Open Space OS03iii - Construction - Year 1 ^{1&2}	8,616	8,616	-	-	-	-	2,843	-	5,773	-
Wallan South - Active Open Space (C) - Planning and Design - Year 1 ¹	228	228	-	-	-	-	-	-	-	228
Total for Recreational Leisure and Community Facilities	11,660	11,339	160	161	-	-	3,536	-	5,773	2,030
Waste Management										
Mitchell Landfill, Seymour - Decommissioning	240	-	240	-	-	-	-	-	240	-
Total for Waste Management	240	-	240	-	-	-	-	-	240	-
Parks, Open Space and Streetscapes										
Minor Path Renewal Program	128	-	128	-	-	-	-	128	-	-
Monument Hill, Kilmore - Management Plan Implantation	55	-	-	55	-	-	-	55	-	-
Park and Open Space Furniture Renewal Program	128	-	128	-	-	-	-	128	-	-
Public Art	22	22	-	-	-	-	-	22	-	-
Station Street, Seymour - Streetscape	1,109	1,109	-	-	-	-	828	281	-	-
Tallarook Streetscape	1,663	1,663	-	-	-	-	1,330	333	-	-
Waste Enclosure Renewal Program	79	-	79	-	-	-	-	79	-	-
Total for Parks, Open Space and Streetscapes	3,184	2,794	335	55	-	-	2,158	1,026	-	-
Off Street Car Parks										
24 Melbourne Street, Kilmore - Carpark expansion - Construction ¹	499	-	-	-	499	-	-	499	-	-
DDA Parking Upgrades	32	-	-	32	-	-	-	32	-	-
Total for Off Street Car Parks	531	-	-	32	499	-	-	531	-	-
TOTAL INFRASTRUCTURE	38,583	23,306	14,475	303	499	-	8,143	14,044	14,366	2,030
TOTAL CAPITAL WORKS	82,217	61,171	19,912	635	499	-	34,758	946	19,114	23,888

Detailed Planned Capital Works Expenditure 2032-2033 (Year 8)

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)						
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings	
						Confirmed	Unconfirmed					
PROPERTY												
Buildings												
Aquatics Facilities - Renewal and Upgrade Program	388	-	194	194	-	-	-	-	388	-	-	
Asbestos Removal Program	44	-	44	-	-	-	-	-	44	-	-	
Building Structural Defects and Fitout Renewal Program	880	-	880	-	-	-	-	-	880	-	-	
HVAC Renewal Program	55	-	55	-	-	-	-	-	55	-	-	
Lockerbie North DCP - Community Centre C03iii - Construction - Year 1 ¹ & 2	10,247	10,247	-	-	-	-	7,856	-	-	2,391	-	
Lockerbie North DCP - Sports Pavilion OS04iv - Construction - Year 2 ¹	911	911	-	-	-	-	-	-	-	911	-	
Lockerbie North DCP - Sports Pavilion OS05iv - Construction - Year 2 ¹	692	692	-	-	-	-	-	-	-	692	-	
Public Toilet Plan Implementation	287	-	287	-	-	-	-	-	287	-	-	
Security Strategy Implementation	111	-	111	-	-	-	-	-	111	-	-	
Shade Sail Renewal	11	-	11	-	-	-	-	-	11	-	-	
Solar Installation on Council Buildings Program	79	79	-	-	-	-	-	-	79	-	-	
Sports Facilities Changeroom Redevelopment Program ²	918	-	-	918	-	-	574	-	344	-	-	
Sustainability Actions - Small Council sites program	55	55	-	-	-	-	-	-	55	-	-	
Wallan South PSP - Community Centre CI-05ii - Planning and Design - Year 2 ¹	981	981	-	-	-	-	-	-	-	981	-	
Total for Buildings	15,659	12,965	1,582	1,112	-	-	8,430	-	2,254	4,975	-	
TOTAL PROPERTY		15,659	12,965	1,582	1,112	-	-	8,430	-	2,254	4,975	-
PLANT AND EQUIPMENT												
Vehicles, Plant, Machinery and Equipment												
Fleet Renewal Program	942	-	942	-	-	-	-	404	538	-	-	
Plant Renewal Program	2,537	-	2,537	-	-	-	-	682	1,855	-	-	
Total for Vehicles, Plant, Machinery and Equipment	3,479	-	3,479	-	-	-	-	1,086	2,393	-	-	
Computers & Telecommunications												
Hardware Renewal Program	523	-	523	-	-	-	-	-	523	-	-	
Internet of Things Program	89	89	-	-	-	-	-	-	89	-	-	
Mobility and AV Renewal	87	-	87	-	-	-	-	-	87	-	-	
Network Upgrade and Optimisation Program	144	-	-	144	-	-	-	-	144	-	-	
Total for Computers & Telecommunications	843	89	610	144	-	-	-	-	843	-	-	
Fixtures Fittings and Furniture												
Christmas Decorations	40	40	-	-	-	-	-	-	40	-	-	
Filtered Water Tap Replacement Program	26	-	26	-	-	-	-	-	26	-	-	
Total for Fixtures Fittings and Furniture	66	40	26	-	-	-	-	-	66	-	-	

Detailed Planned Capital Works Expenditure 2032-2033 (Year 8)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Library Books										
Library Stock Renewal	222	-	222	-	-	-	-	222	-	-
Total for Library Books	222	-	222	-	-	-	-	222	-	-
TOTAL PLANT AND EQUIPMENT	4,610	129	4,337	144	-	-	-	1,086	3,524	-
INFRASTRUCTURE										
Roads										
Culvert Renewal Program	741	-	741	-	-	-	-	741	-	-
Kerb and Channel Renewal Program	1,176	-	1,176	-	-	-	-	1,176	-	-
Road Safety Program - Construction ²	344	344	-	-	-	-	100	244	-	-
Road Upgrade Program - Design	138	-	-	138	-	-	-	138	-	-
Sealed Road Renewal Program	8,291	-	8,291	-	-	-	2,349	5,942	-	-
Town entry signs	44	44	-	-	-	-	-	44	-	-
Traffic Management Program	172	172	-	-	-	-	-	172	-	-
Unsealed Road Renewal Program	2,396	-	2,396	-	-	-	-	2,396	-	-
Wallan South PSP - Hadfield Road Intersection IN-141 - Construction - Year 1 ¹	1,115	1,115	-	-	-	-	-	-	1,115	-
Total for Roads	14,417	1,675	12,604	138	-	-	2,449	10,853	1,115	-
Footpaths and Cycleways										
Church Street, Kilmore - Missing Link Footpath	167	167	-	-	-	-	-	167	-	-
Footpath Renewal Program	1,089	-	1,089	-	-	-	-	1,089	-	-
Offroad Trails Program ²	861	-	-	861	-	-	574	287	-	-
Pinniger Street, Broadford - Ferguson Street and Davidson Street - Missing Link Footpath	145	145	-	-	-	-	-	145	-	-
Pinniger Street, Broadford - Piper Street and High Street - Missing Link Footpath	166	166	-	-	-	-	-	166	-	-
Sanctuary Road, Tallarook - Missing Link Footpath	226	226	-	-	-	-	-	226	-	-
Total for Footpaths and Cycleways	2,654	704	1,089	861	-	-	574	2,080	-	-
Bridges										
Bridge Renewal Program	1,176	-	1,176	-	-	-	-	1,176	-	-
Total for Bridges	1,176	-	1,176	-	-	-	-	1,176	-	-
Drainage										
Drainage Upgrade Program	57	-	-	57	-	-	-	57	-	-
Wallan South PSP - Arterial road culvert over Strathaird Creek CU-021	1,788	1,788	-	-	-	-	-	-	1,788	-
Total for Drainage	1,845	1,788	-	57	-	-	-	57	1,788	-

Detailed Planned Capital Works Expenditure 2032-2033 (Year 8)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
		Confirmed	Unconfirmed								
Recreational Leisure and Community Facilities											
Beveridge North West ICP - Active Open Space SR-01i - Planning and Design - Year 1 ¹	103	103	-	-	-	-	-	-	-	103	-
Dog Park Program - Wallan fenced dog off lead park ²	230	230	-	-	-	-	115	-	115	-	-
Local Parks - Playspace Renewal and Upgrade Program ²	333	-	166	167	-	-	-	-	333	-	-
Lockerbie North - Active Open Space OS03iv - Construction - Year 2 ^{1 & 2}	8,616	8,616	-	-	-	-	2,843	-	-	5,773	-
Pyalong Recreation Reserve - Cricket Nets Renewal ²	459	-	459	-	-	-	287	-	172	-	-
Pyalong Recreation Reserve - Master Plan Implementation ²	574	-	-	574	-	-	287	-	287	-	-
Toorborac Recreation Reserve - Master Plan Implementation ²	574	-	-	574	-	-	287	-	-	-	287
Wallan South - Active Open Space (A) - Planning and Design - Year 1 ¹	145	145	-	-	-	-	-	-	-	-	145
Wallan South - Active Open Space (C) - Planning and Design - Year 2 ¹	2,049	2,049	-	-	-	-	-	-	-	-	2,049
Total for Recreational Leisure and Community Facilities	13,083	11,143	625	1,315	-	-	3,819	-	907	5,876	2,481
Parks, Open Space and Streetscapes											
Environmental Reserves signage	34	-	-	34	-	-	-	-	34	-	-
Minor Path Renewal Program	138	-	138	-	-	-	-	-	138	-	-
Open Space Reserves - Road/Carpark Renewal Program	459	-	459	-	-	-	-	-	459	-	-
Park and Open Space Furniture Renewal Program	138	-	138	-	-	-	-	-	138	-	-
Public Art	23	23	-	-	-	-	-	-	23	-	-
Waste Enclosure Renewal Program	86	-	86	-	-	-	-	-	86	-	-
Total for Parks, Open Space and Streetscapes	878	23	821	34	-	-	-	-	878	-	-
Off Street Car Parks											
DDA Parking Upgrades	33	-	-	33	-	-	-	-	33	-	-
Total for Off Street Car Parks	33	-	-	33	-	-	-	-	33	-	-
TOTAL INFRASTRUCTURE	34,086	15,333	16,315	2,438	-	-	6,842	-	15,984	8,779	2,481
TOTAL CAPITAL WORKS	54,355	28,427	22,234	3,694	-	-	15,272	1,086	21,762	13,754	2,481

Detailed Planned Capital Works Expenditure 2033-2034 (Year 9)

Capital Works Area	Project Cost \$000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
Confirmed	Unconfirmed										
PROPERTY											
Aquatics Facilities - Renewal and Upgrade Program	402	-	201	201	-	-	-	-	402	-	-
Asbestos Removal Program	46	-	46	-	-	-	-	-	46	-	-
Building Structural Defects and Fitout Renewal Program	911	-	911	-	-	-	-	-	911	-	-
HVAC Renewal Program	57	-	57	-	-	-	-	-	57	-	-
Lockerbie DCP - Sports Pavilion AR03i - Design and Construction	1,550	1,550	-	-	-	-	-	-	-	1,550	-
Lockerbie North DCP - Community Centre C03iv - Construction - Year 2 ^{1&2}	10,247	10,247	-	-	-	-	7,856	-	-	2,391	-
Security Strategy Implementation	115	-	115	-	-	-	-	-	115	-	-
Shade Sail Renewal	12	-	12	-	-	-	-	-	12	-	-
Solar Installation on Council Buildings Program	81	81	-	-	-	-	-	-	81	-	-
Sustainability Actions - Small Council sites program	57	57	-	-	-	-	-	-	57	-	-
Wallan South PSP - Community Centre CI-05iii - Construction - Year 1 ^{1&2}	10,247	10,247	-	-	-	-	6,040	-	-	4,207	-
Total for Buildings	23,725	22,182	1,342	201	-	-	13,896	-	1,681	8,148	-
TOTAL PROPERTY	23,725	22,182	1,342	201	-	-	13,896	-	1,681	8,148	-
PLANT AND EQUIPMENT											
Vehicles, Plant, Machinery and Equipment											
Fleet Renewal Program	975	-	975	-	-	-	-	426	549	-	-
Plant Renewal Program	3,045	-	3,045	-	-	-	-	831	2,214	-	-
Total for Vehicles, Plant, Machinery and Equipment	4,020	-	4,020	-	-	-	-	1,257	2,763	-	-
Computers & Telecommunications											
Hardware Renewal Program	566	-	566	-	-	-	-	-	566	-	-
Internet of Things Program	89	89	-	-	-	-	-	-	89	-	-
Mobility and AV Renewal	131	-	131	-	-	-	-	-	131	-	-
Network Upgrade and Optimisation Program	144	-	-	144	-	-	-	-	144	-	-
Total for Computers & Telecommunications	930	89	697	144	-	-	-	-	930	-	-
Fixtures Fittings and Furniture											
Christmas Decorations	41	41	-	-	-	-	-	-	41	-	-
Filtered Water Tap Replacement Program	27	-	27	-	-	-	-	-	27	-	-
Total for Fixtures Fittings and Furniture	68	41	27	-	-	-	-	-	68	-	-
Library Books											
Library Stock Renewal	230	-	230	-	-	-	-	-	230	-	-
Total for Library Books	230	-	230	-	-	-	-	-	230	-	-
TOTAL PLANT AND EQUIPMENT											
	5,248	130	4,974	144	-	-	-	1,257	3,991	-	-

Detailed Planned Capital Works Expenditure 2023-2024 (Year 9)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves
						Confirmed	Unconfirmed			Borrowings
INFRASTRUCTURE										
Roads										
Culvert Renewal Program	828	-	828	-	-	-	-	-	828	-
Kerb and Channel Renewal Program	1,307	-	1,307	-	-	-	-	-	1,307	-
Pedestrian Crossings Program ²	416	416	-	-	-	-	100	-	316	-
Road Safety Program - Design	36	36	-	-	-	-	-	-	36	-
Sealed Road Renewal Program	8,727	-	8,727	-	-	-	2,349	-	6,378	-
Town entry signs	46	46	-	-	-	-	-	-	46	-
Unsealed Road Renewal Program	2,614	-	2,614	-	-	-	-	-	2,614	-
Wallan South PSP - Hadfield Road Intersection IN-14ii - Construction - Year 2 ¹	4,461	4,461	-	-	-	-	-	-	-	4,461
Wallan South PSP - Northern Highway and Hadfield Road IN-13ii - Construction - Year 2 ¹	3,023	3,023	-	-	-	-	-	-	-	3,023
Total for Roads	21,458	7,982	13,476	-	-	-	2,449	-	11,525	7,484
Footpaths and Cycleways										
Edward Street, Seymour - Missing Link Footpath	43	43	-	-	-	-	-	-	43	-
Ferguson Street, Broadford - Missing Link Footpath	128	128	-	-	-	-	-	-	128	-
Footpath Renewal Program	1,220	-	1,220	-	-	-	-	-	1,220	-
High Street, Broadford - Missing Link Footpath	145	145	-	-	-	-	-	-	145	-
Hume and Hovell Road, Seymour - Missing Link Footpath	143	143	-	-	-	-	-	-	143	-
Kulin Drive, Kilmore - Missing Link Footpath	249	249	-	-	-	-	-	-	249	-
Main Road, Tallarook - Missing Link Footpath	137	137	-	-	-	-	-	-	137	-
Piper Street, Broadford - Missing Link Footpath	60	60	-	-	-	-	-	-	60	-
Tallarook Street, Seymour - Missing Link Footpath	143	143	-	-	-	-	-	-	143	-
Total for Footpaths and Cycleways	2,268	1,048	1,220	-	-	-	-	-	2,268	-
Bridges										
Bridge Renewal Program	1,307	-	1,307	-	-	-	-	-	1,307	-
Total for Bridges	1,307	-	1,307	-	-	-	-	-	1,307	-
Drainage										
Drainage Upgrade Program	59	-	-	59	-	-	-	-	59	-
Total for Drainage	59	-	-	59	-	-	-	-	59	-

Detailed Planned Capital Works Expenditure 2033-2034 (Year 9)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed		Sales	Council Cash	Reserves	Borrowings
Recreational Leisure and Community Facilities											
Beveridge North West ICP - Active Open Space SR-01ii - Planning and Design - Year 2 ¹	206	206	-	-	-	-	-	-	-	206	-
BMX/Mountain Bike/Skate Strategy Implementation ²	1,782	1,782	-	-	-	-	891	-	-	-	891
Local Parks - Playspace Renewal and Upgrade Program	344	-	172	172	-	-	-	-	344	-	-
Wallan South - Active Open Space (A) - Planning and Design - Year 2 ¹	1,304	1,304	-	-	-	-	-	-	-	-	1,304
Wallan South - Active Open Space (C) - Construction - Year 1 ^{1&2}	10,247	10,247	-	-	-	-	6,831	-	-	-	3,416
Total for Recreational Leisure and Community Facilities	13,883	13,539	172	172	-	-	7,722	-	344	206	5,611
Parks, Open Space and Streetscapes											
Minor Path Renewal Program	150	-	150	-	-	-	-	-	150	-	-
Monument Hill, Kilmore - Management Plan Implantation	59	-	-	59	-	-	-	-	59	-	-
Park and Open Space Furniture Renewal Program	150	-	150	-	-	-	-	-	150	-	-
Public Art	24	24	-	-	-	-	-	-	24	-	-
Waste Enclosure Renewal Program	93	-	93	-	-	-	-	-	93	-	-
Total for Parks, Open Space and Streetscapes	476	24	393	59	-	-	-	-	476	-	-
Off Street Car Parks											
DDA Parking Upgrades	34	-	-	34	-	-	-	-	34	-	-
Total for Off Street Car Parks	34	-	-	34	-	-	-	-	34	-	-
TOTAL INFRASTRUCTURE	39,485	22,593	16,568	324	-	-	10,171	-	16,013	7,690	5,611
TOTAL CAPITAL WORKS	68,458	44,905	22,884	669	-	-	24,067	1,257	21,685	15,838	5,611

Detailed Planned Capital Works Expenditure 2034-2035 (Year 10)

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions		Sales	Council Cash	Reserves	Borrowings
		Confirmed	Unconfirmed								
PROPERTY											
Buildings											
Aquatics Facilities - Renewal and Upgrade Program	416	-	208	208	-	-	-	-	416	-	-
Asbestos Removal Program	48	-	48	-	-	-	-	-	48	-	-
Building Structural Defects and Fitout Renewal Program	942	-	942	-	-	-	-	-	942	-	-
HVAC Renewal Program	59	-	59	-	-	-	-	-	59	-	-
Lockerbie DCP - Sports Pavilion AR02i - Design and Construction	286	286	-	-	-	-	-	-	-	286	-
Public Toilet Plan Implementation	307	-	307	-	-	-	-	-	307	-	-
Security Strategy Implementation	119	-	119	-	-	-	-	-	119	-	-
Shade Sail Renewal	12	-	12	-	-	-	-	-	12	-	-
Solar Installation on Council Buildings Program	84	84	-	-	-	-	-	-	84	-	-
Sustainability Actions - Small Council sites program	59	59	-	-	-	-	-	-	59	-	-
Wallan South PSP - Community Centre CI-05iv- Construction - Year 2 ^{1&2}	10,247	10,247	-	-	-	-	6,039	-	-	4,208	-
Total for Buildings	12,579	10,676	1,695	208	-	-	6,039	-	2,046	4,494	-
Land											
Beveridge Central ICP - Public purpose land	8,385	8,385	-	-	-	-	-	-	-	8,385	-
Total for Land	8,385	8,385	-	-	-	-	-	-	-	8,385	-
TOTAL PROPERTY											
20,964	19,061	1,695	208	-	-	6,039	-	2,046	12,879	-	-
PLANT AND EQUIPMENT											
Vehicles, Plant, Machinery and Equipment											
Fleet Renewal Program	1,009	-	1,009	-	-	-	-	447	562	-	-
Plant Renewal Program	3,653	-	3,653	-	-	-	-	1,012	2,641	-	-
Total for Vehicles, Plant, Machinery and Equipment	4,662	-	4,662	-	-	-	-	1,459	3,203	-	-
Computers & Telecommunications											
Hardware Renewal Program	566	-	566	-	-	-	-	-	566	-	-
Internet of Things Program	89	89	-	-	-	-	-	-	89	-	-
Mobility and AV Renewal	131	-	131	-	-	-	-	-	131	-	-
Network Upgrade and Optimisation Program	144	-	-	144	-	-	-	-	144	-	-
Total for Computers & Telecommunications	930	89	697	144	-	-	-	-	930	-	-
Fixtures Fittings and Furniture											
Christmas Decorations	43	43	-	-	-	-	-	-	43	-	-
Filtered Water Tap Replacement Program	28	-	28	-	-	-	-	-	28	-	-
Total for Fixtures Fittings and Furniture	71	43	28	-	-	-	-	-	71	-	-

Detailed Planned Capital Works Expenditure 2034-2035 (Year 10)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$'000)				Summary of funding sources (\$'000)				
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Library Books										
Library Stock Renewal	238	-	238	-	-	-	-	238	-	-
Total for Library Books	238	-	238	-	-	-	-	238	-	-
TOTAL PLANT AND EQUIPMENT	5,901	132	5,625	144	-	-	-	1,459	4,442	-
INFRASTRUCTURE										
Roads										
Beveridge Central ICP - Patterson Street and Whiteside Street Intersection IN-05ii	414	414	-	-	-	-	-	-	414	-
Culvert Renewal Program	915	-	915	-	-	-	-	915	-	-
Kerb and Channel Renewal Program	1,438	-	1,438	-	-	-	-	1,438	-	-
Road Safety Program - Construction ²	369	369	-	-	-	-	100	269	-	-
Road Upgrade Program - Construction	3,073	-	-	3,073	-	-	-	3,073	-	-
Road Upgrade Program - Design	148	-	-	148	-	-	-	148	-	-
Sealed Road Renewal Program	9,163	-	9,163	-	-	-	2,349	6,814	-	-
Town entry signs	48	48	-	-	-	-	-	48	-	-
Traffic Management Program	184	184	-	-	-	-	-	184	-	-
Unsealed Road Renewal Program	2,832	-	2,832	-	-	-	-	2,832	-	-
Total for Roads	18,584	1,015	14,348	3,221	-	-	2,449	15,721	414	-
Footpaths and Cycleways										
Footpath Renewal Program	1,351	-	1,351	-	-	-	-	1,351	-	-
Hamilton to Chloe Drive, Broadford - Missing Link Footpath	304	304	-	-	-	-	-	304	-	-
Missing Link Footpath Program	262	262	-	-	-	-	-	262	-	-
Northern Highway, Tooborac - Missing Link Footpath	177	177	-	-	-	-	-	177	-	-
Offroad Trails Program	922	-	-	922	-	-	615	307	-	-
Total for Footpaths and Cycleways	3,016	743	1,351	922	-	-	615	2,401	-	-
Bridges										
Bridge Renewal Program	1,438	-	1,438	-	-	-	-	1,438	-	-
Total for Bridges	1,438	-	1,438	-	-	-	-	1,438	-	-
Drainage										
Drainage Upgrade Program	61	-	-	61	-	-	-	61	-	-
Total for Drainage	61	-	-	61	-	-	-	61	-	-

Detailed Planned Capital Works Expenditure 2034-2035 (Year 10)...continued

Capital Works Area	Project Cost \$'000	Asset expenditure types (\$,000)				Summary of funding sources (\$'000)					
		New	Renewal	Upgrade	Expansion	Grants / Contributions Confirmed	Unconfirmed	Sales	Council Cash	Reserves	Borrowings
Recreational Leisure and Community Facilities											
Beveridge North West ICP - Active Open Space (D) - Construction - Year 1 ²	8,616	8,616	-	-	-	-	6,865	-	-	1,751	-
JJ Clancy Reserve, Kilmore - Oval upgrade - Construction ²	1,041	-	-	1,041	-	-	300	-	741	-	-
Local Parks - Playspace Renewal and Upgrade Program	356	-	178	178	-	-	-	-	356	-	-
Tooborac Recreation Reserve - Master Plan Implementation ²	615	-	-	615	-	-	307	-	-	-	308
Wallan South - Active Open Space (A) - Construction - Year 1 ^{1&2}	6,521	6,521	-	-	-	-	3,105	-	-	-	3,416
Wallan South - Active Open Space (C) - Construction - Year 2 ^{1&2}	10,247	10,247	-	-	-	-	6,831	-	-	-	3,416
Total for Recreational Leisure and Community Facilities	27,396	25,384	178	1,834	-	-	17,408	-	1,097	1,751	7,140
Parks, Open Space and Streetscapes											
Broadford Gateway Improvements	924	924	-	-	-	-	-	-	924	-	-
Minor Path Renewal Program	163	-	163	-	-	-	-	-	163	-	-
Open Space Reserves - Road/Carpark Renewal Program	492	-	492	-	-	-	-	-	492	-	-
Park and Open Space Furniture Renewal Program	163	-	163	-	-	-	-	-	163	-	-
Public Art	25	25	-	-	-	-	-	-	25	-	-
Waste Enclosure Renewal Program	101	-	101	-	-	-	-	-	101	-	-
Total for Parks, Open Space and Streetscapes	1,868	949	919	-	-	-	-	-	1,868	-	-
Off Street Car Parks											
DDA Parking Upgrades	36	-	-	36	-	-	-	-	36	-	-
Total for Off Street Car Parks	36	-	-	36	-	-	-	-	36	-	-
TOTAL INFRASTRUCTURE											
	52,399	28,091	18,234	6,074	-	-	20,472	-	22,622	2,165	7,140
TOTAL CAPITAL WORKS											
	79,264	47,284	25,554	6,426	-	-	26,511	1,459	29,110	15,044	7,140

Appendix B

Projects fully funded through unconfirmed grants (2025-2026 to 2031-2032)

There are a number of projects that Council are forecasting to advocate for over the medium term; however, delivery of these projects is fully dependent on securing external grants/contributions, which are currently unconfirmed. Due to the uncertain nature of grant funding available in future years, these projects have not been included within our projections of capital works expenditure and therefore are excluded from the Statement of Capital Works (section 3.5 on page 16).

Project	Project Cost \$000	Asset expenditure types (\$,000)				Anticipated delivery year
		New	Renewal	Upgrade	Expansion	
Relief Centre Generators Connection Point - Kilmore	41	41	-	-	-	2025-2026 (Year 1)
Ryan's Road, Clonbinane - Flood Warning System at Sunday Creek Crossing	100	-	-	100	-	2025-2026 (Year 1)
Beveridge Recreation Reserve Activation - Netball Tennis Courts	640	640	-	-	-	2026-2027 (Year 2)
Greenhill Reserve, Wallan - Netball Court and Drainage Improvement - Construction	290	-	290	-	-	2026-2027 (Year 2)
Hamilton Street / High Street, Broadford Intersection Upgrade - Design	594	-	-	594	-	2026-2027 (Year 2)
Kilmore Creek Trail - Construction	3,000	-	-	3,000	-	2026-2027 (Year 2)
Lockerbie North DCP - Indoor Recreation (F) - Pre-planning	155	155	-	-	-	2026-2027 (Year 2)
Relief centre generators connection point - Wallan	41	41	-	-	-	2026-2027 (Year 2)
Wandong Bushfire Memorial Car Park - Construction	386	-	-	386	-	2026-2027 (Year 2)
Wandong Kindergarten - Community Entrance Veranda Expansion	750	-	-	-	750	2026-2027 (Year 2)
Delatite Road - Ford Upgrade	2,913	-	-	2,913	-	2027-2028 (Year 3)
Hamilton Street / High Street, Broadford Intersection Upgrade Construction	5,344	-	-	5,344	-	2027-2028 (Year 3)
Victoria Street, Seymour - Kindergarten Expansion Project - Design	126	-	-	-	126	2027-2028 (Year 3)
Anzac Avenue Streetscape - Construction	2,898	2,898	-	-	-	2028-2029 (Year 4)
Hilldene Industrial Estate	9,315	9,315	-	-	-	2028-2029 (Year 4)
Kindergarten Expansion Project - Victoria Street Seymour - Construction - Year 1	706	-	-	-	706	2028-2029 (Year 4)
Kindergarten Expansion Project - Newbridge Wallan East - Design	186	-	-	-	186	2029-2030 (Year 5)
Kindergarten Expansion Project - Victoria Street Seymour - Construction - Year 2	706	-	-	-	706	2029-2030 (Year 5)
Strategic Water Tank Installation	54	54	-	-	-	2029-2030 (Year 5)
Kindergarten Expansion Project - Newbridge Wallan East - Construction - Year 1	975	-	-	-	975	2030-2031 (Year 6)
Kindergarten Expansion Project - Newbridge Wallan East - Construction - Year 2	1,009	-	-	-	1,009	2031-2032 (Year 7)

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8.2 10-YEAR ASSET PLAN 2025-2035

Author: Dominic Di Martino - Asset Coordinator
Mike Freeman - Manager Strategic Assets and Property

File No: AM/05/007

Attachments: 1. 10-Year Asset Plan (2025-2035)

Community Vision Theme: Shaping Neighbourhoods
Travelling and getting around
Nature and Parks

Draft Council Plan Objective: *Enhance the quality of life in our communities by investing in partnerships, services, and programs that improve health and wellbeing outcomes and support community equity and inclusion.*
Develop spaces that enrich everyday life by supporting sustainable growth, facilitating infrastructure investment, and protecting our natural assets to meet the evolving needs of the community.

1. Purpose

- 1.1 To present the 10-Year Asset Plan 2025-2035 (Attachment 1) (Asset Plan) for adoption.

2. Background

- 2.1 The Asset Plan remains consistent with and in response to the Council Plan 2025-2029 and the Financial Plan 2025-2035.
- 2.2 The Asset Plan illustrates what the community expects and demands from our assets and highlights the level of investment required to meet the community's expectations.
- 2.3 The Asset Plan also identifies the various funding options that may be available to Council to support the delivery of the Asset Plan, enabling Council to explore sustainable and diverse revenue sources.
- 2.4 The Asset Plan is informed by asset data, lifecycle modelling, and community engagement.
- 2.5 Community engagement was undertaken on the Asset Plan in February and March 2025, and from June to July 2025.
- 2.6 The Asset Plan takes into consideration submissions and community feedback received over this period.

10-YEAR ASSET PLAN 2025-2035 (CONT.)

3. Key Matters

- 3.1 While Council is not currently able to fully fund all the community's asset needs, this Asset Plan provides valuable insight into community expectations, enabling us to make more informed, transparent, and prioritised investment decisions into the future.
- 3.2 The Asset Plan also creates an ongoing dialogue with the community and ensures our asset investment decisions are transparent and reflective of what the community expects.
- 3.3 The Asset Plan is a 10-year strategic document that outlines how Council will manage, maintain, and invest in community assets and infrastructure.
- 3.4 It ensures resources are allocated responsibly to meet community needs and support long-term financial sustainability.
- 3.5 The Asset Plan can be subject to annual updates to incorporate improved asset information and ensure it remains aligned with Council's infrastructure investment priorities and long-term sustainability.
- 3.6 Annual updates will not alter the community's agreed levels of service and expectations as documented in the Asset Plan.

Recommendation**THAT Council:**

- 1. Adopt the 10-Year Asset Plan 2025-2035 (Attachment 1).
- 2. Authorises the Chief Executive Officer to publish updates to the 10-Year Asset Plan 2025–2035 to incorporate improved asset information and maintain alignment with Council's infrastructure investment priorities.

10-YEAR ASSET PLAN 2025-2035 (CONT.)

4. Financial, Resource and Asset Management Implications

- 4.1 The Asset Plan does not have any immediate financial or resourcing implications and is subject to annual budgets and financial planning.
- 4.2 The Asset Plan identifies the long-term challenge of achieving sustainable investment in public infrastructure, while recognising that investment levels are determined through annual budgets and financial planning.

5. Consultation

- 5.1 In line with Council's Community Engagement Policy 2024, and the International Association for Public Participation (IA2P) Framework, a deliberative engagement panel was convened. The panel met for two days on the 23 February 2025 and 2 March 2025.
- 5.2 The deliberative engagement process provided valuable insight into community level of satisfaction, priorities, and expectations regarding Council's assets, and has shaped the content, direction, and focus of the Asset Plan.
- 5.3 The Draft Asset Plan was endorsed for community engagement at the Ordinary Council meeting held 16th June 2025. Engagement was undertaken from 17th June 2025 through to 17th July 2025.
- 5.4 Hard copies of the Draft Asset Plan were made available for viewing in each of the two (2) Mitchell Listening Tours in Broadford and Wallan, as well as at the Wallan Market and the Tallarook Farmers Market.
- 5.5 Electronic copies of the Draft Asset Plan were made available on Engaging Mitchell and on Council's website.
- 5.6 During the consultation period, two (2) private submissions were received; however, neither submitter requested to be heard.
- 5.7 Persons who have made a private submission were provided with a detailed response to the issues raised in the submission.

6. Sustainability Implications (Social and Environmental)

- 6.1 While there are no immediate sustainability implications arising from this report, the 10-Year Asset Plan 2025-2035 supports long-term environmental, economic, and social sustainability through informed infrastructure planning and prioritisation.

10-YEAR ASSET PLAN 2025-2035 (CONT.)

7. Policy and Legislative Implications

- 7.1 In accordance with the *Gender Equality Act 2020*, a Gender Impact Assessment was not required as the subject matter of this report does not relate to a policy, program or service.

8. Conflict of Interest

- 8.1 This report advises that in the preparation of, or in contributing to the preparation of, this report there was no disclosable conflict of interest raised by a member of Council staff in the subject matter of the report.

9. Risk Implications

- 9.1 Risk Ranking is determined using [ROHS201-G1-Corporate Risk Matrix](#). Risk is identified as Low, Medium, High, or Very High.

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?	Risk Ranking after treatment
There is a risk that the community does not support the 10-Year Asset Plan 2025-2035.	Low	Adequately advertise and promote the adopted 10-year Asset Plan 2025-2035 throughout the year to ensure community members are informed and provided opportunities to provide feedback and suggestions for future iterations of the Asset Plan.	Yes	Low
There is a risk that we may not be able to fully resource our future infrastructure requirements.	High	This risk will be mitigated through ongoing long-term financial planning, prioritisation of critical infrastructure projects, pursuit of external funding opportunities, and regular review of service levels to align available resources with community needs.	Yes	Medium

10. Discussion

- 10.1 The Asset Plan remains consistent with and is supported by Council's policies, strategies, and plans.
- 10.2 The Asset Plan has been developed to support transparency and ensure that community members can easily understand how Council manages its assets, including the challenges that it faces, and the priorities it places when making investment decisions.
- 10.3 The Asset Plan illustrates what the community expects and demands from our assets and highlights the level of investment required to meet the community's expectations.

10-YEAR ASSET PLAN 2025-2035 (CONT.)

- 10.4 The Asset Plan also creates an ongoing dialogue with the community and ensures our asset investment decisions are transparent and reflective of what the community expects.



Acknowledgement of Country

Mitchell Shire Council acknowledges the Taungurung and Wurundjeri Woi-wurrung people as the Traditional Owners of the lands and waterways in the area now known as Mitchell Shire.

We pay our respect to their rich cultures and to Elders, past, present, and emerging, as well as other Aboriginal and Torres Strait Islander people who live, work, and play in the area.



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1. Our Community Vision

Community Vision

We are a healthy, vibrant, and connected community that values nature, diversity, creativity, and innovation.

Our community's vision for the future is that Mitchell will become a place that people of all ages and cultures love to call home, where we celebrate our natural beauty and where businesses prosper.

Council's Strategic Statement

Together, we work towards a healthy, connected, and thriving community. We prioritise wellbeing, sustainable investment and development, and good governance. We deliver solutions that build a better future for our community.

Council Plan Objectives

This Asset Plan plays a key role in supporting the delivery of all five (5) strategic objectives outlined in the Council Plan.



Grow the
economy



Enhance the
quality of life



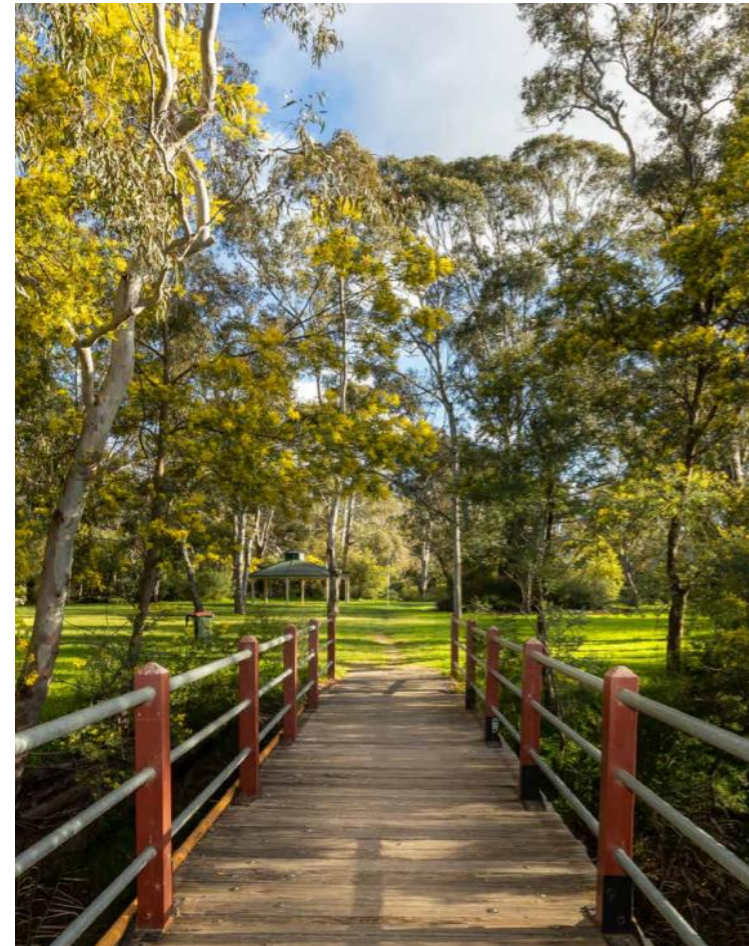
Develop spaces that
enrich everyday life



Ensure good
governance



Foster a strong
sense of civic pride



2. What is the Asset Plan?

The 2025 Asset Plan explains how Mitchell Shire Council looks after the community's infrastructure, like roads, footpaths, buildings, and parks. It outlines the steps we are taking to manage these assets responsibly over their lifetime, so the services they support meets the needs of our community now and into the future.

Every asset, like a road, building, or footpath, has a life cycle. This includes planning, constructing, operating, maintaining, renewing, and eventually replacing it. Council tracks what is happening with each asset over time, so we can make smart, timely decisions based on how well it is performing, how much it costs to maintain, how safe it is, and whether it still meets the needs of our growing community.

This plan covers some of the major assets our community relies on every day—like roads, buildings, parks and open spaces, bridges, culverts, and drainage systems. If we were to replace all these assets today in 2025, it would cost around \$1.23 billion in total.

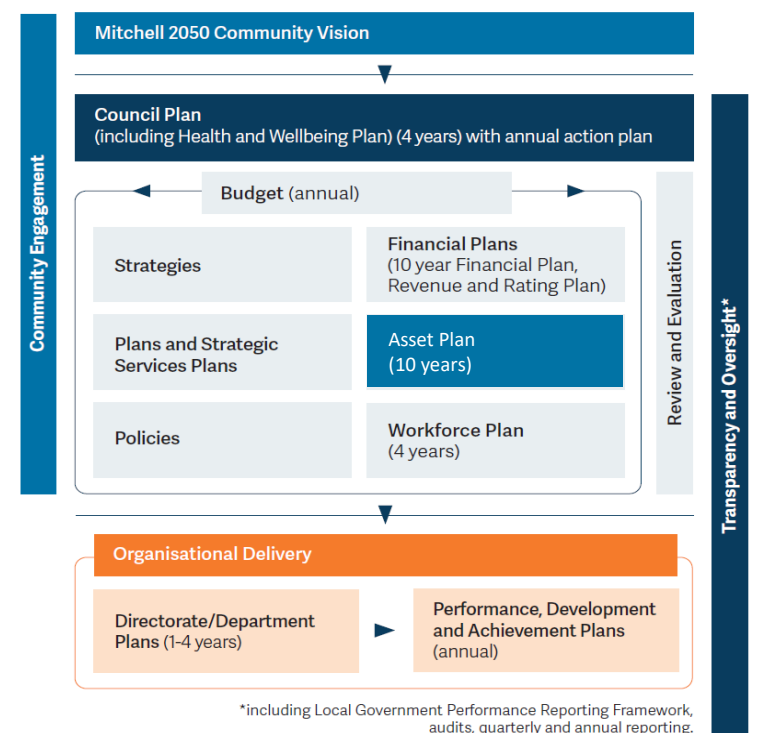
Our commitment to Deliberative Engagement

Deliberative Engagement means involving the community in meaningful dialogue and decision-making to ensure their insights shape the planning and management of assets.

In line with our Community Engagement Policy, we have used a Deliberative Engagement approach to shape this Asset Plan.

This Asset Plan aims to:

- Meet the community's service needs over the next 10 years.
- Align with our key strategies, including the Community Vision 2050, Council Plan, Financial Plan, and Asset Management Policy.



3. What have we learned?

Through the Deliberative Engagement, our community has told us that most of our assets are not meeting expectations, especially when it comes to their condition, appearance, ease of use, accessibility, and ability to keep up with current demand.

The following section highlights the community's feedback on the physical condition of assets, including factors like wear and tear, maintenance, and appearance.

Condition of assets

Community feedback has shown a noticeable gap between what people expect and how satisfied they are with the condition and appearance of public assets.

Community feedback showed that none of our assets fully met expectations. While some performed better than others, all showed gaps in condition, appearance, accessibility, and capacity to meet demand. This underscores the need for investment in maintenance and renewal.

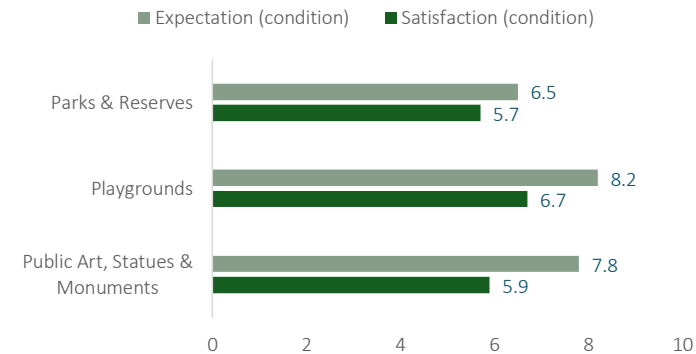
The following graphs illustrate the gap between community expectations and satisfaction with the current condition of our assets, as identified through our engagement process.

A score of 10 reflects excellent condition and the highest level of satisfaction, while a score of 1 indicates poor condition and low satisfaction.

Roads and Footpaths



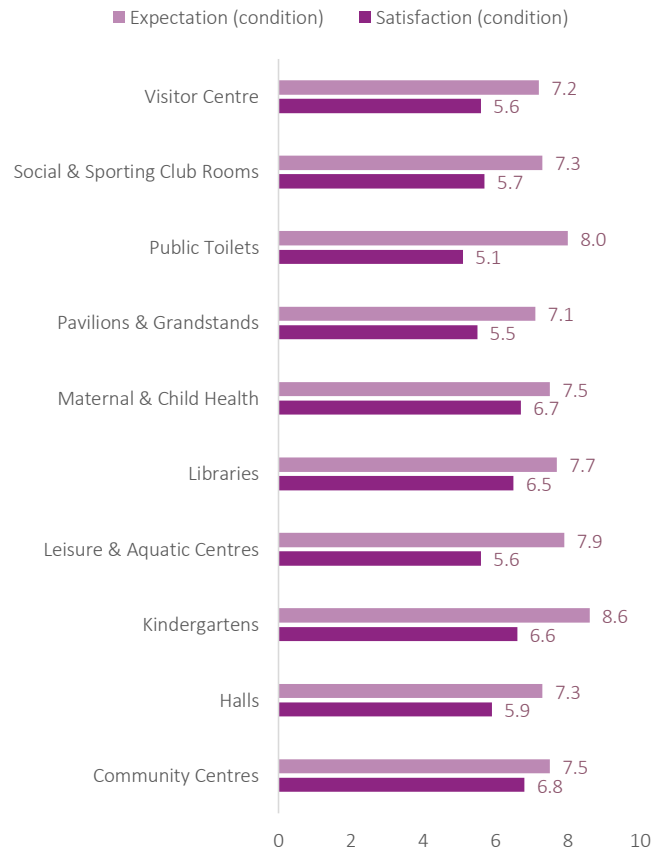
Parks and Open Spaces



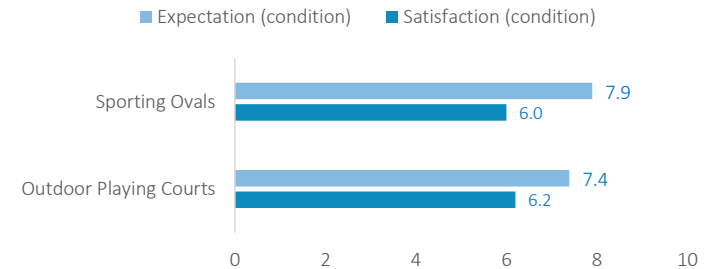
Asset Plan 2025-2035

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Buildings and Facilities



Sports and Recreational Spaces



What does this mean for us?

This feedback highlights a long-term challenge in meeting the community's expectations, particularly around the condition and general appearance of our assets.

Addressing this will require not only sustained focus of priority but also increased expenditure on our maintenance and renewal now and over the next 10 years.

When we don't invest enough, our parks, buildings, roads, and footpaths wear out faster, become less safe and attractive, cost more to repair down the track, and ultimately affecting local business, community pride, and our overall sense of well-being.

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Convenience and accessibility

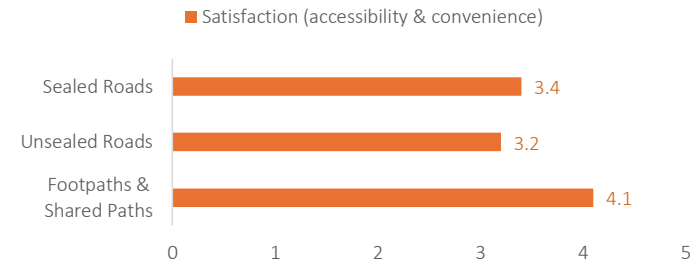
Convenience and accessibility relate to how easy it is for all people, regardless of age, ability, or mobility, to safely and comfortably get where they need to go. This includes how close the service is, whether there are barriers to access, and if it's available at the right times.

Community feedback showed a generally high level of satisfaction with the convenience of assets like footpaths, playgrounds, parks, reserves, and outdoor sports surfaces. These services are usually in the right locations and are easy for most people to access.

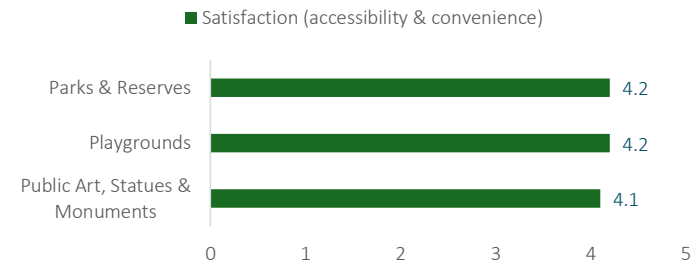
However, access to some services still needs improvement. Public toilets, unsealed roads, and sporting ovals were among the hardest to reach or use easily.

The following graphs illustrate how accessible various assets are, based on community feedback, using a scale of 1 to 5. A score of 5 means the service is fully accessible and convenient, with no significant barriers. A score of 1 indicates major barriers and significant difficulty in accessing the service.

Roads and Footpaths



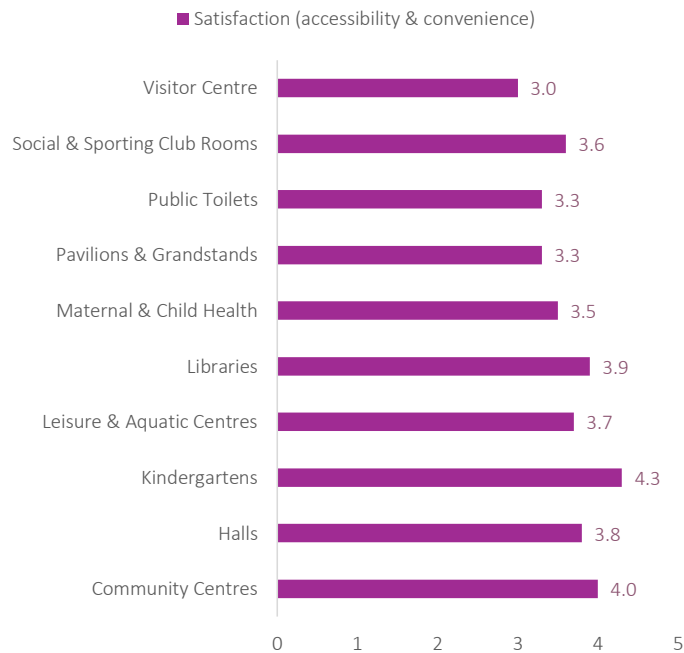
Parks and Open Spaces



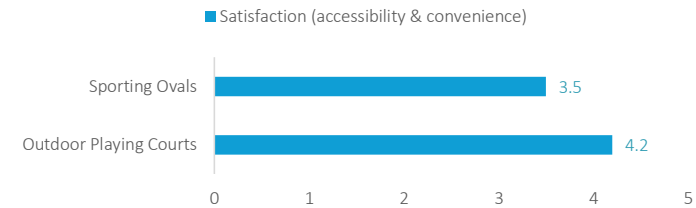
Asset Plan 2025-2035

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Buildings and Facilities



Sports and Recreational Spaces



What does this mean for us?

This feedback highlights a long-term challenge in meeting the community's expectations, particularly around the accessibility and convenience of our assets. Accessibility isn't just about physical location; it also includes factors like opening hours, ease of entry, and the removal of barriers that make services harder to use.

Addressing this challenge will require investment in the upgrade of existing assets, but also to provide new services in locations where they are most needed over the next 10 years.

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Capacity to meet current demand

Capacity to meet demand refers to whether services can handle the number of people using this service without it being overcrowded, unsafe or frustrating. This considers factors such as the number of users, frequency of use, and available space.

Feedback indicates a generally positive level of satisfaction with the ability of services, such as parks, reserves, playgrounds, sporting ovals, and kindergartens, to meet community demand. These services appear to be coping well with current usage levels and are not seen as being overburdened.

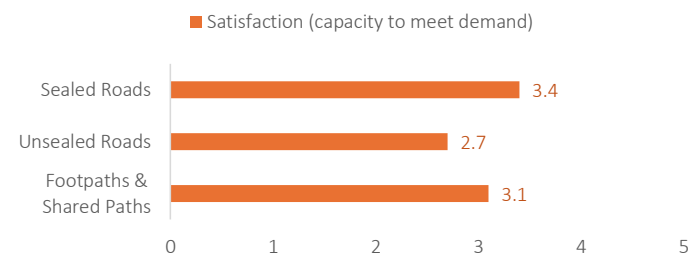
However, services like unsealed roads, public toilets, footpaths and shared paths, and leisure and aquatic centres appear to be under greater pressure to meet demand.

The following graph provides a closer look at the current capacity of various assets to meet demand, based on community input.

The following graphs show how well different assets meet community demand, based on feedback from our engagement process, using a scale from 1 to 5.

A score of 5 means the asset meets demand easily. A score of 1 means it doesn't have enough capacity and is struggling to keep up.

Roads and Footpaths



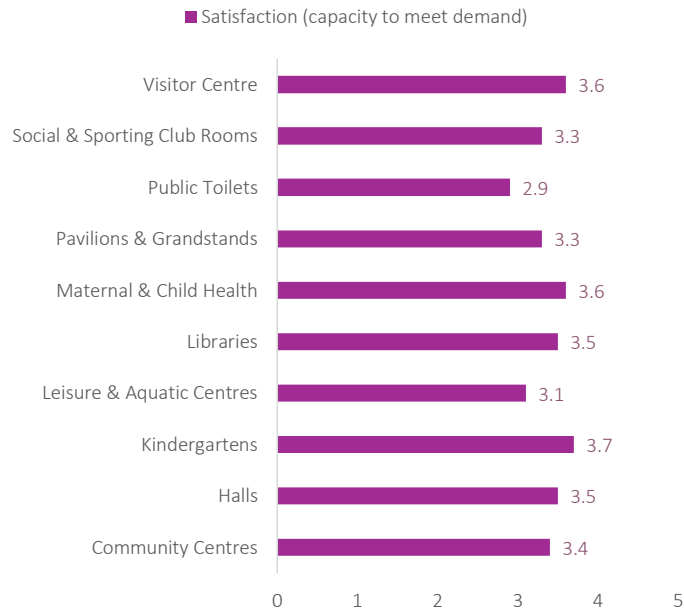
Parks and Open Spaces



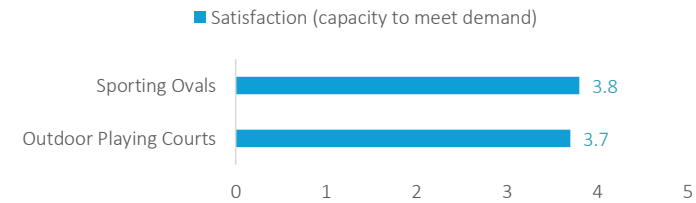
Asset Plan 2025-2035

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Buildings and Facilities



Sports and Recreational Spaces



What does this mean for us?

This feedback highlights the need for services to be designed and managed in a way that reflects actual usage patterns.

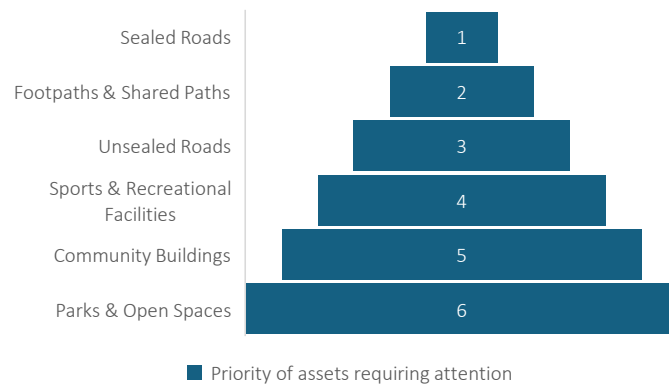
It also emphasises the importance of targeted investment in new services in locations where they are most needed, but also upgrades, expansion, or reconfiguration in existing locations to address current and future demand.

Assets in most need of attention (priorities)

Accepting that not everything can be of equal priority at the same time all the time, we asked our community panel to tell us, in order of priority, which assets we should be focusing our efforts and investment on.

The community has clearly identified sealed roads, footpaths, and unsealed roads as the top 3 priority assets they believe Council should focus on. Sealed roads were consistently rated as the highest priority, followed by the importance of safe and well-maintained footpaths, and then the condition of unsealed roads.

This is how the community panel ranked our assets in terms of importance.



What does this mean for us?

This feedback provides a clear command for council to focus its resources on the assets that matter most to the community. It means we must prioritise investment in the maintenance and renewal of sealed roads, footpaths, unsealed roads, as well as sports and recreational facilities, thus ensuring our budgets and capital works program reflect these expectations.

We should review our current asset management plans, adjust funding allocations where necessary, and communicate back to the community how their input has shaped our approach.

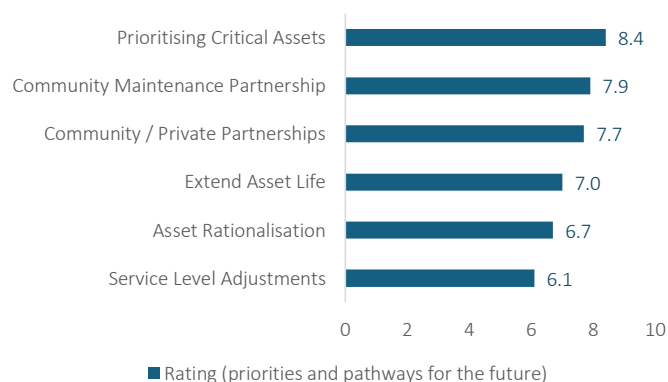
By doing so, we strengthen trust, demonstrate responsiveness, and ensure that our infrastructure planning genuinely supports the needs and priorities of the people we serve.

Pathways for improving public infrastructure

We then asked the community panel to tell us of options for being more sustainable. When we asked the community this question, we specifically asked to explore all options and not discount any of them based on any perceptions or pre-conceived notions.

The community has told us they want Council to be smarter in how we manage our assets. Their top priorities are clear: first, focus investment on critical infrastructure that underpins essential services; second, explore community and business led maintenance partnerships to help share responsibility and care for local assets; and third, work to extend the life of existing assets through better maintenance and strategic interventions.

This is what the community panel have told us on priorities and pathways.



What does this mean for us?

This feedback encourages us to shift from a purely reactive approach to a more proactive, partnership-based model. We should now review our strategies to embed these principles, ensuring our resources are used wisely and sustainably into the future.

A dedicated section within the Asset Plan highlights this feedback in greater detail, outlining the community's priorities for smarter asset management, including the focus on critical infrastructure, community-led maintenance partnerships, and strategies to extend asset life.

This section also captures a range of other ideas shared through comments and feedback. Importantly, the feedback provides us with a suite of options that should be carefully considered and tested, rather than assumed unworkable.

These ideas may offer multiple pathways forward rather than a single solution, and it is important we remain open to exploring their potential to strengthen our approach.

By presenting this information clearly, we are committed to showing how community insights have shaped our approach and ensuring that our future investment decisions are closely aligned with community expectations and aspirations.

4. Where are we now?

What assets do we own and control?

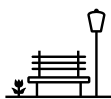
The following is a complete record of the major asset we own and control, and what it would cost to replace.



Roads and Footpaths

815 km sealed roads
766 km unsealed roads
445 km footpaths
304 bridges + major culverts
633 km kerbs
219 traffic devices

Asset Value = \$612M



Parks, Recreation and Open Spaces

635 playground equipment
75 playgrounds
23 running tracks
14 sporting ovals
47 BBQ's
44 sporting courts
5 skate parks
8 BMX tracks and skate parks
59 memorials and statues

Asset Value = \$56 M



Stormwater Drainage

435 km pipes
16,728 pits
1,359 minor culverts
28 retention basins
120 swales
20 rain gardens

Asset Value = \$272M



Buildings and Facilities

244 buildings
5 leisure centres and outdoor pools
11 heritage buildings
219 shaded structures

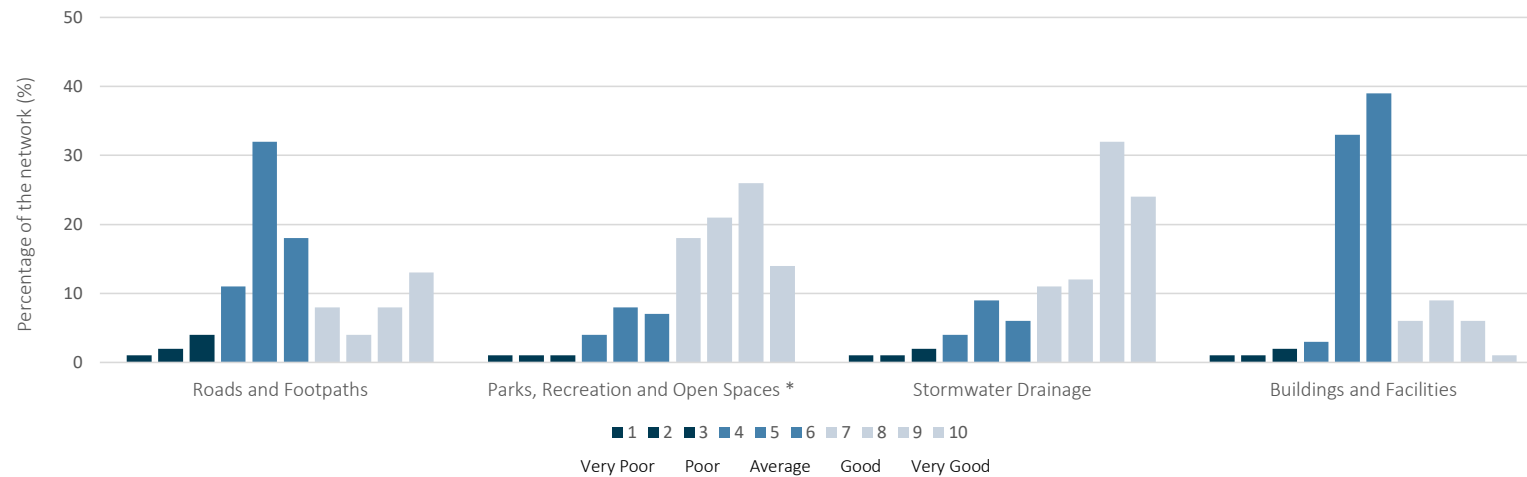
Asset Value = \$199M

Asset Plan 2025-2035

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What is the current condition of our assets?

The following graphs show the condition of different assets, as a percentage of the network, based on replacement value.



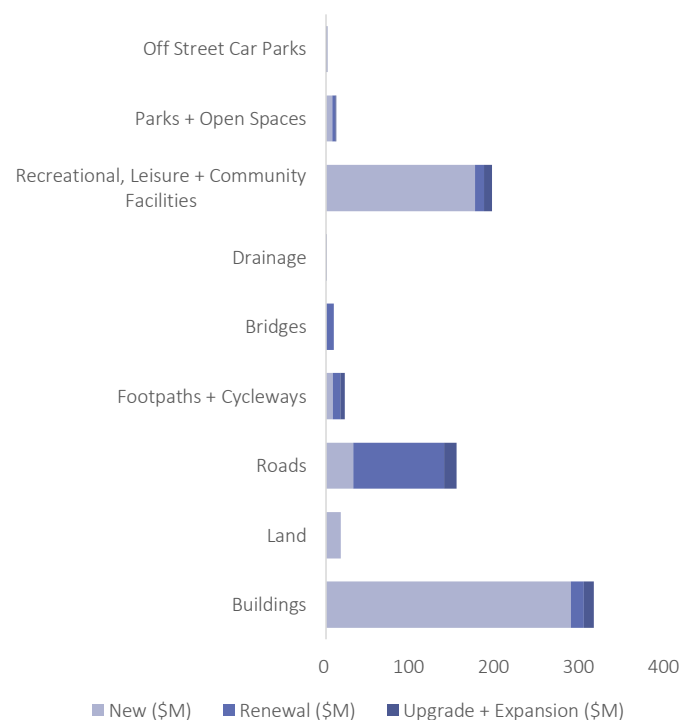
* Available data for Parks, Recreation and Open Space assets was incomplete at the time of finalising this report.

Asset Plan 2025-2035

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Which services are we investing in?

The graph below highlights significant expenditure on new buildings and facilities over the next 10 years, reflecting the rapid growth of our community. This investment is essential to accommodate increasing demand and support stronger and healthier communities.

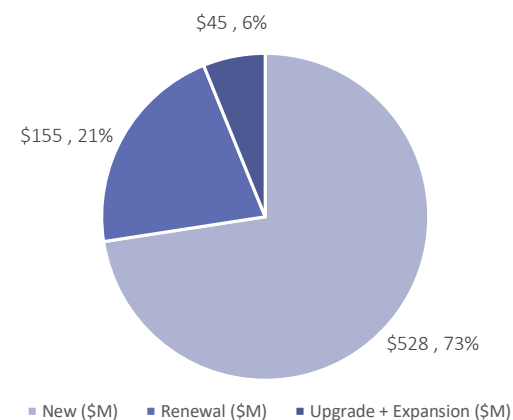


What types of investments are we making?

If we look at the overall proportion of New vs Renewal vs Upgrade + Expansion, the graph below clearly illustrates that we are a growing community.

Approximately 79% (\$528M) of our capital budget is allocated to support growth, which is investing in new assets and the expansion of existing assets. This leaves 21% (\$155M) of our 10-year capital budget to towards the preservation of existing assets.

Council's annual investment in renewal will grow from \$9.7M in 2025-2026, to \$19.1M in 2034-2035. That is an almost 100% increase over a 10-year period.

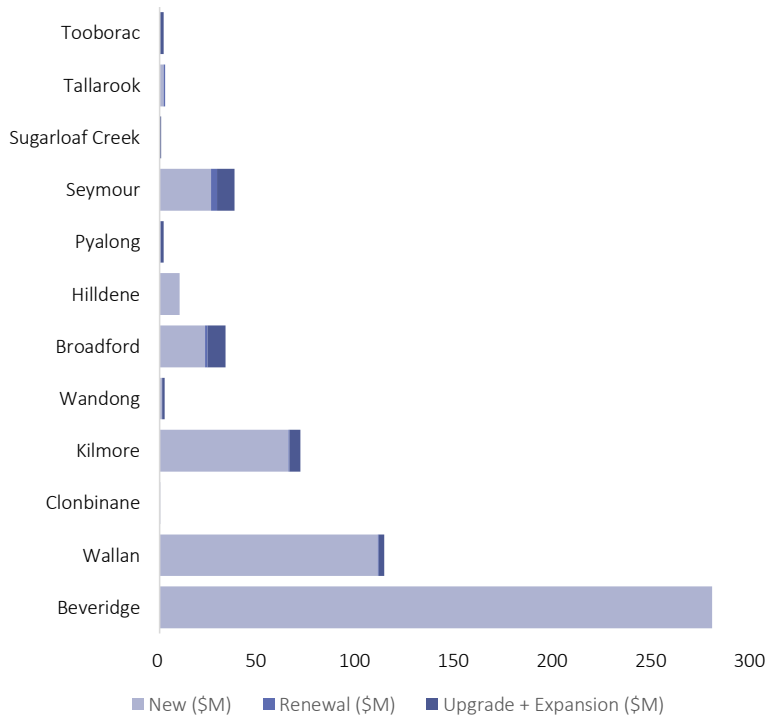

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Where are we investing?

Our investment in public assets aligns strategically with the expected growth in the key suburbs of Kilmore, Wallan, and Beveridge. These areas are experiencing significant population increases, which necessitate targeted infrastructure development to support sustainable urban expansion.



Investments in buildings, leisure and community facilities, and essential services in these suburbs are designed to ensure that the growing population can access vital amenities and services efficiently.

Growth-related investments are being funded predominantly through grants, developer contributions, and borrowing, with minimal reliance on Council cash. This approach ensures that funding growth is not directly at the expense of asset renewal programs.

This table summarises the population for Mitchell Shire and each of its population centres.

Area	2025 Population	2045 Population	Growth %
Beveridge	9,082	104,066	1,045.9
Broadford	6,308	8,095	28.3
Kilmore - Kilmore East	12,269	24,000	95.6
Pyalong - Rural North-West	2,759	3,731	35.2
Rural North-East	2,957	3,312	12.0
Seymour	8,818	13,191	49.6
Wallan	18,758	49,123	161.9
Wandong - Heathcote Junction	3,224	3,990	23.8
Mitchell Shire Council	64,175	209,508	226.5

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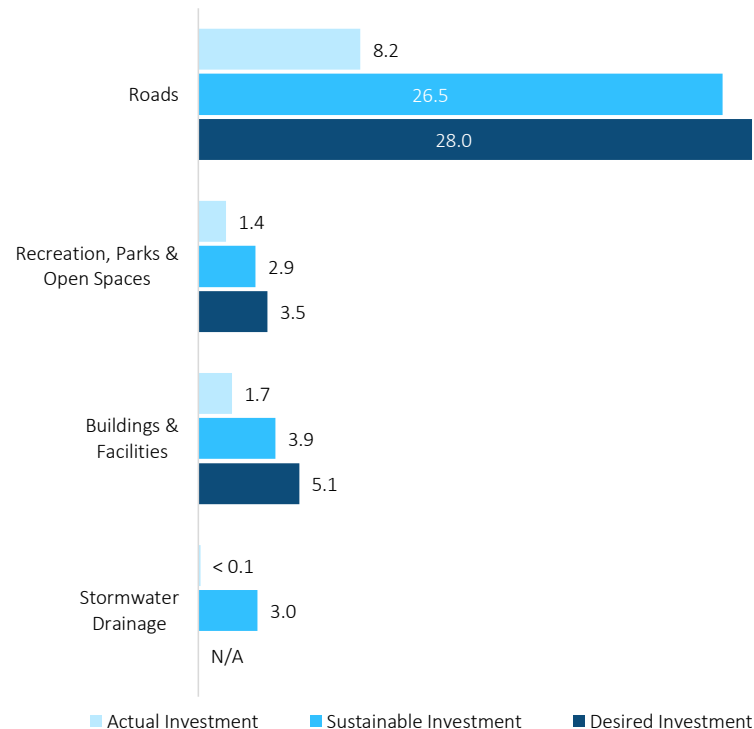


Asset Plan 2025-2035

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Are we investing enough?

The graphs below illustrate the differing levels of investment across three scenarios. The figures represent the average annual investment in \$M for renewal over the next 10 years.



Actual Investment

This is the actual amount that we are **currently investing** in the renewal of our existing infrastructure over a 10-year period.

Sustainable Investment

This is how much we should be investing over a 10-year period if we are to **maintain our existing infrastructure** to current standard. That is, to preserve the condition of our assets as they currently are today.

Desired Investment

This is how much we should be investing if we are to **meet community's expectation** measured as the desired Level of Service investment.

We know not all communities have the same needs, so the services provided, and how communities experience them, can vary. Our investment strategy aims to deliver fair and equitable service levels by recognising and responding to these differences. In established areas, the focus will be on renewing and maintaining assets, while in newer or fast-growing areas, the priority will be building infrastructure to meet demand.

This Asset Plan sets a 10-year direction and recognises a gap between what is needed and what can be funded. Our goal is to start closing that gap within this period, while laying the groundwork to keep improving equity and service delivery beyond the next 10 years.

What are top 3 challenges?

Growth

Rapid growth in our municipality is a sign of a vibrant and attractive region, more homes, more roads, more parks, with more and more people calling Mitchell Shire home.

However, this growth also brings increased demand for infrastructure and services.

At the same time, older infrastructure continues to age and needs investment to remain safe and functional. This creates a balancing act: meeting the service needs of our growing community, whilst preserving our existing assets.

Whilst developers cover the majority of the upfront costs for new growth, Council is responsible for the ongoing maintenance and continued delivery of services over the life of the asset.

Asset Renewal

Demand for new services to meet rapid growth compounds our other challenge. Asset renewal; our need to preserve our existing infrastructure.

Our existing asset base requires ongoing and costly maintenance and renewal efforts to maintain current service standards, let alone meet community's expectations.

Renewing and maintaining assets is a growing challenge for us. Many of our existing assets are ageing faster than we can manage, and require increasing levels of upkeep to remain safe, functional, and fit for purpose.

At the same time, costs for materials, labour, and compliance continue to rise. As we deliver new assets to meet the needs of our growing community, we are also creating future maintenance and renewal liabilities. Every new asset becomes part of the long-term financial and operational responsibility of Council, making it even more important to carefully plan, prioritise, and invest for the future.

Geography

Mitchell Shire's geography presents unique challenges for asset management. Spanning a large area with a mix of urban, rural, and semi-rural landscapes, our assets are spread across a vast and varied terrain.

This means longer distances between communities, diverse environmental conditions, and a wide range of infrastructure needs.

Maintaining roads, drainage, and community facilities across hilly regions, flood-prone areas, and remote townships requires more time, effort, and cost.

The scale and topography of the Shire make it harder to deliver consistent service levels and maintain assets efficiently, especially when resources must be stretched across such a geographically dispersed network.

5. Where do we want to be?

The levels of service for asset condition, where we are today and where we want to be, have been carefully shaped through direct feedback from the Deliberative Engagement. This input has played a critical role in identifying what matters most to residents and where they believe Council resources should be directed.

Our community has clearly articulated its priorities and expectations regarding the quality, reliability, and safety of public assets. These insights have helped establish a shared understanding of the service standards our assets should meet, both now and into the future.

Responding to these expectations means we cannot rely solely on traditional methods of service delivery. To succeed, we must embrace new, more innovative, and collaborative approaches to asset management. This includes exploring more flexible and sustainable funding mechanisms, improving how we use data and evidence to make informed decisions, and fostering deeper partnerships with our community to co-design better outcomes.

So, where are we headed? Our vision is to ensure that asset management practices align with where the community expects us to be, delivering services that are not only fit for purpose, but also future-ready.

Levels of Service (Asset Condition)

The table below outlines the service goals this Asset Plan is committed to achieving over the next 10-year period, in line with the community's aspirations.

Asset Condition	where we are today	where we want to be
Sealed Roads	5.4	7.0
Unsealed Roads	4.2	6.5
Footpaths and Shared Paths	5.3	7.5
Sports and Recreational Facilities	6.1	7.5
Community Buildings	6.0	7.5
Parks and Open Spaces	6.1	7.5

6. How will we get there?

To meet the challenges outlined above, and ensure that Council's services and infrastructure are provided in a financially sustainable manner, Council must continue to improve our asset management practices.

This includes confirming resources and operational capabilities are identified, and responsibility for asset management is allocated.

In 2024, Council undertook an asset management maturity assessment to gain an improved understanding of our current asset management capability to improve the overall performance and to identify areas for improvement.

The maturity assessment, based on the International Infrastructure Management Manual (IIMM) provides Council with the opportunity to understand how its asset management practices, systems, and processes compare against industry standards and measure their improvement in various areas of asset management capability.

The following graph illustrates our current level of maturity against our target score over the next 4 years.

Council's maturity assessment for the core competencies, scored out of 100%, is summarised below.



7. Funding options

Like many fast-growing councils, Mitchell faces a balancing act: delivering new services and infrastructure to support a growing population, while also maintaining and renewing ageing assets like roads, buildings, parks, and drainage.

As demand for new assets increases and existing infrastructure continues to wear out, Council must find practical, fair, and sustainable ways to fund both renewal and growth.

This section of the Asset Plan briefly outlines a range of possible funding options that could support this work. It explains how each option works, what benefits it could bring, and the potential challenges. While not every option will suit every situation, or be used at the same time, together they give Council a flexible set of tools that can be applied to varying degrees over time—depending on need, opportunity, and available resources.

Importantly, the direction Council takes will also be shaped by ongoing community input about which approaches are most acceptable and aligned with local values and expectations.

General Rates Revenue

This is the principal source of funding for most councils, collected annually from property owners based on the capital improved value (CIV) of their property. It funds both operational and capital expenditure.

Benefits	Challenges
Provides a stable and predictable revenue stream.	Increases in rates can be difficult to justify and are limited by rate capping laws in Victoria.
Expected to grow over time due to population growth.	Does not always keep pace with demands from asset renewal and growth.
Offers flexibility in use across council services and assets.	
Entirely within Council's control to adjust within legislated caps.	

Special Rates and Charges

Levied on a specific group of properties that benefit from a particular service or infrastructure improvement.

Benefits	Challenges
Aligns funding directly with benefit.	Requires strong evidence of benefit and thorough consultation.
Can accelerate delivery of localised projects or services.	Likely to be contested by affected ratepayers.
	Administration, planning, and compliance can be resource intensive.

Borrowings / Debt Financing

Council borrows from government or financial institutions to fund large infrastructure projects and repays the debt over time, often aligned with the asset's useful life.

Benefits	Challenges
Enables large-scale investment upfront.	Increases Council's liabilities and requires ongoing debt servicing.
Cost of the asset is shared over generations that benefit from it.	May limit future borrowing capacity.
Often used for intergenerational equity.	Interest costs add to total annual budget expenditure.

Government Grants

Targeted funding programs by the Federal or State Government, and available through application.

Benefits	Challenges
Can cover a significant portion of the project costs.	Competitive process and often unpredictable.
Encourages projects that align with broader government priorities.	Time restrictive and may not align with Council's investment timeline.
Can bring forward otherwise unaffordable projects.	May require matched funding or have a narrow eligibility.

Developer Contributions / Infrastructure Contributions Plans

Contributions levied on developers to fund infrastructure needed because of new development.

Benefits	Challenges
Ensures growth pays for growth.	Revenue usually involves monetary contributions, with the Council tasked to make up the difference.
Reduced financial burden on existing ratepayers.	Revenue is dependent on the pace and scale of development.
Statutory framework supports transparency and planning.	Requires planning and approval from the State Government.

Asset Rationalisation

Selling or repurposing under-utilised assets to free up capital for reinvestment in priority assets.

Benefits	Challenges
Can generate significant funds.	Community may perceive it as losing valuable local services.
Aligns with long-term asset management and service reviews.	One-off revenue source, hence, not sustainable.
Encourages efficient use of Council's asset base.	Requires significant strategic planning and market timing.

Public-Private Partnership

A long-term contract between Council and the private sector to design, build, finance, and operate an infrastructure asset.

Benefits	Challenges
Can bring in private sector innovation and efficiency.	High transaction costs and complexity.
Reduces upfront capital investment by Council	Long-term commitment may limit Council's flexibility.
Risk sharing on delivery, operation, and lifecycle.	Risk of misaligned objectives between public and private interests.

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Service Charges

Fees or charges applied to specific services.

Benefits	Challenges
Fairness through a direct user-pays principle.	Can disproportionately affect low-income sections of the community.
Can influence responsible use of services.	Potential push back if services were previously free of charge.
Encourages financial sustainability of individual services.	

Reserve Investment Fund

Funds are set aside in Council's budget over time, specifically for future asset renewal.

Benefits	Challenges
Encourages disciplined financial planning.	Requires long-term foresight and financial capacity to save.
Helps avoid rate shocks in future budgets.	Opportunity cost of idle funds not being used elsewhere.
Can be tailored to asset condition profiles and long-term plans.	Pressure to divert funds to other priorities.

Leasing

Instead of purchasing outright, Council can lease the asset, thus reducing the immediate capital outlay.

Benefits	Challenges
Reduces need for large upfront expenditure.	May be more expensive over the life of the asset.
Enables regular asset refreshment and lifecycle management.	Limited control over the leased asset.
Frees up capital for core infrastructure.	Long-term financial commitment.

Rates Cap Variation

Council can apply to the Essential Services Commission (ESC) to increase rates above the state-imposed cap if justified.

Benefits	Challenges
Potential increase for long-term funding.	Requires strong community support and evidence based.
Transparent process involving community consultation.	Application to the ESC is time-consuming and not guaranteed.
Can be tied to specific strategic needs.	Can damage public trust if not managed well.

Shared Services

Collaboration with neighbouring councils or alliances to share infrastructure costs and services.

Benefits	Challenges
Economies of scale reduce costs.	Governance and legal complexities.
Spread risk and optimise resources.	Potential loss of local identity or control.
Supports consistency in service and asset delivery across our region.	May require compromise on service standards.

Special Purpose Levy

Levies for specific infrastructure investments linked to specific projects with a specific timeline.

Benefits	Challenges
Transparent and accountable funding tool.	Needs strong justification and clear communication.
Can be linked directly to strategic projects.	Adds to ratepayer burden.
Often supported if the benefits are clear.	Complex to set-up.
	Risk of confusion with other charges.

Community-Led Maintenance Program

Participation of residents and volunteer groups involved in the upkeep and care of public assets.

Benefits	Challenges
Cost savings.	Quality and safety risks.
Sense of ownership and pride.	Inconsistency or burnout.
Local knowledge.	Liability and insurance issues.
Faster resolution of local minor issues.	Coordination overhead,
Builds social capital and goodwill.	Unclear responsibilities.
Environmental stewardship.	Equity concerns.

Roles and Responsibilities

- Council is responsible for adopting the Council Plan and the Asset Management Policy and providing high level oversight of the delivery of Mitchell Shire Council's Asset Management Strategy and 10 Year Asset Plan.
- The Chief Executive Officer is responsible for ensuring that Mitchell Shire Council's resources are appropriately allocated to ensure sustainable service delivery and has overall responsibility for developing an Asset Management Strategy, Asset Management Plans, operational procedures, and the reporting on the status and effectiveness of asset management within the organisation.
- Managers responsible for delivering services will act as stewards of the assets that support the operation of those services.
 - The Roles and Responsibilities Matrix assists Managers and Coordinators in understanding their stewardship responsibilities in relation to the planning, use, maintenance, and renewal of assets, and how these interface across Business Units.

Climate Change, Gender Equality, Human Rights and Child Safe Compliance

This Policy has considered and complies with the human rights and responsibilities contained in the Charter of Human Rights and Responsibilities Act 2006 (Vic), Gender Equality Act 2020, Climate Change Act 2017 and the Commission for Children and Young People Child Safe Standards.

Related Documents

This Policy has been developed in consideration with, and in response to, a range of Council policies, strategies, and plans, including, but not limited to, the following:

- Community Vision
- Council Plan
- Financial Plan
- Asset Management Policy
- Asset Management Strategy
- Capital Works Investment Policy
- Building Asset Management Plan
- Park and Open Space Asset Management Plan
- Road Asset Management Plan
- Stormwater Asset Management Plan
- Capital Works Investment Policy

Applicable Legislation and Regulation

This Policy has been developed in consideration with, and in response to, various legislative and regulatory requirements, including but not limited to, the following:

- *Local Government Act 2020 (Victoria)*
- *Planning and Environment Act 1987*
- *Road Management Act 2004*
- *Occupational Health and Safety Act 2004 (Victoria)*
- *Environment Protection Act 2017*
- *Building Act 1993 and Building Regulations 2018*
- *Water Act 1989 and Catchment and Land Protection Act 1994*
- *Heritage Act 2017*
- *Public Health and Wellbeing Act 2008*

Revision History

Version	Authorised by	Authorisation Date	Regulatory Policy
1.0	Council	October 2022	Yes
2.0	Pending	TBC	Yes

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8.3 GOVERNANCE REPORT: AUGUST 2025

Author: *El McComish - Senior Governance Officer
Lidia Harding - Manager Governance & Risk*

File No: *CL/04/001-03*

Attachments: *Nil*

Community Vision Theme: *Not applicable*

Draft Council Plan Objective: *Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.*

1. Purpose

1.1 To provide:

- a record of informal meetings of Councillors that have occurred in August 2025, which includes matters considered, and any conflict-of-interest disclosures made by a Councillor.
- a report on activities and deliberations of groups and associations for which Councillors are an appointed delegate for the August 2025 period and other activities attended as a Council representative.

2. Background

2.1 Mitchell Shire Council's Public Transparency Policy outlines Council's commitment to transparent decision-making processes and freely available public access to Council information.

2.2 It supports and promotes:

- a) increased community confidence and trust in Council through greater understanding and awareness
- b) improved Council visibility and performance
- c) access to information that is current and easily accessible

3. Key Matters

3.1 Informal Meetings of Councillors

If there is a meeting of Councillors at which at least half the Councillors are present that:

- is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;

GOVERNANCE REPORT: AUGUST 2025 (CONT.)

- is attended by at least one member of Council staff; and
- is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting

The Chief Executive Officer must ensure that a summary of the matters discussed at the meeting are:

- tabled at the next convenient Council meeting; and
- recorded in the minutes of that Council meeting.

3.2 For example: Councillor Briefings – Strategy meeting, Councillor and Officer discussion (pre-Council meeting); a meeting of an Advisory Committee of Council (Audit and Risk Committee, Health and Wellbeing Network, Early Years Reference Group, Environment Advisory Committee, Heritage Advisory Committee, Mitchell Shire Australia Day Community Awards Committee, Youth Advisory Committee) where one or more Councillors are present.

3.3 A written record of these meeting includes the following:

- names of all Councillors and members of Council staff attending
- matters considered
- any conflict-of-interest disclosures made by a Councillor attending the meeting conducted under the auspices of Council
- whether a Councillor who has disclosed a conflict of interest as required leaves the meeting conducted under the auspices of Council

3.4 A **Delegate Report** provides information on:

- Activities attended by Councillors as a nominated Council Delegate
- Other publicly advertised activities attended as an invited representative of Council

3.5 The Report excludes private activities, discussions or meetings with staff and/or community members.

3.6 This is not an exhaustive list of all Councillor activity during the month. Further information on events and activities are available via Mitchell Shire Council's Facebook page, and website www.mitchellshire.vic.gov.au

GOVERNANCE REPORT: AUGUST 2025 (CONT.)

Recommendation

THAT Council receives and notes the record of informal meetings of Councillors and Delegate Report, and any additional information on Councillor activity shared by Councillors during the Council meeting, for August 2025.

GOVERNANCE REPORT: AUGUST 2025 (CONT.)

4. Financial, Resource and Asset Management Implications

4.1 There are no financial, resource and asset management implications.

5. Consultation

5.1 The record of informal meetings of Councillors and Delegate Report are prepared in line with the INFORM phase of the IAP2 Public Participation Spectrum.

6. Policy and Legislative Implications

6.1 In accordance with the *Gender Equality Act 2020*, a Gender Impact Assessment was not required as the subject matter of this report does not relate to a policy, program or service.

6.2 This report is prepared in line with Section 58(a) of the *Local Government Act 2020* which refers to the public transparency principles and states that Council decision making processes must be transparent except when the council is dealing with information that is confidential by virtue of this Act or any other Act.

7. Conflict of Interest

7.1 This report advises that in the preparation of, or in contributing to the preparation of, this report there was no disclosable conflict of interest raised by a member of Council staff in the subject matter of the report.

8. Risk Implications

8.1 Risk Ranking is determined using [ROHS201-G1-Corporate Risk Matrix](#). Risk is identified as Low, Medium, High, or Very High.

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?	Risk Ranking after treatment
Perceived lack of transparency	Low	All assembly of council records and the issues discussed are made public	Yes	Low

9. Record of informal meetings of Councillors:

Meeting details	Councillor details	Officer attendees	Matters discussed	Conflict of interest disclosures
Strategy Briefing 4 August 2025	<u>In attendance</u> Cr Nathan Clark Cr Bob Cornish Cr John Dougall Cr Riley Evans Cr Timothy Hanson Cr Bob Humm Cr Claudia James Cr Ned Jeffery Cr Andrea Pace <u>Apologies</u> Nil	Mary Agostino Frank Joyce Les Stokes Jo Wilson Luke Crampton Greg Drake Lidia Harding Rebecca Sirianni Nicole Maxwell Derek Scott Tim Partridge Naz Sumer Anita Zmak	• Councillor/CEO Only Time • Draft Procurement Policy • Seymour Hub – Concept Design for Community Consultation • CQHC Planning matters for this evening's meeting • Budget Discussion and Planning (Session 1)	Nil
Strategy Briefing 11 August 2025	<u>In attendance</u> Cr Nathan Clark Cr Bob Cornish Cr John Dougall Cr Timothy Hanson Cr Bob Humm Cr Claudia James (joined at 2.35pm)	Mary Agostino Frank Joyce Les Stokes Jo Wilson Rick Trafficante Sophie Thompson Lidia Harding	• Overview of Kilmore Developments • Discuss Draft Council Agenda • Councillor Professional Development Training: Effectively Participating in Council Meetings and Key Integrity and Accountability Requirements • Councillor Professional Development Training: Creating	Nil

GOVERNANCE REPORT: AUGUST 2025 (CONT.)

Meeting details	Councillor details	Officer attendees	Matters discussed	Conflict of interest disclosures
	Cr Ned Jeffery Cr Andrea Pace <u>Apologies</u> Cr Riley Evans	Elyse Kelly Nic Adams	and Maintaining a Safe Workplace and Introduction to other legislative responsibilities relating to the behaviour of Councillors • Beveridge North West Precinct Structure Plan and Quarry • Councillors / CEO Only Time	
Strategy Briefing 18 August 2025	<u>In attendance</u> Cr Nathan Clark Cr Bob Cornish Cr John Dougall Cr Riley Evans Cr Timothy Hanson (joined 4.33pm) Cr Bob Humm Cr Claudia James Cr Ned Jeffery Cr Andrea Pace <u>Apologies</u> Nil	Mary Agostino Frank Joyce Les Stokes Jo Wilson Adam Evans Nicole Maxwell Derek Scott Rick Traficante Justin Harding Sophie Thompson Nic Adams	• Councillor / CEO Only Time • Councillors / ELT Only Time • Budget Discussion and Planning • Council Agenda review • Quarry discussion	Nil
Strategy Briefing 25 August 2025	<u>In attendance</u> Cr Bob Cornish Cr John Dougall Cr Riley Evans (joined at 6.00pm)	Frank Joyce Les Stokes Adam Evans Ana Fraser	• Councillors / CEO Only Time • Councillors / ELT Only Time • Councillor Professional Development Training - CEO Recruitment and Performance Management	Nil

GOVERNANCE REPORT: AUGUST 2025 (CONT.)

Meeting details	Councillor details	Officer attendees	Matters discussed	Conflict of interest disclosures
	Cr Timothy Hanson Cr Claudia James Cr Ned Jeffery (left at 3.00pm and returned at 4.15pm) <u>Apologies</u> Cr Nathan Clark Cr Bob Humm Cr Andrea Pace	Nic Adams Nicole Maxwell Mike Freeman Derek Scott Dominic Di Martino Brocke Gallagher Sophie Thompson Rick Traficante Derek Scott Liz Carroll	• Council Plan, Financial Plan, Asset Plan and Transparency and Oversight Framework • Valuations presentation • ICPs/DCPs, Works in Kind, Section 173 Agreements • Onsite Wastewater Management Plan 2024-2029	

10. August 2025 Delegate reports:**10.1 Councillor John Dougall, Mayor**

Invited as Council Delegate (appointed at the annual Statutory Council Meeting).

22 – 25 August 2025	Outer Melbourne Councils Week 2025 event – Connecting Outer Melbourne for the Future
26 – 28 August 2025	Northern Councils Alliance (NCA) – Canberra Advocacy. The NCA is a collective of councils across Melbourne’s North that advocate on matters of common interest. The visit was to Canberra was to demonstrate a united front with select Federal MPs whose portfolios are important to the NCA priorities. NCA comprises: Mitchell, Whittlesea, Hume, Banyule, Meri-Bek, Darebin and Nillumbik. The issues raised at a series of meetings typically included: • The extension, duplication, and electrification of the upfield line to Wallan. • The lack of consultation with State Government of the Federally funded \$7m Upfield-Wallan business case due in Dec 25. • The need for land acquisition to provide for Beveridge and Cloverton train stations • The opportunity for land acquisition for a Hospital in Cloverton • The Hume Highway, that is not fit for purpose and the need for a \$20m scoping and feasibility study • The need for the Outer Metro Ring road • The poor and increasingly acute issues of domestic violence and mental health across the north etc. Meetings were held with • Catherine King, Min Infrastructure • Jane Hume, shadow Infrastructure • Dr Anne Webster, shadow LG • Regional MPs Andrew Giles / Peter Khalil / Kate Thwaites / Rob Mitchell / Basem Abdo • Karly Abbot, Snr Advisor to Sussan Ley • James McGrath, shadow Urban Infrastructure • Kristy McBain, Min Emergency Management and Local Government There is significant value aligning with the NCA. This was frequently and positively commented upon by a range of MPs. The snapshot of 5-6 priorities, presented as a single team, that have survived local election cycles is powerful. It is clear that many other needs are raised without this unity.

GOVERNANCE REPORT: AUGUST 2025 (CONT.)

Other publicly advertised activities invited as a Council representative.

9 August 2025	Mitchell Shire Council Stall, Wallan Market. Hadfield Park, Wallan
21 August 2025	Wallan Central Cycle and Nature Trail official opening, Wallan Wandong Community Centre Event opening, Wandong

10.2 Councillor Claudia JamesInvited as Council Delegate (appointed at the annual Statutory Council Meeting).

1 August 2025	Rail Freight Alliance meeting, Docklands Melbourne
14 August 2025	Mitchell Environment Committee meeting, online
26 August 2025	Rail Freight Alliance Special Meeting, online
28 August 2025	Merri Creek Management Committee meeting, online

Other publicly advertised activities invited as a Council representative.

9 August 2025	Mitchell Shire Council Stall, Wallan Market. Hadfield Park, Wallan
10 August 2025	Teeyan Wallan Diyan, Wallan Secondary College Wallan
13 August 2025	Seymour Listening Post, Kings Park Seymour
19 August 2025	No Quarry meeting, Wallan Library Wallan
21 August 2025	Wallan Central Cycle and Nature Trail official opening, Wallan
22 August 2025	Greenhouse Alliance Conference. Melbourne Convention and Exhibition Centre Southbank
29 and 30 August 2025	ALGWA (Australian Local Government Women's Association) State Conference, Broadmeadows Town Hall

10.3 Councillor Andrea PaceInvited as Council Delegate (appointed at the annual Statutory Council Meeting).

8 August 2025	Roadsafe Goulburn Valley meeting, Shepparton
12 August 2025	Kings Park Committee AGM, Kings Park Seymour
20 August 2025	Lighthorse Park Committee meeting, Kings Park Seymour

Other publicly advertised activities invited as a Council representative.

2 August 2025	Love in Action Trivia Night, Hidden Valley Wallan
7 August 2025	Seymour Art Society Committee meeting, Old Courthouse Seymour
9 August 2025	Mitchell Shire Council Stall at Wallan Market, Hadfield Park Wallan
10 August 2025	Teeyan Wallan Diyan, Wallan Secondary College Wallan
13 August 2025	Seymour Listening Post, Kings Park Seymour

GOVERNANCE REPORT: AUGUST 2025 (CONT.)

19 August 2025	No Quarry meeting, Wallan Library Wallan
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8.4 FINANCIAL REPORT FOR THE 12 MONTHS ENDING 30 JUNE 2025

Author: Nicole Maxwell - Manager Finance

File No: FN/12/001-02

Attachments: 1. Financial report for the 12 months ending 30 June 2025 [↓](#)

Community Vision Theme: Shaping Neighbourhoods

Council Plan Objective: Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.

1. Purpose

- 1.1 To provide Council with a Quarterly Finance Report to 30 June 2025 (Attachment 1) which sets out interim actual results for the financial year ending 30 June 2025 and compares the actual financial performance and financial state with the quarter three forecast and adopted budget.

2. Background

- 2.1 Section 97 of the *Local Government Act 2020* (the Act) requires a quarterly budget report to be presented to Council as soon as practicable after the end of each quarter of the financial year. As well as meeting the requirements of the Act, Council planning and reporting should give a clear picture of financial performance and the current financial state.
- 2.2 This report combined with Attachment 1 ensures Council prudently manages its financials in an open and transparent way to meet the requirements of the Act. It aligns to the Council Plan of Sound Financial and Organisational Management ensuring the operations of Council are monitored, scrutinised and regularly reported. The attachment forms a package which gives a comprehensive picture of Council's financial performance and current financial state, in comparison to the budget adopted by Council.

3. Key Matters

- 3.1 Council's revised adjusted underlying result for the 12 months ending 30 June 2025 was a deficit of \$6.966M compared to the quarter three forecast deficit of \$4.936M, a deficit variance of \$2.03M.
- 3.2 The deficit variance of \$2.03M is skewed by net operational carry forwards of \$4.271M which will be adjusted in quarter one of the 2025-2026 financial year, as well as the prepayment of the 2025-2026 Financial Assistance Grant being received prior to 30 June 2025.
- 3.3 Although the revised result is different to the quarter three forecast, most variances relate to 30 June asset transactions that are non-cash, and whilst they impact Council's over equity there is no immediate risk to financial sustainability.

FINANCIAL REPORT FOR THE 12 MONTHS ENDING 30 JUNE 2025 (CONT.)

- 3.4 The below table has been prepared to assist analysis exclusive of these year end impacts.

	Adopted Budget \$'000	Actuals \$'000	Q3 Forecast \$'000 Fav/(unfav)
Adjusted Underlying Surplus / (Deficit)	227	(6,966)	(4,936)
Revenue Adjustment			
Remove prepaid victorian financial assistance grant		(6,043)	
Expenditure Adjustment			
Add operational carryforwards (to show if spent)		(4,271)	
Remove revaluation decrement of property, infrastructure, plant and equipment	-	1,858	
Remove Bad and doubtful debts	20	1,656	
Remove net loss on disposal of property, infrastructure, plant and equipment	-	2,496	
Remove Waste landfill rehabilitation costs	-	6,420	
Revised adjusted underlying surplus / (deficit)	247	(4,850)	(4,936)

- 3.5 The 2024-2025 financial statements are in the process of being finalised, with the confirmed financial performance being reflected in the Annual Financial Statements. The figures in this report may differ to the final audited figures.

Recommendation

THAT Council note the contents of this report and Attachment 1 – Financial Report for the 12 months ending 30 June 2025.

FINANCIAL REPORT FOR THE 12 MONTHS ENDING 30 JUNE 2025 (CONT.)

4. Financial, Resource and Asset Management Implications

4.1 Attachment 1 outlines the financial implications.

5. Consultation

5.1 Officers with budget responsibilities have contributed to the preparation of this report.

6. Sustainability Implications (Social and Environmental)

6.1 Council's Financial Planning Principles include a principle of long-term sustainability. This report does not create sustainability implications.

7. Policy and Legislative Implications

7.1 In accordance with the *Gender Equality Act 2020*, a Gender Impact Assessment was not required as the subject matter of this report does not relate to a policy, program or service.

8. Conflict of Interest

8.1 This report advises that in the preparation of, or in contributing to the preparation of, this report there was no disclosable conflict of interest raised by a member of Council staff in the subject matter of the report.

9. Risk Implications

9.1 Risk Ranking is determined using [ROHS201-G1-Corporate Risk Matrix](#). Risk is identified as Low, Medium, High, or Very High.

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?	Risk Ranking after treatment
Risk of reputation associated with the information contained with this report.	Medium	Monitor and report regularly to ensure proactive management.	Yes	Medium

10. Discussion

10.1 The main changes impacting the adjusted underlying result during quarter four include:

- A increase in operating grants of \$5.2163M, which is mainly due to 2025-2026 financial assistance grant being prepaid prior to 30 June 2024;

FINANCIAL REPORT FOR THE 12 MONTHS ENDING 30 JUNE 2025 (CONT.)

- A decrease of \$2.4M in non recurrent capital grants due to timing of project delivery;
- A decrease of \$13.7M in non-monetary asset contributions due to development completion timing;
- A \$1.86M revaluation decrement which is a non-cash item;
- A \$1.87M increase in depreciation and amortisation; and
- A \$2.5M book value loss on decommissioning / disposal of assets.

10.2 The total capital works expenditure for the year was \$31.367M, which is \$3.675M lower than the quarter three forecast. This is mainly due to additional carry forwards into 2025-2026 identified since quarter three of \$3.913M.

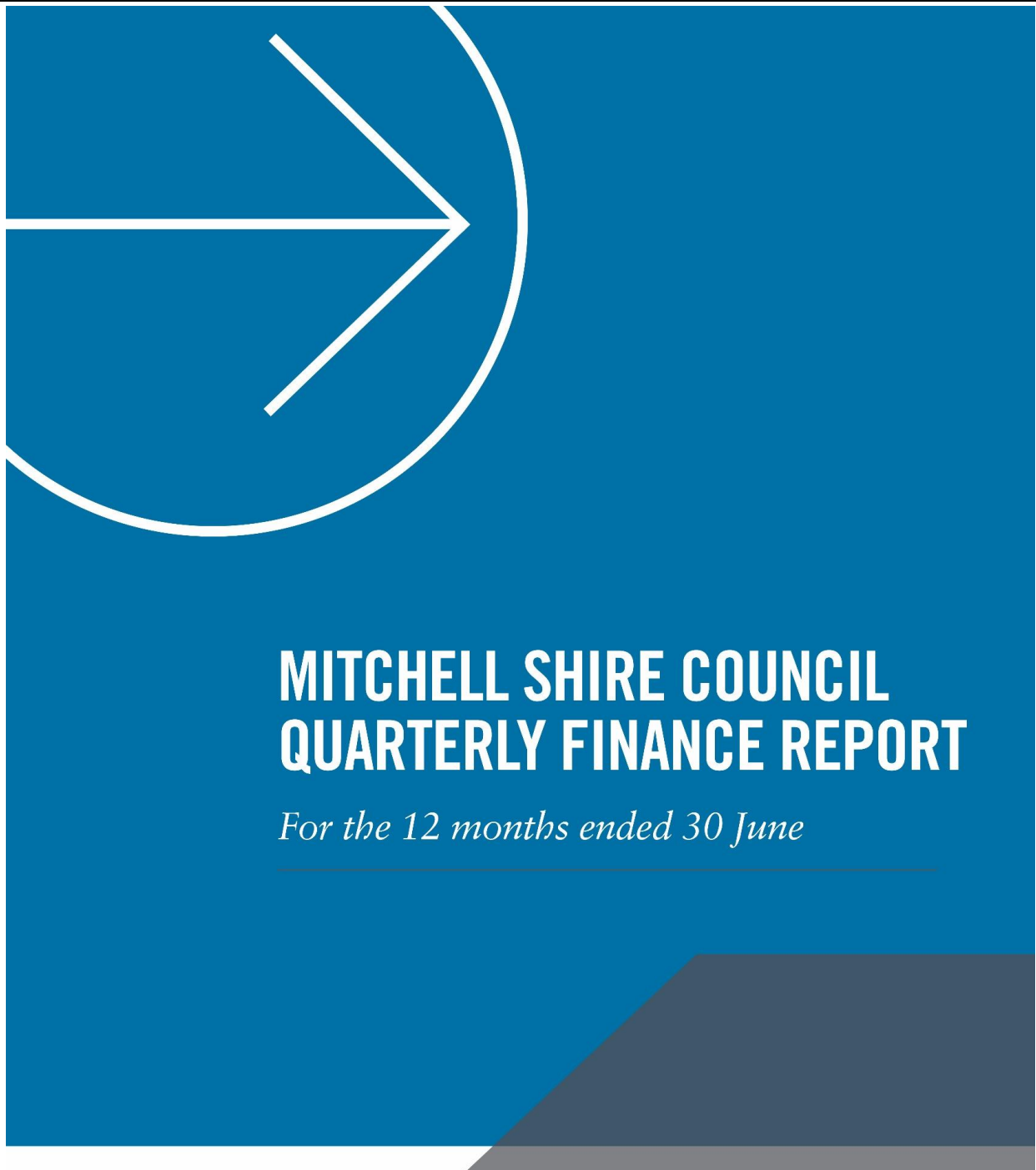
10.3 Further detail relating to all changes are contained within the attached report. A separate Capital Works report will be provided to Council at the September Council meeting.

10.4 As at 30 June 2025 Council had \$105.92M in cash and cash equivalents and investments, with \$77.04M being linked to existing commitments and restrictions, such as:

- \$12.104M in trust funds and deposits.
- \$60.511M in statutory reserve funds.
- \$17.776M in unspent grants
- \$6.055M in cash held to fund carry forward capital projects
- \$0.163M in cash held to fund carry forward operating projects
- \$0.826M in non-statutory reserves

10.5 The Quarterly Financial Report reflects interim figures as at 30 June 2025, with the finalised 2024-2025 financial figures to be reflected in the Annual Financial Statements. Upon finalisation of the annual financial statements, the long-term forecasts will be reviewed and updated with actuals as part of the preparation of the 2026-2027 Budget and 2026/27 to 2035/36 Financial Plan process.

10.6 Appendix 3 within the attachment provides a high level summary of material changes in income and expenditure since the 2024-2025 adopted budget.



MITCHELL SHIRE COUNCIL QUARTERLY FINANCE REPORT

For the 12 months ended 30 June

MITCHELL SHIRE COUNCIL





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1. Overview

The June Finance Report outlines the interim financial result for the 12 months ended 30 June 2025, along with a comparison to the adopted budget.

This report includes the following:

- Income Statement;
- Statement of Capital Works;
- Balance Sheet;
- Statement of Cash Flows;
- Cash, investments and financial reserves;
- Key performance indicators;
- Rates and other debtors; and
- Councillor expenditure.

Due to end of financial year reporting timelines, this is an interim report. The Annual Report will include the 2024/25 financial year outcomes following completion of the external audit. Some figures contained within this report are subject to change.

Council's overall adjusted underlying result for the year is a deficit \$6.97M compared to the quarter three forecast deficit of \$4.94M, an unfavourable variance of \$2.03M. The end of year result is impacted by grant timing, project completion extensions and asset related transactions that are not an impact to cash but appear substantial to the income statement. Adjusting for these impacts the revised end of year result would have been a deficit \$4.85M as illustrated below which is slightly favourable when compared to the quarter three forecast.

	Adopted Budget \$'000	Actuals \$'000	Q3 Forecast \$'000 Fav/(unfav)
Adjusted Underlying Surplus / (Deficit)	227	(6,966)	(4,936)
Revenue Adjustment			
Remove prepaid victorian financial assistance grant		(6,043)	
Expenditure Adjustment			
Add operational carryforwards (to show if spent)		(4,271)	
Remove revaluation decrement of property, infrastructure, plant and equipment	-	1,858	
Remove Bad and doubtful debts	20	1,656	
Remove net loss on disposal of property, infrastructure, plant and equipment	-	2,496	
Remove Waste landfill rehabilitation costs	-	6,420	
Revised adjusted underlying surplus / (deficit)	247	(4,850)	(4,936)

Section 2 of this report includes information relating to the changes during quarter four.

Other changes not impacting the underlying result are:

- A decrease in contributed non-monetary assets of \$13.70M due to timing of assets handed over to Council; and
- A decrease in capital grants of \$2.38M mainly due to the timing of recognition of funding linked to carry forward capital works projects.

Appendix 3 has been provided to summarise the interim end of year actuals against the adopted 2024-2025 Budget.

2. Financial Statements

The adjusted underlying result seen in the Income Statement is a net deficit of \$6.97M, adjusted for non-recurrent capital grants, non-monetary asset contributions and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by non-recurrent capital income items, which can often mask the operating result.

Analysis is detailed in the notes below.

Income Statement for the 12 months ending 30 June 2025

Notes	Adopted Budget \$'000	Actuals \$'000	Q3 Forecast \$'000	Q3 Forecast v Actuals \$'000 Fav/(unfav)
Revenues				
Revenue from ordinary activities				
Rates and charges	67,513	67,613	67,703	(90)
Statutory fees and fines	1,985	1,924	2,161	(237)
User fees	8,285	9,582	9,569	13
Grants - Operating	2	19,330	26,877	5,216
Grants - Capital (Recurrent)	1,234	1,537	1,527	10
Grants - Capital (Non Recurrent)	3	20,875	12,491	(2,383)
Contributions - Monetary	4	13,570	11,566	116
Contributions - Non monetary assets	5	53,389	39,691	(13,698)
Other Income	6	4,145	6,539	240
Total Income	190,326	177,820	188,633	(10,813)
Expenses				
Employee costs	44,794	45,605	45,588	(17)
Materials and services	7	33,209	41,203	(1,026)
Bad and doubtful debts	8	20	1,656	(1,656)
Depreciation	9	19,605	23,339	(1,767)
Amortisation - intangible assets	10	1,104	1,554	(153)
Amortisation - right of use assets		598	605	50
Borrowing costs		928	707	738
Finance costs - right of use assets		169	126	87
Other expenses	11	1,949	1,889	3,638
Revaluation decrement of property, infrastructure, plant and equipment	12	-	1,858	-
Net loss on disposal of property, infrastructure, plant and equipment	13	-	2,496	-
Total Expenses	102,376	121,038	113,856	(7,182)
Net Surplus/(Deficit)	87,950	56,782	74,777	(17,995)
Underlying Result Adjustment:				
Contributions - Non monetary	53,389	39,691	53,389	(13,698)
Contributions - Monetary	13,459	11,566	11,450	116
Grants - Capital (Non Recurrent)	20,875	12,491	14,874	(2,383)
Total Underlying Adjustment	87,723	63,748	79,713	(15,965)
Adjusted Underlying Surplus/(Deficit)	227	(6,966)	(4,936)	(2,030)

Note 1 – Statutory Fees and Fines

Statutory fees and fines were \$1.92M for the year, which is a \$237K decrease compared to the quarter three forecast of \$2.16M. This is mainly due to a reduction in town planning permit fees.

Note 2 – Grants – Operating

Operating grants include all monies received from State and Federal sources for the purpose of funding the delivery of Council's services. Operating grants were \$26.88M for the year, which is a \$5.22M increase compared to the quarter three forecast of \$21.66M. This is due to the following:

Increases	Amount \$'000
Financial Assistance Grants for 2025-2026 early payment	6,043
Income received 2024-2025, however linked to a carry forward expense into 2025-2026: - Vic Health - Nourishing Neighbourhoods \$157K - Seymour Freight Study \$40K	197
Additional income based on associated expenditure incurred: - School Readiness Funding \$67K - Storm Event - January 2024 \$20K	87
Funding contract variation: - Universal Maternal Child Health \$54K - Sleep and Settling Program \$31K	85
Subtotal	6,412
Decreases	Amount \$'000
Reduced funding Kindergartens; offset by reduced expenditure (see note 6 and 7)	(401)
Carry forward grant income, now expected to be received in 2025-2026 (see Appendix 4)	(358)
Transfer to Capital for Kerbside Bin purchase	(357)
Funding agreement finalisation Free from Violence program	(36)
Other minor changes across Council	(43)
Subtotal	(1,195)
Total	5,217

Note 3 – Grants – Capital (Non-Recurrent)

Non-recurrent Capital grants were \$12.49M for the year, which is a \$2.38M decrease compared to the quarter three forecast of \$14.87M. This is due to the following:

Increases	Amount \$'000
Finalisation of funding milestone not previously forecasted:	
- Hughes Creek Road Bridge, Tarcombe \$310K	351
- Pyalong Kindergarten facility upgrade \$41K	
Transfer to Capital for Kerbside Bin purchase	357
Subtotal	708
Decreases	Amount \$'000
Carry forward grant income, now expected to be received in 2025-2026 (see Appendix 1)	(3,063)
Other minor changes across Council	(28)
Subtotal	(3,091)
Total	(2,383)

Note 4 – Contributions - Monetary

Contributions – monetary were \$11.57M for the year, which is a 116K increase from the quarter three forecast of \$11.45M, mainly due to the following:

Increases	Amount \$'000
Increase in expected Developer Infrastructure Levy income due to revised timing of development	1,042
Subtotal	1,042
Decreases	Amount \$'000
Land Equalisation adjustment	(627)
Decreases in Development Contributions income due to revised timing of development:	
- Standard Transport Levy \$93K	
- Standard Community and Recreation Levy \$72K	(235)
- Supplementary Transport Levy \$70K	
Other minor changes across the Council	(64)
Subtotal	(926)
Total	116

Note 5 – Contributions - Non-Monetary

Development Contributions (non-cash) are those assets that form part of new development that are given to Council at handover for ongoing maintenance (e.g. roads, drainage and open space). Accounting Standards require non-cash development contributions to be shown as income.

Non-monetary asset contributions were \$39.69M for the year, which is a \$13.70M decrease compared to the quarter three forecast of \$53.39M. The value of non-monetary contributions is difficult to predict and cannot be controlled by Council, with the unfavourable variance being linked to changes in the rate of development being experienced in the south of the shire. These contributions will be received in future years.

Note 6 – Other income

Other income was \$6.54M for the year, which is a \$240K increase compared to the quarter three forecast of \$6.30M. This is due to the following:

Increases	Amount \$'000
Additional interest income on investments	179
Reimbursements in relation to:	
- ARTC Inland Rail Project Design Review \$44K; fully offset against expenditure	67
- Container Deposit Scheme \$23K	
Subtotal	246
Decreases	Amount \$'000
Other minor changes across the Council	(6)
Subtotal	(6)
Total	240

Note 7 – Materials

Materials and services were \$41.20M for the year, which is a \$1.026M increase to the quarter three forecast of \$40.18M. This is due to the following:

Increases	Amount \$'000
Reclassification from capital work in progress relating to Seymour Closed Landfill - Rehabilitation Site written off	(6,420)
Capital projects expensed	(280)
Increased Building Maintenance costs across Council; offset with reduced cleaning costs	(143)
Debt collection costs	(24)
Other minor increases across Council	(172)
Subtotal	(7,039)

Decreases	Amount \$'000
Carry forward of expenditure linked to grant funding and external contributions (see Appendix 4)	3,630
Reduced amortisation costs for waste collection liabilities due to contract delay	545
Transfer to Capital for materials	270
Carry forward of operational expenditure into 2025-2026 (See Appendix 5 for a full list of operational carry forwards)	804
Reduced contractor & software costs from what was previously expected: - Landfill & Resource Recovery Centres \$342K - Azure Managed Service \$47K - Adobe License \$30K - Fire Prevention works (slashing) \$21K - Information Technology penetration test \$14K - Weave License costs \$14K - Asset condition audits \$13K; offset with increase employee costs (see note 6)	481
Reduced cleaning costs across Council; offset with increased building maintenance costs listed above	118
Kindergartens; offset by a reduction in grant income (see note 4)	98
Cancellation of 2024-2025 Cybersecurity Prevention project	67
Subtotal	6,013

Total	(1,026)
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Note 8 – Bad and doubtful debts

Bad and doubtful debts were \$1.66M for the year, which was due to a write-off related to a Development Contributions land equalisation settlement. At quarter three this was listed in the forecast for other expenses (Note 11). No overall impact to the quarter four, just movement between expense categories.

Note 9 – Depreciation

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

Depreciation was \$23.40M for the year, which is an increase of \$1.77M compared to the quarter three forecast of \$21.57M. Asset values have increased through indexation and revaluations which will naturally increase depreciation.

Depreciation is difficult to forecast with accuracy due to the timing of contributed assets received and their value and the effect of asset revaluations. It is expected to see increased depreciation with an increase in asset numbers.

The biggest variances relate to:

Increases	Amount \$'000
Roads	(352)
Drainage	(235)
Information Technology	(169)
Recreation and open space	(101)
Furniture and equipment	(54)

Note 10 – Amortisation – intangible assets

Amortisation of intangible assets is currently \$1.55M, which is \$153K higher than expected. Amortisation - intangible assets is an accounting measure which attempts to allocate the value of landfill airspace and software over its useful life, which is assessed and calculated annually. The increase is related to the landfill airspace.

Note 11 – Other expenses

Other expenses were \$1.89M for the year which is a \$1.750M decrease from the quarter three forecast of \$3.64M. This is mainly due to a reclassification of a write-off related to Development Contributions Offset by unpaid creditor payment, to bad and doubtful debts (see note 8).

Note 12 – Revaluation decrement of property, infrastructure, plant and equipment

An accounting standard requirement is for assets to be regularly valued to ensure they are recorded at fair value. Where the asset value increases the financial treatment is to increase the equity of Council, where a decline is experienced this will reduce the previously identified equity. However, where equity is not available an expense must be recorded within the income statement.

The fair value of assets and revaluation implications are hard to predict with continual changes in pricing and indexing. As the impact rarely impacts the income statement this is not budgeted for. The revaluation decrement was \$1.86M, is a non-cash item and is due to the reduced value of parks & open space assets of \$1.7M and \$147K for our footpaths and cycleways.

This year recreational, leisure and community and parks, open spaces and streetscapes were externally assessed for the first time in a very long period.

Note 13 – Net loss on disposal of property, infrastructure, plant and equipment

Net loss on disposal of property, infrastructure, plant and equipment was \$2.50M for the year, which related to the net gain for sale proceeds across plant and fleet of \$693K; offset by waste and recreation and open

space assets disposed of over the financial year. Net profit/loss on disposal is an accounting measure and is difficult to forecast with accuracy however a detailed review of waste assets and an external review of recreational, leisure and community and parks, open spaces and streetscapes have improved the asset values held.

Statement of Capital Works for the 12 months ended 30 June 2025

Asset Class	Notes	Adopted Budget \$'000	Actuals \$ '000	Q3 Forecast \$ '000	Q3 Forecast v Actuals \$'000 Fav/(Unfav)	Carried Forward to 2025-2026 \$'000
Land		4,000	4,254	4,000	(254)	-
Buildings		10,910	4,872	5,276	404	7,534
Bridges		4,000	460	533	73	-
Drainage		15	14	29	15	-
Footpaths & Kerb & Channel		1,455	903	1,154	251	777
Roads		14,147	10,962	12,782	1,820	4,570
Waste		300	2,785	2,400	(385)	277
Recreation Leisure & Community		3,950	1,283	2,617	1,334	3,927
Parks, Open Space & Streetscapes		3,400	1,939	2,325	386	2,426
Offstreet Car Parks		130	142	162	20	19
Plant & Machinery		885	888	751	(137)	529
IT Equipment & Software		894	686	495	(191)	125
Motor Vehicles		1,976	1,663	2,114	451	269
Furniture & Equipment		315	101	69	(32)	-
Library Books		200	199	216	17	18
Sub Total	14	46,577	31,151	34,923	3,772	20,471
Renewal		17,290	11,127	12,656	1,529	2,494
New Assets		20,661	12,245	14,677	2,432	11,796
Upgrade		4,715	5,944	6,470	526	4,084
Expansion		3,911	1,835	1,120	(715)	2,097
Sub Total		46,577	31,151	34,923	3,772	20,471
Capital works expenditure adjustments:						
Intangible Assets		205	216	313	(97)	112
Total adjusted Capital Works expenditure		46,782	31,367	35,236	3,675	20,583

Note 14 – Capital Works Expenditure

Capital works expenditure was \$31.367M for the year, which is a \$3.675M decrease compared to the quarter three forecast of \$35.236M. The detailed movements are represented within the tables below however the main driver has been additional carry forwards into 2025-2026 identified since quarter three.

Carry forwards from 2024-2025 to 2025-2026 are \$20.58M. See Appendix 4 for full listing of carry forwards.

An explanation of variance between adopted budget and actuals within the 2024-2025 capital works program will be provided at asset class level within the annual financial statements, and at an overall program level within the quarterly capital works report.

Explanation of variance between quarter three and actuals – Capital Works Program

Increases	Amount \$'000
Linked to Developer projects completed :	
- Patterson St between Rankin St & Camerons Ln Land (RD-02iL) (\$178K)	(227)
- Patterson St and Whiteside St Land (IN-05iL) (\$49K)	
Additional expenses offset grant funds:	
- Successful Transport Accident Commission (\$165K)	(178)
- AusNet funding for Sustainability Actions - Small Council buildings program (\$13K)	
Subtotal	(405)
Decreases	Amount \$'000
Additional carry forwards into 2025-2026 identified during quarter four (see Appendix 1 for a full listing of capital carry forward grant income linked to expenditure carry forwards into 2025-2026)	3,913
Funding relates to 2025-2026:	
- Station Street and Wallis Street, Seymour - Raised Pedestrian moved to 2025-2026	179
Net savings upon capitalisation	101
Fleet program decreases, offset by decrease in sales relating to current year program	79
Net transfers to operating	58
Subtotal	4,330
Total	3,925

Balance sheet as at 30 June 2025

	Notes	Adopted Budget \$'000	Actuals \$'000	Q3 Forecast 30- June-2025 \$'000	Q3 Forecast v Actuals Fav/(Unfav)
Assets					
Current assets					
Cash Assets	15	29,819	20,795	13,600	7,195
Other financial assets	15	57,000	63,000	61,000	2,000
Trade and other receivables	16	12,592	19,558	12,592	6,966
Inventories	17	184	371	184	187
Contract assets	18	-	3,086	-	3,086
Other assets	19	4,557	1,471	4,557	(3,086)
Total current assets		104,152	108,281	91,933	16,348
Non-current assets					
Other financial assets	15	4,125	22,125	20,125	2,000
Property, infrastructure, plant and equipment	20	981,297	982,262	986,924	(4,662)
Intangible Assets	20	3,287	3,272	3,593	(321)
Right of use assets	21	5,322	6,754	5,322	1,432
Total non-current assets		994,031	1,014,413	1,015,964	(1,551)
Total Assets		1,098,183	1,122,694	1,107,897	14,797
Liabilities					
Current liabilities					
Trade and other payables	22	9,755	5,898	9,755	(3,857)
Trust funds and deposits	23	13,041	12,104	16,826	(4,722)
Contract and other liabilities	24	-	17,172	12,155	5,017
Provisions	25	7,956	7,942	6,744	1,198
Interest bearing liabilities		3,722	3,256	3,293	(37)
Lease liabilities	26	768	1,054	768	286
Total current liabilities		35,242	47,426	49,541	(2,115)
Non-current liabilities					
Provisions	25	7,492	10,211	11,194	(983)
Interest bearing liabilities	27	20,843	14,518	14,993	(475)
Lease liabilities	26	4,434	5,808	4,434	1,374
Total Non-current liabilities		32,769	30,537	30,621	(84)
Total Liabilities		68,011	77,963	80,162	(2,199)
NET ASSETS		1,030,172	1,044,731	1,027,735	16,996
Represented by:					
Accumulated Surplus		572,461	521,330	533,702	(12,372)
Reserves		457,711	523,401	494,033	29,368
Equity		1,030,172	1,044,731	1,027,735	16,996

Note 15 – Cash and Other Financial Assets

Council holds more cash and other financial assets at the end of 2024-2025 than forecast at quarter three by \$11.19M. The timing of grants received in advance versus the timing of capital project delivery continues to impact the expected timing of cash inflows and outflows.

The significant increase in cash assets compared to the quarter three forecast is due in part to the pre-payment of the financial assistance grants of \$6.04M.

Note 16 – Trade and other receivables

Receivables were \$19.56M as at 30 June 2025. This is an increase of \$6.97M compared to the quarter three forecast which was based on the adopted budget. \$13M of the \$19.56M balance relates to outstanding rates.

Note 17 – Inventories

Inventories were \$371K as at 30 June 2025. This is an increase of \$187K compared to the quarter three forecast due to finalisation of year end stocktakes at Council Depots. Assumptions and forecasting for inventories throughout the year depend on various factors and is difficult to forecast a year end result. Inventories and material purchases will be reviewed during 2025/26.

Note 18 – Contract assets

Contract assets, or accrued revenue, was \$3.09M as at 30 June 2025. This is dependent on many factors including the timing of grant funds received for projects already completed and investment maturity dates. There was no 2024-25 budget for contract assets, nor is there for 2025-26, however this will be reviewed and updated within the forecast ending 30 September 2025. In previous financial statements and reports, contract assets were included within the receivables category.

Note 19 – Other assets

Other assets, or prepaid expenses, was \$1.47M as at 30 June 2025. This is dependent on many factors including the timing of invoicing from suppliers for future year services and works. Forecasting a year end result for prepayments throughout the year is difficult, and generally remains in line with the adopted budget.

Note 20 – Fixed and Intangible Assets

Overall, fixed and intangible assets increased by \$4.98M relative to the quarter three forecast of \$990.52M. This is directly linked to the changes in assumptions from quarter three including capital program delivery, non-monetary contributions handed over to council, depreciation, asset sales and asset revaluations. As the level of capital expenditure and non-monetary assets were lower than budgeted, this increase is linked to indexation and asset revaluation.

Note 21 – Right of use assets

Right of use assets were \$6.75M as at 30 June 2025. This is a \$1.43M increased variance from the prior quarter forecast. This relates to a re-calculation of the lease costs associated with Council's waste collection service following the introduction of the four bin service.

Note 22 – Trade and other payables

Trade and other payables are what Council owes to creditors for services rendered or goods supplied. Trade and other payables of \$5.90M were held at 30 June 2025. This balance is more in line with the previous financial year actuals and is impacted by the timing of payments made to suppliers and is hard to forecast with accuracy.

Note 23 – Trust funds and deposits

Trust funds and deposits is money held for future repayment, such as bonds, contract retentions and the fire services levy. Trust funds and deposits of \$12.10M were held at 30 June 2025. This is \$4.72M higher than the quarter three forecast, with an increase in the fire services levy.

Note 24 – Contracts and other liabilities

Contracts and other liabilities refers to unearned income received in advance for both operating and capital projects which meet specific criteria under AASB15. As at 30 June 2025 contracts and other liabilities was \$17.17M, which is \$5.02M higher than the quarter three forecast. This is due to additional capital works projects now identified as carry forward which are linked to grant funding, that has already been received, as well as grants received in advance of 2025-2026 project commencing.

Note 25 – Provisions

Provisions mainly relate to employee leave, landfill capping and the rehabilitation provision. Provisions of \$18.15M were held at the end of the financial year which is an overall increase of \$215K compared to the quarter three forecast. Most of the increase relates to employee leave provisions.

Note 26 – Lease Liabilities

Current and non-current lease liabilities were \$6.86M at the end of the financial year. Lease liabilities have increased by \$1.66M during the current financial year. This is due to a delay in the contract start date of waste collection vehicles.

Note 27 – Interest Bearing Liabilities

Current and non-current interest-bearing loans were \$17.77 as at 30 June 2025. The overall reduction of \$512K since the quarter three forecast relates to loans which were not drawn down in line with the adopted budget which have been carried forward to 2025-2026 in line with estimated project completion.

Statement of Cash Flows for the 12 months ending 30 June 2025

A Statement of Cash Flows is a financial statement that summarizes the amount of cash and cash equivalents received and paid by Council. This report presents the Adopted Budget, interim actuals as of June 2025, and Year-to-Date (YTD) percentage for the end of the year. The cash flow was not changed during the financial year as this is difficult to forecast with accuracy. Further improvements will be undertaken to improve the accuracy of this statement moving forward.

	Notes	Adopted Budget \$'000	Actuals \$'000	YTD %
Cash flows from operating activities				
Rates and charges		66,884	64,758	97%
Statutory fees and fines		1,951	2,100	108%
User fees		8,285	11,859	143%
Grants - operating		19,249	17,737	92%
Grants - capital		18,440	33,024	179%
Contributions - monetary		13,570	12,531	92%
Interest received		3,000	6,295	210%
Trust funds and deposits taken		-	(1,722)	100%
GST refund/payment		-	4,620	100%
Other receipts		1,226	2,258	184%
Employee costs		(44,740)	(43,969)	98%
Materials and services		(35,781)	(47,955)	134%
Other payments		(1,949)	(2,955)	152%
Net cash provided by/(used in) operating activities	28	50,135	58,581	117%
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment		(46,577)	(24,540)	53%
Proceeds from sale of property, infrastructure, plant and equipment		1,117	969	87%
Payments for investments		(7,000)	(47,000)	671%
Payments for Intangible Assets		(235)	20,000	-8511%
Net cash provided by/(used in) investing activities	29	(52,695)	(50,571)	96%
Cash flows from financing activities				
Finance costs		(928)	(707)	76%
Interest paid - lease liability		(169)	(126)	75%
Proceeds from borrowings		8,000	1,900	24%
Repayment of borrowings		(3,420)	(3,061)	90%
Repayment of lease liabilities		(782)	(574)	73%
Net cash provided by/(used in) financing activities	30	2,701	(2,568)	-95%
Net increase/(decrease) in cash and cash equivalents		141	5,442	
Cash and cash equivalents at the beginning of the financial year		29,678	15,353	52%
Cash and cash equivalents at the end of the financial year		29,819	20,795	70%

Note 28 - Net cash provided by/(used in) operating activities

Cash flows from operating activities for the twelve months ended 30 June 2025 amounted to \$58.58M, exceeding the total adopted budget. Increased cash received included capital grants held on the balance sheet.

Note 29 - Net cash provided by/(used in) investing activities

Cash flows from investing activities for the twelve months ended 30 June 2025 totalled -\$50.57M, coming in lower than the adopted budget at 96%. This was primarily driven by higher-than-budgeted payments for investments due to increased cash from grants in advance and carry forward expenditure, offset by a reduction in expenditure on property, infrastructure, plant and equipment. These funds will be held in suitable investments until the funds are needed.

Note 30 - Net cash provided by/(used in) financing activities

Cash flows from financing activities for the twelve months ended 30 June 2025 resulted in a net outflow of \$2.57M, compared to a budgeted inflow of \$2.70M. This variance is mainly due to reduced borrowings being undertaken during the financial year. Borrowings are linked to key capital items, some planned borrowings will now occur in 2025-26 to align with project completion. And the main reduction primarily relates to the cancellation of the contract for the Old Goulburn River Bridge project.

Restrictions on Cash and Investments

Council's working capital (current assets / current liabilities) and unrestricted cash to current liabilities are measures of Council's liquidity. Restrictions on cash and investments does not account for cash liabilities.

Restrictions on Cash and Investments	Actuals 30-Jun-24 \$'000	Actuals 30-Jun-25 \$'000	Adopted Budget 30-Jun-25 \$'000
Cash and Investments			
Cash at Bank	15,353	20,795	29,819
Term Deposits	58,000	85,125	61,125
Total Cash and Investments	73,353	105,920	90,944
Restrictions on Cash and Investments¹			
Trust Funds and Deposits	13,826	12,104	13,041
Statutory Reserves	48,654	60,512	54,550
Other Restrictions ²	25,460	25,460	-
Total Restricted Cash and Investments	87,940	98,076	67,591
Total Unrestricted Cash and Investments	(14,587)	7,844	23,353
Discretionary Reserves ³	869	826	1,454
Unrestricted Cash after discretionary reserves	(15,456)	7,018	21,899

Council's unrestricted cash remains positive and the reduction to the adopted budget is driven by a timing of budget development and closure of the previous financial year. Council may be relying on cash in the bank for restricted purposes to fund day to day operations throughout the year through peaks of low income and high expenditure.



- 1. A statutory requirement for Council to hold in trust. This includes bond payments, development contributions and grant income received in advance for future year projects.
- 2. Other restrictions that apply as at 30 June 2025 include:

Other Restrictions	\$'000
Unspent Grants	17,172
Cash held to fund carried forward capital works	5,660
Cash held to fund carried forward operating projects	2,628
Total	25,460

- 3. Discretionary reserves are internal reserves such as Waste Management and Property Proceeds Reserve. These are at the discretion of Council to account for, with no statutory obligations.

Unrestricted cash

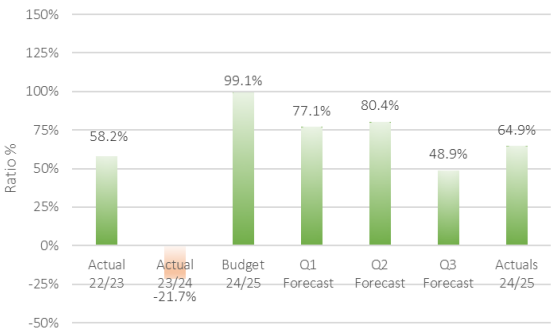
Measure:
unrestricted cash / current liabilities

2024-2025 Calculation:
30,159 / 46,496 = 64.9%

Purpose of ratio:
To assess if Council has enough cash, that is not tied to a reserve or trust account, to meet its obligations for the financial year.

The current key performance indicator (KPI) of 64.9% reflects the cash balances as at 1 July 2024 as opposed to the opening forecast of 1 July 2024 in addition to increased costs during the financial year.

The proposed 2025-26 budget and longer term modelling will aim to increase this % over the longer term.



3. Financial Reserves

The below table shows reserve forecast balances as at 30 June 2025.

Reserve	Opening Balance 1-July-24 ('000)	Transfers to ('000)	Transfers from ('000)	Closing Balance 30-June-25 ('000)
Statutory Reserves				
Public Open Space Reserve	3,915	900	(122)	4,693
Community Infrastructure Reserve	4,348	683	-	5,031
Development Infrastructure Reserve	22,734	6,327	-	29,061
Transport Infrastructure Reserve	9,622	2,890	(247)	12,265
Community and Recreation Reserve	8,035	1,427	-	9,462
Land Equalisation	-	2,001	(2,001)	-
Statutory Reserves Total	48,654	14,228	(2,370)	60,512
Discretionary Reserves				
Waste Management Reserve	-	2,382	(2,382)	-
Property Proceeds Reserve	869	-	(43)	826
Discretionary Reserves Total	869	2,382	(2,425)	826
Total Reserves	49,523	16,610	(4,795)	61,338

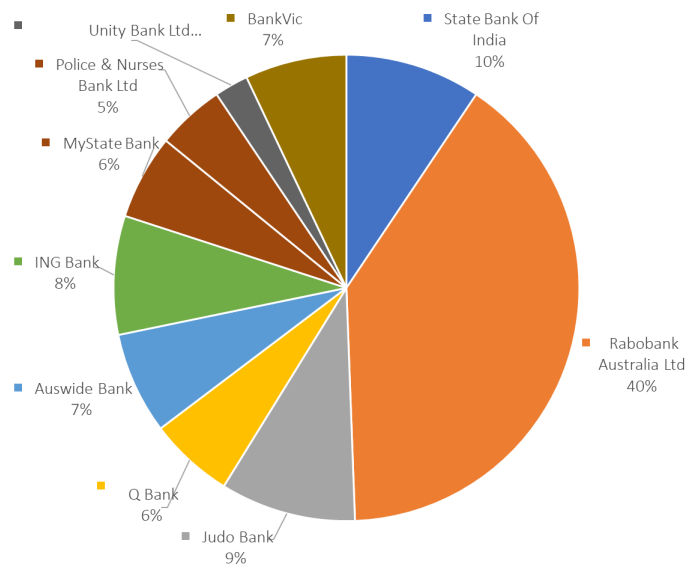
An explanation of each of the statutory reserves mentioned in the table above can be found in Appendix 2.

4. Investment Mix

Council invests funds held in Trust and Reserves in short to medium term investments such as term deposits. All investments are made in accordance with the *Local Government Act 2020* and are made with APRA (Australian Prudential Regulation Authority) approved financial institutions. Investments will be reviewed and reinvested at the next maturity date to realign with Council's policy, which limits the maximum allowable investment with any single financial institution to 50%.

As at 30 June 2025 investments consisted of the following term deposits:

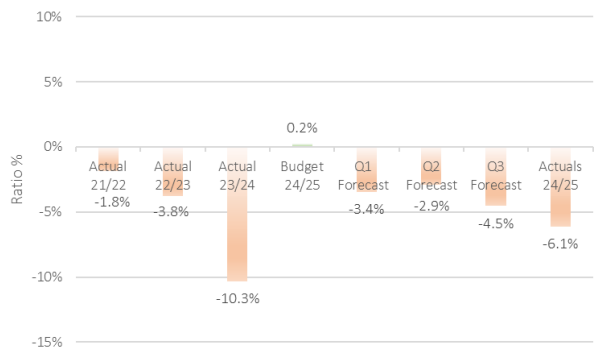
Institution	Maturity Date	Interest Rate	Term (days)	Amount \$'000
Rabobank Australia Ltd	10/07/2025	5.45%	365	4,000
Rabobank Australia Ltd	15/07/2025	4.98%	300	2,000
Q Bank	21/07/2025	5.86%	733	2,000
Rabobank Australia Ltd	5/08/2025	5.00%	301	2,000
Rabobank Australia Ltd	8/08/2025	4.98%	311	2,000
Rabobank Australia Ltd	26/08/2025	5.15%	265	2,000
Rabobank Australia Ltd	9/09/2025	5.10%	302	2,000
Rabobank Australia Ltd	7/10/2025	4.95%	364	2,000
ING Bank	21/10/2025	5.03%	369	2,000
Rabobank Australia Ltd	11/11/2025	5.08%	365	2,000
MyState Bank	2/12/2025	5.12%	365	3,000
MyState Bank	2/12/2025	5.17%	363	2,000
Auswide Bank	12/12/2025	5.12%	364	2,000
BankVic	5/01/2026	4.43%	242	2,000
BankVic	6/01/2026	4.43%	244	2,000
Auswide Bank	30/01/2026	5.02%	365	4,000
BankVic	3/02/2026	4.33%	272	2,000
ING Bank	25/02/2026	4.80%	365	2,000
Rabobank Australia Ltd	4/03/2026	4.69%	365	4,000
Judo Bank	19/03/2026	4.75%	365	2,000
Rabobank Australia Ltd	23/04/2026	4.30%	365	4,000
Rabobank Australia Ltd	19/05/2026	4.49%	365	2,000
State Bank Of India	29/05/2026	4.50%	364	2,000
Police & Nurses Bank Ltd	3/06/2026	4.28%	365	2,000
State Bank Of India	10/06/2026	4.30%	365	4,000
Unity Bank Ltd	12/06/2026	4.28%	365	2,000
State Bank Of India	16/06/2026	4.30%	365	2,000
Judo Bank	24/06/2026	4.30%	365	2,000
Judo Bank	22/03/2027	4.95%	1,097	4,000
Q Bank	22/03/2027	4.90%	1,097	3,000
Police & Nurses Bank Ltd	6/10/2027	5.27%	1,461	2,000
Rabobank Australia Ltd	9/10/2029	4.96%	1,826	4,000
ING Bank	24/10/2029	5.15%	1,825	3,000
Rabobank Australia Ltd	7/04/2030	4.69%	1,825	2,000
Total				85,000



5. Financial Performance Indicators

The following section 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 used in the context of the organisation’s objectives.

Adjusted underlying result



Measure:
adjusted underlying surplus (deficit) / adjusted underlying revenue

2024-2025 Calculation:
-6,966 / 114,072 = -6.1%

Purpose of ratio:
This ratio measures Council’s ability to meet operating expenditure with operating revenue.

The unfavourable movement in adjusted underlying result compared to the quarter three forecast is mainly due to the asset related expenditure.

Council remains committed to achieving one of its key financial goals into the future of annual adjusted underlying surplus’s.

Obligations



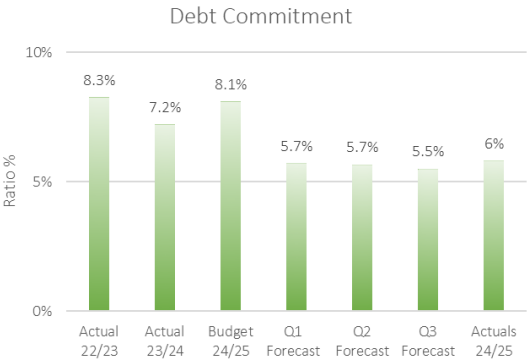
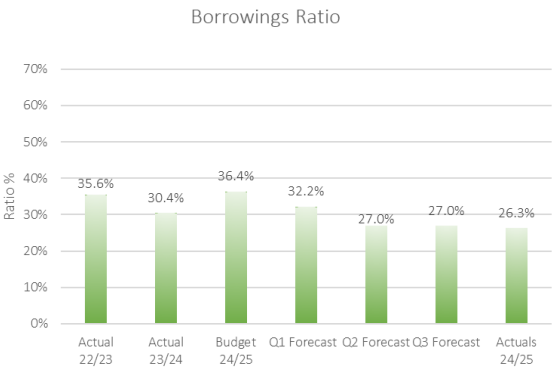
The 2024-2025 Budget and 2024-2025 to 2033-2034 Financial Plan outline borrowings for capital projects that have long term intergenerational benefits that would otherwise be unable to be funded by Council.

Measure:
Interest bearing loans and borrowings / rate revenue

2024-2025 Calculation:
 $17,774 / 67,612 = 26.3\%$

Purpose of ratio:
To assess the utilisation of debt to fund Council's intergenerational works projects, in relation to rates and charges revenue.

The current KPI of 26.3% is lower than the prior forecast, which relates to less than expected borrowings drawn down on.



Measure:
Interest and principal repayments on interest bearing loans and borrowings / rate revenue

2024-2025 Calculation:
 $3,925 / 67,612 = 6\%$

Purpose of ratio:
To assess how reliant Council is on rates and charges revenue to meet interest and principal loan repayments.

The industry standard recommends 0-5%, however Council's Borrowing Policy is set at 0-10%. The upper limit of 10% is set due to Mitchell Shire being classified as a growth council. This is often linked with significant current and future new infrastructure requirements.

Rates and charges

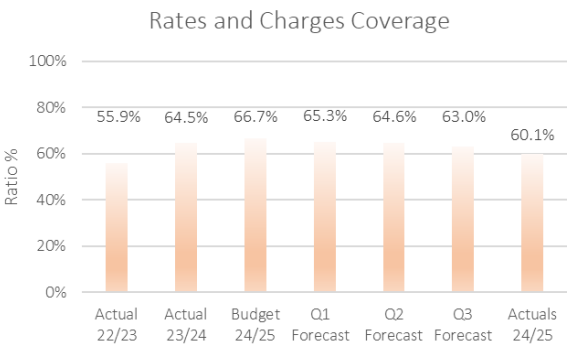
Measure:
Rates and charges / operating revenue

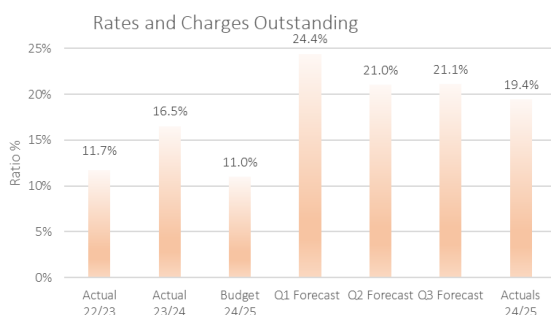
2024-2025 Calculation:
 $67,612 / 112,474 = 60.1\%$

Purpose of ratio:
This ratio measures Council's reliance on rates and charges to fund operating services.

Sitting within the KPI range (70-100%) means that Council is less reliant on operating grants and user fees to fund operating expenditure.

Our reliance on operating grants and user fees has not changed. Additional grant expenditure is usually once off and project specific.



**Measure:**

Rates and charges outstanding / rates and charges collectable (including Fire Services Levy)

2024-2025 Calculation:

13,131 / 67,612 = 19.4%

2024-2025:

Council is limited in recovery actions due to restrictions imposed. Legal action in the majority of cases cannot commence until 2025-2026. Council are actively working to reduce the amount outstanding.

Purpose of ratio:

This ratio shows the level of overdue rates and charges.

6. Rates and Other debtors

As at 30 June 2025, Council's debtors are summarised below:

Debtor	June 2024 \$'000	June 2025 \$'000	Current \$'000	> 30 Days \$'000
Rates (including FSL debtors) ¹	10,268	13,131	-	13,131
Sundry	5,849	-	2,101	2,774
Other Debtors ²				
-GST	1,529	1,284	1,284	-
-Pension Remission	224	236	236	-
Less: provision for doubtful debts	(49)	(63)	-	(63)
TOTAL	17,821	14,588	3,620	15,843

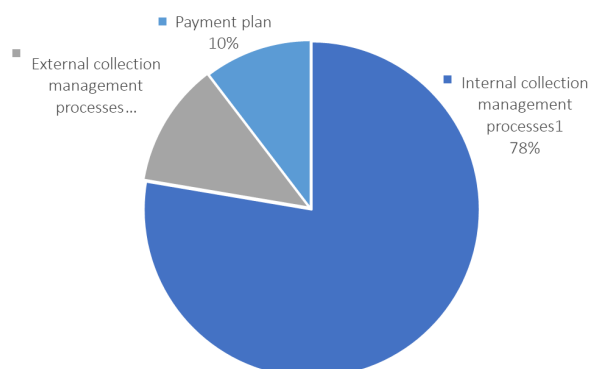
1 Any payments made on rates and charges are applied to prior year outstanding balances first. Rates are classified overdue when payment is not received by the instalment date.

2 Council's other debtors are not aged but monitored regularly to ensure payments are received in a timely manner and have been treated as current.

Overdue rates debtors were \$13.13M (including Fire Services Property Levy collected on behalf of the State Government) at 30 June 2025.

	Amount \$'000
Internal collection management processes ¹	11,607
External collection management processes	1,789
Payment plan	1,551
Prepayments ²	(1,816)
Total Outstanding Rates Debtors	13,131

- 1 Internal collection management processes include accounts on hardship, direct debit, and informal payment arrangements
- 2 Negative prepayments represent rates paid in advance.



Overdue sundry debts of \$2.78M include the following:

Debtor Details	Notes	June 2024 \$'000	June 2025 \$'000
Infringements	1	912	1042
Development Contributions	2	2574	928
Planning & Engineering	3	1052	173
Grants	4	148	145
Local Laws	5	186	142
Fire Hazards	6	76	102
Lease/Rental Income	7	0	40
Waste	8	81	22
Facility Hire	9	35	18
Leisure		19	6
Kindergartens		11	10
Building		4	2
Other	10	6	144
Total		5,104	2,774

Note 1 – Of the \$1,042M outstanding for Infringement

- \$399K is ready to be issued summons;
- \$293K is in initial stage of infringement and not yet due;
- \$97K has been issued/ready to be issued final reminders;
- \$92K has been held;
- \$68K has been lodged with Magistrates court;
- \$50K has been sent to Fines Vic for registration;
- \$24K is in an internal review;
- \$16K has been given an extension; and
- \$3K has entered payment arrangement with Fines Victoria.

Infringement charges follow court processes that exceed general debt collection timeframes. They are still reported above as being payable within 30 days, however statutory processes can take anywhere between 12 and 18 months to finalise.

Note 2 – Of the \$928K outstanding for Development Contributions:

- \$825K relates to the Newbridge Estate agreed contribution paid with penultimate stage of subdivision. This has since been paid;
- \$72K relates to a Public Open Space contribution in Wallan, payment is expected as soon as Statement of Compliance referrals are completed;
- \$16K relates to Cloverton development in Hume, payment is expected as soon as Statement of Compliance referrals are completed; and
- \$15K relates to a Public Open Space Contribution in Kilmore. The valuation for this property is under dispute and upon resolution, payment is expected. Statement of Compliance will not be issued to this development until outstanding fees are settled.

Note 3 – Of the \$173K outstanding for Planning & Engineering:

- \$142K relates to engineering charges with:
 - \$127K relates to Lyra Stage 7 development in Beveridge with payment expected in July;
 - \$14K relates to a multi lot subdivision in Broadford which is not yet due; and
 - \$1K relates to Journey Early Learning. The project is on hold and payment delayed.
- \$31K relates to planning charges with:
 - \$13K is to be issued reminder in July;
 - \$6K is on hold pending confirmation from the department before issuing new invoice in July;
 - \$5K is on hold pending confirmation of fee amount from the department;
 - \$3K is pending confirmation of withdrawal;
 - \$2K has Statement of Compliance not yet issued;
 - \$1K is being followed up by the department; and
 - \$1K is pending application for fee waiver.

Note 4 – Of the \$145K outstanding for Grants:

- \$108K relates to Raised Priority Crossing in Broadford. Finance to send initial reminder in July; and
- \$37K relates to the Department Transport & Planning Instalment 1 of Black Spot funding in Seymour and Pyalong. This was paid 15th July 2025.

Note 5 – Of the \$142K outstanding for Local Laws:

- \$40K has been or are due to be sent second reminders in July;
- \$32K is sitting with Council's debt collection agency;
- \$23K is pending submission to Council's debt collection agency;
- \$20K is pending follow up from Finance before submission to Council's debt collection agency;
- \$18K is pending confirmation of write off;
- \$5K relates to charges that require further information from the department before actioning; and
- \$4K has been sent to Fines Victoria for payment arrangement.

Note 6 – Of the \$102K outstanding for Fire Hazards:

- \$81K has been deemed unrecoverable by our debt collection agency and will remain as a charge on the property for payment if/when they sell; and
- \$21K is with Council's debt collection agency.

Note 7 – Of the \$40K outstanding for Lease/Rental income:

- \$39K relates to the Inland Rail licence agreements for the lease of Rupert Street, Broadford site with finance to send second reminder in July; and
- \$1K to be sent reminder in July.

Note 8 – The \$22K outstanding for Waste relates to the final 2024-2025 project contributions for Education Officer. Finance will send initial reminder in July.

Note 9 – Of the \$18K outstanding for Facility Hire:

- \$7K relates to future bookings;
- \$4K relates to a payment plan;
- \$2K being followed up by Council's debt collection agency;
- \$2K are being followed up by finance and relevant departments, with final reminders to be issued;
- \$1K relates to a regular hire currently making payments;
- \$1K to be issued initial or second reminders in July; and
- \$1K relates to a regular facility hire. Debtor has been notified no future bookings will be accepted until paid.

Note 10 – Of the \$144K outstanding for Other:

- \$128K relates to invoices for the Inland Rail Project Review. Finance to issue second reminders in July;
- \$5K is being followed up with Council's debt collection agency;
- \$4K is for charges being queried with the department;
- \$3K is for transfer of long service leave which has since been paid;
- \$3K relates to charges which have entered a payment arrangement; and
- \$1K will be sent initial reminders in July.

7. Councillor Expenses

Councillor Expenses for the nine months ended 30 June 2025:

Councillor	Councillor Allowance	Mobile and Data	Councillor Education	Memberships	Travel and other exp	Child Care	Total
Cr Bannister	26,434	288	-	-	-	-	26,722
Cr Chisholm	8,246	482	267	-	150	-	9,145
Cr Clark	37,736	739	1,729	-	1,386	-	41,590
Cr Cornish	48,053	595	3,312	-	503	-	52,463
Cr Dougall	78,961	133	4,705	-	6,789	-	90,588
Cr Eldridge	8,246	64	-	-	-	-	8,310
Cr Evans	24,519	378	1,462	-	-	-	26,359
Cr Goble	8,246	81	-	-	-	-	8,327
Cr Hanson	24,519	378	1,462	-	-	-	26,359
Cr Humm	24,519	451	1,462	-	-	-	26,432
Cr James	24,519	451	2,353	-	884	-	28,207
Cr Jeffery	24,519	451	1,462	-	1,822	1,624	29,878
Cr Lowe	8,246	156	267	-	1,079	-	9,748
Cr Pace	24,519	133	1,462	-	1,209	-	27,323
Cr Sanderson	8,246	144	267	-	452	-	9,110
Cr Stevens	8,246	462	962	-	-	-	9,671
Total	387,775	5,386	21,172	-	14,273	1,624	430,230

Councillor Allowance

The Victorian Government sets upper and lower limits for all allowances paid to Councillors and Mayors. Mitchell Shire Council is classified as a category two Council and allowances are paid in accordance with section 39 of the *Local Government Act 2020*.

Mobile and Data

The provision of telecommunications services, including handphone and laptop / tablet, are paid for by Council. Any expenses associated above the monthly call and data service is covered by the Councillor. There are differences in expenditure for councillors due to different plans, as well as charges being based on usage.

Travel and Other Expenses

Travel and other expenses include reimbursements for mileage and costs associated with attending forums, education and events including flights and accommodation.

Councillor Education

The provision of training, education, and attendance at conference and meetings within their capacity as a Councillor.

Below is a summary of the education councillors have undertaken:

Cr Lowe		
Rural Councils Victoria Forum		Aug-24
Cr Chisholm		
Rural Councils Victoria Forum		Aug-24
Cr Clark		
Rural Councils Victoria Forum		Aug-24
Induction Training		Nov-24
Cr Sanderson		
Rural Councils Victoria Forum		Aug-24
Cr Stevens		
Rural Councils Victoria Forum		Aug-24
2024 MAV Annual Conference & Dinner		Sep-24
Cr Pace		
Induction Training		Nov-24
Cr Dougall		
Victoria Local Governance Association		Oct-24
Induction Training		Nov-24
2024 Mayoral Training Program		Dec-24
Australian Local Government Association		Jun-25
Cr Humm		
Induction Training		Nov-24
Cr Jeffery		
Induction Training		Nov-24
Cr Hanson		
Induction Training		Nov-24
Cr Cornish		
Victoria Local Governance Association		Oct-24
Induction Training		Nov-24
2024 Mayoral Training Program		Dec-24
Cr James		
Induction Training		Nov-24
NGAA Conference		Jul-25
Victorian Greenhouse Alliances		Aug-25
Cr Evans		
Induction Training		Nov-24

8. Conclusion

The quarter three forecast showed an adjusted underlying deficit of 4.94M. The interim actual income and expenditure adjusted underlying deficit of \$6.97M, reflects an unfavourable variance of \$2.03M.

The unfavourable variance is skewed by net operational carry forwards of \$3.53M which will be adjusted in quarter one of the 2025-2026 financial year, as well as the prepayment of the 2025-2026 Financial Assistance Grant being received prior to 30 June 2025.

As we anticipate substantial growth in the demand for capital assets delivery and maintenance, along with development contributions timing, and landfill rehabilitation, it is inevitable that the financial statements will consistently include items that may distort current financial results.

The end of year position will now be used to better inform the update of the long-term financial plan to ensure Council remains on track for long term sustainability.

Appendix 1. Capital Works Carried Forward Listing (2024-2025 into 2025-2026)

The below tables represent carry forwards for capital works projects which have commenced during 2024-2025, or are committed to be completed during 2025-2026.

Project	Expense Carry Forward \$'000	Income Carry Forward \$'000
Buildings		
Seymour Community Wellbeing Hub - Construction	2,703	3,000
Wallan East Integrated Family and Children's Centre	2,700	3,000
Greater Beveridge Community Centre Expansion - Construction	1,945	1,985
Aquatic Facilities - Upgrade Program	88	-
Seymour Visitor Information Centre - Facilities Improvements	76	76
Sustainability Actions - Small Council buildings program	14	
JJ Clancy works 2024-25	8	
	7,534	8,061
Footpaths and Cycleways		
King Street, Wallan - Missing Link Footpath	225	-
Kilmore Creek Trail - Stage 1	167	-
Main Road (Service Road), Tallarook - Missing Link Footpath	167	
Bishop Street, Seymour - Missing Link Footpath 2024-25	163	-
Island Park, Broadford Footpath Missing Link -Plan & Design	37	
Northern Highway, Wallan - Missing Link	17	
Rail St Wandong Primary Sch- School Crossing & Footpath	(1)	-
	775	-
Roads		
Darraweit Rd, Wallan Upgrade btw Acacia Way and Roulston Way	2,748	3,160
Sealed Road Program (Patch) Burke And Wills Track	700	-
Highgate Road, Kilmore - Planning and Design - New road betw	171	
Wellington Street Upgrade betw Watson & Duke St (lighting)	161	29
Station Street and Wallis Street, Seymour - Raised Pedestria	143	
John Street, Kilmore - Link Road - Stage 1	118	
Patch and Overlay- Union Street, Kilmore	116	
Lithgow St & Patterson St, Beveridge (Temporary Roundabout)	96	
Sealed - GeoTech Investigation - Various Rds	95	
TAC - Multiple High Speed Rural Roads - Speed limit	80	90
Blackspot - Seymour-Pyalong Road - shoulder widening	78	234
Major Patching Program Shire Wide 2025-2026	25	
Seymour-Pyalong Road and Sugarloaf Creek Road - Intersection	19	106
Blackspot - Oak Street, Seymour - speed cushions	17	98
TAC - Seymour Town Centre - Speed Limit Reductions	11	26
Sealed Road Program (Patch & Seal and Overlay) Oak Street	6	
Patch & Overlay High Street, Seymour	4	
Unsealed Road Resheet Program Kings Lane	2	
TAC - Lithgow St, Beveridge - Raised Priority Crossing	(1)	
Powlett Street, Broadford - Raised Priority Crossing	(1)	
Culvert Renewal Program 2025-2026	(1)	
Kerb and Channel Renewal Program 2025-2026	(2)	
TAC - Chittick Place, Seymour - Road Closure	(2)	
Pollard Street, Seymour - Raised Priority Crossing	(2)	
Murchison St, Broadford - Pedestrian Improvements	(2)	
Windham St, Wallan - Raised Priority Crossing & Speed LimitR	(3)	
	4,576	3,743

Project	Expense Carry Forward \$'000	Income Carry Forward \$'000
Offstreet Car Parks		
Wandong Memorial Carpark Upgrade - Design	19	
	19	-
Waste Management		
Wallan Resource Recovery Centre - Expansion - Stage 1	152	
Former Seymour Landfill - Gas flare	75	
Mitchell Landfill - Cell 6A capping - design and approvals	50	
	277	-
Recreation, Leisure and Community		
Beveridge Central SR-01 - Active Open Space - Planning and D	1,262	
Beveridge Recreation Reserve Activation - Stage 1	1,186	640
Seymour Tennis Complex - Enclosure 1 - Construction	762	379
Kilmore Leisure Centre - Upgrade investigation and design	353	-
Greenhill Precinct Activation, Wallan - Stage 1	84	-
Broadford Entrance Revitalisation	72	
New Playground - Black Duck Crossing Reserve	71	
Harley Hammond Otway Tuckett Female Facility - Design	52	
Harley Hammond Reserve, Broadford - Tennis Courts and Lighti	45	-
JJ Clancy Reserve, Kilmore - Carparking, roadway and landsca	43	
Environmental Reserve wayfinding signage	3	
	3,927	1,019
Parks, Open Space and Streetscapes		
Taylor's Creek Reserve, Wallan - Activation	1,797	1,231
Wallan Central Cycle and Nature Trail - Design and Construct	135	
Graham Street Reserve - Upgrade	119	
Whiteside Street, Beveridge, RD-06a Landscaping	97	
Anzac Avenue, Seymour - Stage 1 Design	94	
Ryans Creek Reserve, Kilmore- CHMP and Final Stage	78	31
Seniors Outdoor Fitness Equipment-Beveridge	65	20
Whiteside and Lewis Street Beveridge IN-07 Landscaping	19	
Public Art	17	
Minor Path Renewal Program 2024-2025	3	
	2,424	1,282
Library Books		
Library Stock Renewal 25-26	17	
	17	-
Plant & Equipment		
Plant Renewal 2024-2025	529	50
Fleet Renewal 2024-2025	269	202
	798	252
Computers and Telecommunications		
Network Upgrade Program 2024-2025	124	-
	124	-
Total	20,471	14,357

Appendix 2. Explanation of statutory reserves

Community Infrastructure Levy (CIL)

CIL represents financial contributions for new infrastructure that will be used by the community. The levy of up to a maximum of \$1,450 per dwelling is charged for every new dwelling to be created. For Mitchell Shire Council, most CIL is paid by developers prior to the issue of statement of compliance for the subdivision of land.

Development Infrastructure Levy (DIL)

DIL is payments by developers to fund infrastructure needs arising out of developments. DIL is typically levied through the creation of a Development Contribution Plan (DCP), and usually charged on a per hectare basis prior to the issue of a Statement of Compliance.

Alternatively, contributions can be levied via a Section 173 agreement, or via conditions on a planning permit.

Public Open Space (POS)

POS contributions are for the provision and maintenance of open space.

Levies collected are based on conditions placed on planning permits requesting contributions, usually 5% of site value in accordance with the *Subdivision Act 1988*.

Transport Infrastructure Levy (TIL)

TIL is a monetary contribution to fund the construction of transport infrastructure in an approved Infrastructure Contributions Plan (ICP). The levy may consist of a standard levy, a supplementary levy or both. The standard levy rates are set and indexed annually by state government, with it currently being \$147,562 per net developable hectare.

Community and Recreation Levy (CRL)

CRL is a monetary contribution to fund the construction of community and recreation infrastructure in an approved Infrastructure Contributions Plan (ICP). The standard levy rates are set and indexed annually by state government; currently \$109,088 per net developable hectare.

Land Equalisation

In an approved ICP landowners are required to contribute land for public purposes. Landowners who contribute a greater percentage of their land towards public purposes are entitled to a land credit. This is compensated through the payment of a land equalisation amount by landowners who contribute a lesser percentage of their land for public purposes.

Council is the 'collecting agency' and therefore responsible for administering the payment and collection of land credits and equalisation amounts.

Appendix 3. Explanation of Income Statement variances between adopted budget and actuals

Notes	Adopted Budget \$'000	Actuals \$'000	Variance \$'000 Fav/(unfav)	Variance % Fav/(unfav)
Revenues				
Revenue from ordinary activities				
Rates and charges 1	67,513	67,613	100	0.15%
Statutory fees and fines	1,985	1,924	(61)	(3.07%)
User fees 2	8,285	9,582	1,297	15.65%
Grants - Operating 3	19,330	26,877	7,547	39.04%
Grants - Capital (Recurrent) 4	1,234	1,537	303	24.55%
Grants - Capital (Non Recurrent) 5	20,875	12,491	(8,384)	(40.16%)
Contributions - Monetary 6	13,570	11,566	(2,004)	(14.77%)
Contributions - Non monetary assets 7	53,389	39,691	(13,698)	(25.66%)
Other Income 8	4,145	6,539	2,394	57.76%
Total Income	190,326	177,820	(12,506)	(6.57%)
Expenses				
Employee costs 9	44,794	45,605	(811)	-1.81%
Materials and services 10	33,209	41,203	(7,994)	(24.07%)
Bad and doubtful debts 11	20	1,656	(1,636)	(8180.00%)
Depreciation 12	19,605	23,339	(3,734)	(19.05%)
Amortisation - intangible assets 13	1,104	1,554	(450)	(40.76%)
Amortisation - right of use assets	598	605	(7)	(1.17%)
Borrowing costs 14	928	707	221	23.81%
Finance costs - right of use assets	169	126	43	25.44%
Other expenses	1,949	1,889	60	3.08%
Revaluation decrement of property, infrastructure, plant and equipment 15	-	1,858	(1,858)	-
Net loss on disposal of property, infrastructure, plant and equipment 16	-	2,496	(2,496)	-
Total Expenses	102,376	121,038	(18,662)	(18.23%)
Net Surplus/(Deficit)	87,950	56,782	(31,168)	(35.44%)

Note 1 – Rates and charges

Rates and charges exceeded budget by \$100K, which is due to:

- finalisation of rates, municipal charges and garbage charges raised on 1 July 2024 of \$530K;
- reclassification of ex-gratia income from rates and charges to user fees of \$299K, offset by:
- increase in interest income of \$453K; and
- increased supplementary rates of \$276K.

Note 2 – User fees

User fees and fines exceeded budget by \$1.30 million, which is mainly due to:

- asset reinstatement fees and realised development bonds of \$1.06 million;
- reclassification of income to user fees from rates and charges of \$299K, and from other income for facility hire of \$257K;

- increase in leisure service fees and charges of \$83K, offset by reduced user fees and charges across the following areas:
- local laws \$185K;
- engineering civil works \$164K; and
- building permit and lodgement fees \$65K.

Note 3 – Grants operating

Operating grants exceeded budget by \$7.55 million, mainly due to prepayment of the 2025-2026 Victorian Financial Assistance Grant of \$6.04 million. In addition to \$1.21 million for reimbursement of expenditure in relation to the October 2022 and January 2024 natural disaster events and additional \$164K maternal child services funding in line with delivered programs. This is offset by a reduction in children services funding in line with delivered programs \$532K.

Note 4 – Grants Capital (Recurrent)

Capital Grants (Recurrent) exceeded budgeted by \$303K due to an increase in the amount received for the Roads to Recovery grant funding.

Note 5 – Grants Capital (Non Recurrent)

Capital Grants (Non-Recurrent) were lower than budget by \$8.40 million, mainly due to:

- identified carry forwards into 2025-2026 of \$14.36 million; offset by
- \$2.6 million related to land sales;
- additional carry forward grant income from 2023-2024 of \$736K; and
- additional grant funding received during 2024-2025 of \$750K.

Note 6 – Contributions - Monetary

Monetary contributions were \$2.05 million lower than budget. The majority of Council's monetary contributions are received by developers to contribute to future infrastructure requirements and are difficult to forecast. Development delays means that this income, although not received when originally forecasted, will be expected in future financial years.

Note 7 – Contributions – Non-monetary assets

Non monetary contributions represent assets such as roads, drains and open space transferred to Council from developers. It is difficult to estimate the value and timing of these contributions. In 2024-2025 transferred assets were \$13.70 million lower than budgeted.

Note 8 – Other Income

Other income exceeded the budget by \$2.39M mainly due to increased interest on investments of \$1.68M and ARTC project design review and property advisor expenditure reimbursements of \$468K.

Note 9 – Employee costs

Employee costs were \$811K lower than budgeted mainly due to:

- staff vacancy savings of \$558K realised over the year; offset by
- increase to leave provisions of \$568K;
- additional expenditure linked to October 2022, January 2024 and February 2024 natural disaster event costs of \$609K; and
- increased workcover premium of \$192K.

Note 10 – Materials and Services

Material and services expenditure exceeded budget by \$8.00 million, mainly due to the following:

- \$6.42 million reclassified from borrowings relating to Seymour Closed Landfill - Rehabilitation Site written off
- landfill rehabilitation provision of \$4.21 million;
- additional expenditure linked to new and/or increased grant funded programs of \$1.96 million;
- expenditure linked to grants carried forward from 2023-2024 of \$1.92 million;
- expenditure linked to projects commenced in 2024-2025 but expected to be delivered in 2025-2026 of \$875K;
- labour hire costs of \$576K (offset by salary vacancy savings within employee costs);
- net expenditure of \$774K transferred from capital that did not meet the capitalisation criteria and/or thresholds; offset by
- carry forward externally funded projects expected to be expended within 2025-2026 of \$3.63 million.

Note 11 – Bad and doubtful debts

Bad and doubtful debts were higher than budget by \$1.64 million mainly due to a write-off related to a Development Contributions land equalisation settlement.

Note 12 – Depreciation

Depreciation exceeded budget by \$3 million. The biggest variances, compared to budget, relate to an

- increase in roads of \$1.79 million
- increase in building of \$463K
- increase in drainage of \$432K
- increase in footpath of \$171K
- increase in Motor Vehicle of \$133K
- increase in Bridges & Culverts of \$60k
- increase in plant and equipment of \$37K
- decrease in computers and telecommunications of \$451K (offset by the increase on amortisation for software intangible assets)

Note 13 - Amortisation - intangible assets

Amortisation - intangible assets exceed budget by \$450K mainly due to the airspace asset using up as \$949K compared to \$804K within the budget, an unfavourable variance of \$145K. And the provision for software amortisation made within the budget, \$605K was amortised within 2025-2026, creating an overall unfavourable variance of \$305K for amortisation - intangible assets.

Note 14 - Borrowing costs

Borrowing costs were lower than budget by \$221K due to not drawing down on loans as expected. Some of these loans have been carried forward to the 2025-2026 year, linked to capital works projects; offset by \$6.42 million reclassified to material and services relating to Seymour Closed Landfill - Rehabilitation Site written off.

Note 15 - Revaluation decrement of property, infrastructure, plant and equipment

The revaluation decrement was \$1.86M for the year and is a non-cash item and is due to the reduced value of parks & open space assets of \$1.7M and \$147K for our footpaths and cycleways.

Note 16 - Net loss on disposal of property, infrastructure, plant and equipment

Gain / (loss) on disposal of assets is budgeted at \$0. It is assumed that the book value of the assets to be sold are a reasonable estimate of sale proceeds. However, the year end result shows a loss on disposal of \$2.50 million, primarily relating to Infrastructure and plant & equipment assets that were written off with a written down value of \$3.47 million.

Appendix 4. Operational carry forwards linked to grant funding or external contributions (from 2024-2025 into 2025-2026)

Project	Expense Carry Forward \$'000	Income Carry Forward \$'000
Flood Event Recovery	308	-
Flood Event Seymour - Recovery Hub	291	-
Hilldene Employment Land	231	-
Flood and Storm Event from 24 December 2023	223	-
Victorian Bushfires & Storms Feb 24	213	-
Bond Rescindment Central Park Estate Stage 1 - Streetscape	173	-
Vic Health - Nourishing Neighbourhoods	157	-
Bond Rescindment Central Park Estate Stage 1 – Reserve	136	-
P8 Beveridge Bond Rescindment	136	-
Capital Works Pre Planning - Community Hubs	116	-
Wallan Structure Plan	110	-
Neighbourhood Character Strategy	106	-
Streamlining for Growth	100	-
Streamlining for Growth Broadford Structure Plan	95	-
Bald Hill to Merri Creek Masterplan	93	-
Biodiversity and Land Management	70	-
Beveridge Central Bond Rescindment	66	-
Bond Rescindment Central Park Estate Stage 2 - Streetscape	63	-
31 Green Street Kilmore Bond Rescindment	62	-
Climate Emergency Action Plan	60	-
Tootle Street and Norther Hwy, Kilmore Signalised Inters	54	-
Urban Design Administration	50	-
Kinder Change Management Project	48	-
Mitchell Shire Road Safety Strategy and Action Plan	47	25
CALD Outreach Program	45	-
Sleep and Settling	42	-
Darraweit Road Bond Rescindment	42	-
Sunday Creek / Dry Creek Flood Study	41	36
IT Project - TechOne Upgrade and Improvement Program	41	-
Broadford Structure Plan	40	-
Flood Warning System Replacement	40	40
Kindergarten IT Project	39	-
Advocacy and Social Planning Administration	38	-
Administration Strategic Planning	35	-
Leisure Services Management	35	-
Mitchell Youth Engagement	30	-
Eco Dev Projects	28	-
Great Vic Rail Trail	24	-
Wallis Street, Seymour	23	-
FReeZA Projects	20	-
Local Drug Action Team	18	-
Seymour Flood - Social Recovery Initiatives	16	-
Early Years Five Year Workforce Plan	9	25
Powlett Street, Broadford Streetscape Master Plan	7	-
Kilmore Neighbourhood Character Strategy	7	-
Youth Week program	2	-
Integrated Water Management Project	-	29
Beveridge Central Active Open Space Master Plan	-	5
Mitchell Open Space Strategy Review	-	3
Total	3,630	163

Appendix 5. Quarter one adjustments for projects underway in 2024-2025 and expected to be completed during 2025-2026

Project	Expense \$'000
Wallan Structure Plan	110
Capital Works Pre Planning - Community Hubs	116
Neighbourhood Character Strategy	106
Biodiversity Strategy	70
Energy Efficiency Audits	60
Tootle Street and Northern Hwy, Kilmore Signalised Intersection	54
Wallan Structure Plan Design Review	50
IT Project - TechOne Upgrade and Improvement Program	41
Lockerbie North PSP Beveridge Station Community Facility Concept and Feasibility	38
Acquatics Strategy	35
Seymour Freight Study	35
Economic Development Strategy	28
Great Victorian Rail Trail Carpark Design	24
Wallis Street, Seymour Backflow Prevention Investigation	23
Powlett Street, Broadford Streetscape Master Plan	7
Kilmore Neighbourhood Character Study	7
Total	804

8.5 PROCUREMENT POLICY

Author: Luke Crampton - Procurement Advisor
Lidia Harding - Manager Governance & Risk

File No: CT/08

Attachments: 1. Procurement Policy [↓](#)

Community Vision Theme: Working, learning and tourism

Draft Council Plan Objective: *Grow the economy by supporting local business, attracting investment, enhancing key infrastructure and facilitating innovation to ensure long-term prosperity for the community.*
Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.

1. Purpose

- 1.1 To adopt the Procurement Policy (Attachment 1).

2. Background

- 2.1 Council last adopted the Procurement Policy, in accordance with s108 of the *Local Government Act 2020*, at the Council meeting on 17 April 2023.
- 2.2 Section 108 of the *Local Government Act 2020* requires that Council's Procurement Policy is reviewed at least once during each four-year term.
- 2.3 A review of the Procurement Policy has been undertaken. This review has recommended some changes to the current Policy which has been informed by consultation with Councillors, the Northern Regional Group of Councils and a significant internal stakeholder group.

3. Key Matters

- 3.1 The Procurement Policy is strongly aligned to the Council Plan objective to:
- 'Grow the Economy' and key strategy to 'increase opportunities for investment in local business and industry';
 - 'Ensure Good Governance' and key strategy to 'Perform our legislated responsibilities with integrity, respect, and transparency; and establish strong, sustainable financial management'.
- 3.2 The current Policy was developed in consultation with the Northern Regional Group of Councils which provides consistency across the region to ensure collaboration of projects. The Policy is structured so that all Councils have a consistent Policy, with individual Council requirements identified in the attached appendices.

PROCUREMENT POLICY (CONT.)

- 3.3 The revised Policy has increased focus on supporting Council procuring with local business with increased weighting (from 5% to 10%) applied for economical contribution to Mitchell Shire for all procurements over \$100,000 and the ability to obtain one quote from local Mitchell Shire businesses for works up to \$50,000.

Recommendation

THAT Council adopt the Procurement Policy (Attachment 1).

PROCUREMENT POLICY (CONT.)

4. Financial, Resource and Asset Management Implications

4.1 There are no financial, resource and asset management implications.

5. Consultation

5.1 The review process has listened to:

- Councillors
- Procurement specialists across the Northern Regional Group of Councils
- Executive Leadership Team
- Senior Leadership Team
- Strategic Planning and Economy department
- Capital Works department
- Community Planning and Delivery department
- Planning and Engineering Services department
- Environment and Sustainability department
- Gender Equality Officer

6. Sustainability Implications (Social and Environmental)

6.1 The Procurement Policy confirms the Sustainable Procurement (Social, Economic and Environmental) requirements and strengthens the commitment to Local Business, Gender Equality, Youth Employment and First Nations.

7. Policy and Legislative Implications

7.1 In accordance with the *Gender Equality Act 2020*, a Gender Impact Assessment was not required as the subject matter of this report does not relate to a policy, program or service that has a direct and significant impact on the public. Even though a Gender Impact Assessment was not required, Council's Gender Equality Officer has been engaged to review and provided input to the proposed amendments. Councils Gender Equality Officer has confirmed that this policy aligns with the requirement of the *Gender Equality Act 2020*.

7.2 This Policy meets the requirement of s108 of the *Local Government Act 2020*.

8. Conflict of Interest

8.1 This report advises that in the preparation of, or in contributing to the preparation of, this report there was no disclosable conflict of interest raised by a member of Council staff in the subject matter of the report.

PROCUREMENT POLICY (CONT.)

9. Risk Implications

9.1 Risk Ranking is determined using [ROHS201-G1-Corporate Risk Matrix](#). Risk is identified as Low, Medium, High, or Very High.

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?	Risk Ranking after treatment
The Procurement Policy is not updated resulting in efficiencies not being achieved.	Medium	Council approves the revised Procurement Policy	Yes	Low
The Procurement Policy is not revised within the timeframe required of the <i>Local Government Act 2020</i> .	Low	Council approves the revised Procurement Policy	Yes	Low
Non - Compliance	Medium	Monthly audits of the Procurement Policy and its use are conducted by the Procurement Team and reported to the Executive and also monitored by the Audit and Risk Committee	Yes	Low

10. Discussion

10.1 Reviewing the Procurement Policy early in the Council term ensures that Councillors have been able to ensure that the prioritisation and focus of procurement activities are in line with Council expectations.

10.2 Key updates resulting from collaboration with the Northern Regional Group of Councils include:

- Wording and formatting updates throughout the main policy.
- Included the requirement to consider Cyber Security when conducting procurements.
- Reinforced the requirement to comply with the policy and highlighting the impacts of breaching the policy.
- Updates to the general exemptions from tendering, including updates to when Sole Sourcing arrangements are appropriate.
- Updated the Sustainable Procurement Requirements

10.3 Key updates to the Mitchell Shire Council specific appendices include:

- Update the Request for Quotation (RFQ) and Request for Tender (RFT) thresholds, including:
 - (1) Increasing the one written quote threshold from \$10,000 to \$15,000.
 - (2) Requiring one written quote for purchase from local (Mitchell Shire) business for up to \$50,000.
 - (3) Increasing the RFT threshold to \$350,000.

PROCUREMENT POLICY (CONT.)

- Increase the trigger for a mandated probity advisor from \$2m to \$3m.
- Increase the minimum weighting to be applied for Economical Contribution to Mitchell Shire for all procurements over \$100,000 to 10%.
- Updating performance indicators to align with procurement compliance reporting to the Executive Leadership Team and Audit and Risk Committee.
- Identifies Procurement as a key enabling and supporting function to deliver against the objectives and strategies outlined in the Council Plan.

Procurement Policy



Northern Regional Group of Councils

Policy Number
MSC 078
Directorate
Organisational Performance
Owner
Governance and Risk Procurement Advisor
Date Endorsed
September 2025
Next Renewal Date
September 2029 Minimum once each four (4) year term of the Council
Authorised
Council Adopted

We are community · opportunity · growth

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Definitions and Abbreviations

Term	Definition
Act	<u>Local Government Act 2020</u> .
Aggregated Purchasing Contract	A contract established by the Council, government or a nominated agent for the benefit of numerous state, federal and/or local government entities that achieves best value by leveraging combined economies of scale.
Breach	Policy Breach relates to a breach of non-compliant procedural process. Material Breach relates to a breach of legislation such as fraud, corruption or occupational health and safety.
Circular Economy	An approach to the delivery of projects and services aimed at eliminating waste creation through their use of materials and products. The products and materials are kept in use for as long as possible through processes such as sharing, leasing, reuse, repair, refurbishing, and recycling.
Commercial in Confidence	Information that, if released, may prejudice the business dealings or commercial interests of Council or another party, e.g. prices, discounts, rebates, profits, methodologies and process information, etc.
Contract Management	The process that ensures all parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the contract objectives and provide Value for Money.
Contract Management System	The electronic suite of software applications used by the Council staff to issue tenders, communicate with suppliers and to perform all actions relating to the establishment and management of contracts.
Council	Mitchell Shire Council
Council staff	Includes all Council officers, temporary employees, contractor and consultants while engaged by Council
Emergency	A sudden or unexpected event requiring immediate action including but not limited to the occurrence of a natural disaster, flooding or fire event at a Council property; the unforeseen cessation of trading of a core service provider; any other situation which is liable to constitute a risk to life or property.
External Probity Advisor	An external independent advisor who is appointed to provide advice and may produce a Probity Report at the end of the procurement process to provide verification, or detail reservations about whether that the procurement process was conducted in accordance with relevant Laws, Policies and Procedures. Further, they will evaluate whether value for money, compliance, a competitive process, fairness and impartiality, consistent and transparent processes, security and confidentiality and conflicts of interest, were judiciously managed.
External Probity Auditor	An external independent advisor who is appointed to audit a procurement process and provide advice. They may produce a Probity Report at the end of the audit, detailing their findings and recommendations in accordance with relevant Laws, Policies and Procedures.

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Term	Definition
	Further, they will evaluate whether value for money, compliance, a competitive process, fairness and impartiality, consistent and transparent processes, security and confidentiality and conflicts of interest, were judiciously managed.
Panel Contract	A panel contract is a form of standing offer, established with multiple suppliers for the anticipated provision of goods or services as and when required over a specified period of time. Panels can be open or closed. Open panels - Can accept new suppliers at certain times during the contract period. Closed panels - Are restricted to supplier(s) who were invited to the panel at the start of the contract.
Probity Advisor	A Probity Advisor - generally provides advice on the tender process structure, to appropriately address probity issues, as well as on specific probity issues that may arise during a tender process or request for quote process, possibly in accordance with a probity plan that provides guidance on how probity is to be addressed during the procurement process.
Procedure	The procedures manual, procurement and contract management guidelines that support this policy.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Schedule of Rates Contract	A standing offer arrangement based on a Schedule of Rates contract that sets out rates for goods and services which are available for the term of the agreement but without a commitment to purchase a specified value or quantity of goods or services.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Tender Process	The process of inviting parties from either a select list or via public advertisement to submit a quotation by tender followed by evaluation of submissions and selection of a successful bidder or tenderer in accordance with pre-determined evaluation criteria.
Total Contract Sum	The potential total value of the contract including: ■ costs for the full term of the contract, including any options for either party to extend the contract ■ applicable goods and services tax (GST) ■ anticipated contingency allowances or variations ■ all other known, anticipated and reasonably foreseeable costs.

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Term	Definition
Value for Money	Value for Money in procurement is about selecting the supply of goods, services and works considering both cost and non-cost factors including: ■ Contribution to the advancement of Council's priorities ■ Non-cost factors such as fitness for purpose, quality, service and support Cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.

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Procurement Policy

A. Overview

This Procurement Policy is made under Section 108 of the [Local Government Act 2020](#) (the Act). The Act requires each council to:

- Prepare and adopt a Procurement Policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services by the Council, including for the carrying out of works; and
- Review its Procurement Policy at least once during each 4-year term of the Council.

B. Applicability

This Policy has been developed for the Northern Regional Group of Councils and will apply to all seven Councils within the region.

This Policy applies to all contracting and procurement activities at each Council and is applicable to Councillors, Council Staff and temporary employees, contractors and consultants while engaged by each Council; regardless of the source of funding.

Where grant funding conditions stipulate additional or contradicting instructions, those conditions or instructions take precedence over this policy.

It is recognised this will enhance achievement of each Council's objectives such as sustainable and socially responsible procurement, supporting local economies and obtaining Value for Money, leading to a better result in the provision of services for the community.

This Policy provides direction on the conduct of procurement activities throughout the sourcing, management and disposal phases. It also covers the general procurement framework but does not extend to the related accounts payable processes.

This Policy is applicable from when Council has identified a need for procurement and continues through the delivery or completion of the awarded contract, the management of the contract and contract closing.

C. Objectives

The Policy will adhere to the requirements of S108(2) of the Act and will:

- Seek to promote open and fair competition and provide Value for Money;
- Provide clear guidelines to the Councils to allow consistency and control over procurement activities;
- Demonstrate accountability to ratepayers and residents;
- Provide guidance on ethical behaviour in public sector procurement;
- Demonstrate the application of best practice in procurement activities;
- Demonstrate the consideration of sustainability in procurement with respect to social, economic and environmental factors;

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- Increase the probability of obtaining the best outcome for the municipal community when procuring goods and services; and
- Seek to undertake collaborative procurement in accordance with section 2.3.4 of this Policy.

These objectives will be achieved by requiring, that each Council's contracting, purchasing and contract management activities:

- Support each Council's corporate strategies, aims and objectives;
- Span the whole life cycle of an acquisition and take sustainability considerations into account;
- Achieve demonstrable Value for Money;
- Are conducted, and demonstrate an impartial, fair and ethical manner;
- Seek continual improvement through innovative and technological initiatives;
- Generate and support business in the local community through inclusion wherever practicable;
- Generate and support social procurement through inclusion wherever practicable; and
- Consider environmental initiatives where practicable.

D. Council Plan

- The Council Plan provides the structure and focus for Council and is built around the strategic objectives and strategies approved by Council. The Council Plan sets the direction for the next four years, outlining what we're working towards and how we'll get there.
- The Council Plan delivers a four-year strategic direction for the organisation, which will make substantial progress towards delivering the 2050 Community Vision
- Procurement is a key enabling function that assists the delivery of the objectives and strategies as described in the Council Plan, including growing the local economy and ensuring good governance oversight of the procurement activities across Mitchell Shire Council.

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1 Procedures

1.1 Treatment of GST

All monetary values stated in this policy include GST unless specifically stated otherwise.

2 Effective Legislative and Policy Compliance and Control

2.1 Ethics and Probity

2.1.1 Requirement

Council's procurement activities shall be performed in an open and transparent manner and ethical manner with demonstrated integrity, fairness and accountability that meets all legal requirements.

All tender processes shall be conducted in accordance with the requirements of this Procurement Policy and including, but not limited to, any associated policies and procedures, relevant federal or state legislation and Standards, Commercial Law and the Act.

2.1.2 Conduct of Councillors and Council staff (including Contractors and Consultants)

Councillors and Council staff, including contractors and consultants, shall at all times conduct themselves in ways that are in accordance with the Model Councillor Code of Conduct or the Staff Code of Conduct, and will perform their duties ethically and with integrity and must:

- Treat potential and existing suppliers with equality and fairness;
- Not use their position to seek or receive personal gain in procurement matters;
- Maintain confidentiality of Commercial in Confidence information;
- Present the highest standards of professionalism and probity;
- Afford all suppliers and tenderers with the same information and an equal opportunity to tender or quote for goods, services and works contracts;
- Be able to account for all decisions and demonstrate and provide evidence of the processes followed;
- Not perform any work under any Council contracts they are supervising i.e. staff cannot also work for the relevant supplier;
- Query incidents, decisions or directions that appear to contradict or deviate from Council's standards of ethics or probity or established policies and procedures;
- Ensure that Council's Procurement Policy and Procurement Guidelines are adhered to in relation to any expenditure of Council funds.

2.1.3 Conflict of Interest

Councillors and Council staff (including Contractors and Consultants) shall at all times avoid situations which may give rise to an actual or perceived conflict of interest. A conflict of interest may be a 'general'

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or a 'material' conflict of interest. Examples of a 'general' and 'material' conflict have been provided below:

- A Councillor or member of Council staff has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.
- A Councillor or member of Council staff has a material conflict of interest in a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter. The benefit or loss may be direct or indirect and pecuniary or non-pecuniary. Affected persons include, among others, the member of Council staff and their family members.

Council staff (including contractors and consultants) involved in the procurement process, in particular preparing tender documentation, writing tender specifications, opening tenders, participating in tender evaluation panels, preparing a recommendation report etc. and Councillors and Council staff (including contractors and consultants) awarding tenders must:

- **Avoid** conflicts of interest, whether material or general or actual, potential or perceived;
- **Declare** that they do not have a conflict of interest in respect of the procurement. All participants in tender evaluation panels must complete a Conflict of Interest declaration. Participants must declare any actual or perceived conflicts in line with Council's internal processes for reporting conflicts of interest; and
- **Observe** prevailing Council and Government guidelines on how to prevent or deal with conflict of interest situations and not to take advantage of any tender related information regardless of personal gain or not.

2.1.4 Fair and Honest Dealing

All prospective contractors and suppliers must be treated impartially and afforded an equal opportunity to tender or submit a quote.

Any suspected improper conduct, including suspected fraud, corruption, substantial mismanagement of public resources, risk to public health and safety, risk to the environment, or detrimental action should be managed in accordance with Council's internal policies and processes.

2.1.5 Probity, Accountability and Transparency

Accountability in procurement means being able to justify and provide evidence of the process followed. An independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

All participants in the procurement process must be able to account for all procurement decisions and ensure all procurement activities leave an audit trail for monitoring and reporting purposes.

2.1.6 Gifts and Benefits

No Councillor, member of Council staff, contractor or consultant participating in the procurement process shall seek or accept any immediate or future reward or benefit in return for the performance of any duty or work for Council or where it could be reasonably perceived as influencing them, their position or undermining integrity.

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Any gift or benefit offered to a Councillor, Council staff, contractor or consultant will be managed in accordance with Council's internal policies and processes.

Councillors and Council staff (including contractors and consultants), particularly contract supervisors:

- Must not knowingly visit a current supplier's premises without invitation and when not on official business, unless they are using the services of a supplier in a personal capacity; and
- Must not knowingly engage a Council supplier for private benefit, unless that engagement is on proper commercial terms.

2.1.7 Disclosure of Information

Commercial in Confidence information received by the Council must not be disclosed and is to be stored securely.

Councillors and Council staff (including contractors and consultants) must take all reasonable measures to maintain confidentiality of:

- Information disclosed by organisations in tenders, quotation or during tender negotiations;
- All information that is Commercial in Confidence;
- Pre-contract information including, but not limited to, information provided in tenders or subsequently provided in post-tender negotiations;

Councillors and Council staff (including contractors and consultants) are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised, other than authorised pre-contract negotiations.

2.1.8 Cyber Security

The procurement process must adhere to Council's Cyber Security and privacy guidelines to protect data and systems from unauthorised access.

2.1.9 Complaints and Reporting suspicious activities

Complaints Handling

Members of the public, suppliers, Council staff and Councillors are encouraged to report known or suspected incidences of improper conduct. Complaints will be managed in accordance with Council's internal policies and processes.

Reporting Suspicious Activities

All Council staff, Councillors, contractors and other suppliers' providers are required at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible. Council is committed to protecting all revenue, expenditure and assets from any attempt to gain illegal financial or other benefits.

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Council will take all reasonable steps to protect those who assist Council by providing information about suspected fraud. This will include confidentiality of identity and protection from harassment to the extent that this is possible.

Suspected improper conduct, offers of bribes, commissions and any other irregular approaches from organisations or individuals will be investigated and reported in accordance with Council's internal policy and processes.

The Chief Executive Officer (CEO) must notify the Independent Broad-based Anti-corruption Commission (IBAC) of any matter they suspect on reasonable grounds to involve corrupt conduct occurring or having occurred in accordance with mandatory reporting requirements under the *Independent Broad-based Anti-Corruption Commission Act 2011*.

2.1.10 Policy Breach

A breach of the Policy and procedures by Council staff, including contractors and consultants, without an appropriate exemption may result in disciplinary action.

Non-compliance with the Policy may result in a material breach of legislative requirements and appropriate corrective action will be taken as soon as practicable in accordance with the Code of Conduct for Employees, including disciplinary actions and dismissal. In addition, criminal and civil penalties may be imposed in cases of fraud, corruption, bribery or breach of Australian Consumer Laws.

In all cases, Council staff (including contractors and consultants) are responsible for complying with the Policy. Any Material or Policy Breach will be reported to the Executive Leadership Team and Councils Audit and Risk Committee.

2.2 Governance

2.2.1 Structure

Council has delegated a range of powers, duties and functions to the CEO in relation to procurement. The delegation aims to ensure that the Council's procurement structure operates according to processes that:

- Are flexible enough to purchase in a timely manner the diverse range of goods, works and services required by Council;
- Guarantee that prospective contractors and suppliers are afforded an equal opportunity to tender or submit a quote;
- Encourage competition and collaboration;
- Ensure policies that impinge on the purchasing policies and practices are communicated.

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2.2.2 Methods

The Council's standard methods for purchasing goods, services and works shall be by any of the following:

- Purchase order following a quotation process from suppliers for goods, services or works that represent best Value for Money under directed quotation thresholds. An approved purchase order must be created prior to committing expenditure on behalf of Council for the provision of services, goods or works in accordance with the Council's procurement thresholds and guidelines;
- Under contract following a quotation or tender process;
- Using Collaborative Purchasing Contracts;
- Under approved third-party arrangements such as those via MAV or National Procurement Network, Procurement Australia, other Local Government contracts, State Government or Federal Government contracts;
- Multi-stage tenders commencing with an EOI followed by a tender process;
- Under a Sole-Source arrangement when it is in the public interest to do so;
- Purchasing Cards; and
- Petty Cash.

unless other arrangements are authorised by Council or under appropriate delegated authority on a needs basis as required by abnormal circumstances such as emergencies.

2.2.3 Responsible Financial Management

The principle of responsible financial management shall be applied to all procurement activities. Accordingly, to give effect to this principle, the availability of existing funds within an approved budget or source of funds shall be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

2.3 Procurement Thresholds and Competition

Wherever it would likely achieve best value, procurements will be arranged under a relevant contractual arrangement established in accordance with section 108 of the *Local Government Act 2020* and this Procurement Policy.

In every procurement activity all practicable efforts will be made to consider the sustainable procurement considerations as listed in Section 3.2.

Council will invite tenders, proposals, quotes and expressions of interest from the supply market for goods, services and works in accordance with the thresholds listed in [Appendix 1](#).

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2.3.1 Procurement Principles

Council will apply the following fundamental best practice principles to procurement, irrespective of the value and complexity of that procurement:

- Value for Money;
- Sustainability (social, economic and environmental);
- Open and fair competition;
- Accountability;
- Risk management;
- Ethics, probity and transparency; and
- Market Testing.

2.3.2 Procurement Methodology

Section 108 of the Act details that each Council will set the public tender threshold circumstances when tenders or expressions of interest for contracts must be publicly invited.

The public tender threshold, as well as the other procurement methodologies and thresholds and are detailed in Appendix 1.

2.3.2.1 Procurement exemptions from tendering

The following circumstances are exempt from the general tender, proposal, quote and expression of interest requirements. Use of any exemption must be endorsed in accordance with the approved Financial Delegate.

Exemption Name	Explanation, limitations, responsibilities and approvals
1. A contract made because of genuine emergency or hardship	■ Where the CEO has determined an emergency exists and contract must be entered into (e.g. to provide immediate response to a natural disaster, declared emergency, impact on public or health and safety, disruption of services, unforeseen cessation/bankruptcy or liquidation of a core service provider etc.)
2. A contract made with, or a purchase from a contract made by, another government entity, government-owned entity or other approved third party.	This general exemption allows engagements: ■ With another government entity or government owned entity. For example, Federal, State or Local Government or an entity owned by the Federal, State or Local Government; and/or ■ In reliance on contracts and arrangements established by another government entity, local authority or local government group purchasing scheme, Municipal Association of Victoria (MAV) or National Procurement network members (e.g., Local Buy), Procurement Australia (PA).

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Exemption Name	Explanation, limitations, responsibilities and approvals
3. Extension of contracts while Council is at market	- Allows Council to extend an existing contract where the procurement process to replace the contract has commenced, and where the tender process or negotiations will take or have taken longer than expected. - This exemption may be used when the establishment of an interim short-term arrangement is considered not to be in the public interest, as it may be cost prohibitive and/or present a risk in the delivery of critical public services to the municipality.
4. Professional services unsuitable for tendering	- Legal Services. - Insurance
5. Novated Contracts	Where the initial contract was entered into in compliance with the Act and due diligence has been undertaken in respect to the new party.
6. Information technology resellers and software developers	Allows Council to renew software licenses, maintenance and support, or upgrade existing systems, where there is only one supplier of the software, who holds the intellectual property rights to the software.
7. Statutory Compulsory Monopoly Insurance Schemes	- Motor vehicle compulsory third party - WorkCover
8. Operating Leases	Where a lessor leases an asset (generally a vehicle or plant and equipment) to the Council and assumes the residual value risk of the vehicle.
9. Other services not suitable	Such as subscription renewals, professional memberships, medical costs, police checks, Myki cards etc.
10. Other specific Council exemptions	- Defined in Appendix 5. - Specific Council exemptions will be reviewed and updated from time to time. as per the Policy Review Process (section 5.2).

2.3.2.2 Sole or select sourcing

Supply of goods, services or works can be sought from one supplier (sole sourcing) or a restricted group of suppliers (select sourcing) without tenders, proposals or quotes where it is consistent with this Procurement Policy and:

- It is in the public interest;
- There is one or a limited number of available tenderers in the market or suppliers able to submit quotations;
- The marketplace is restricted by statement of license or third-party ownership of an asset (excluding public utility plant); or

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- Council is party to a joint arrangement where Council jointly owns the Intellectual Property with a third-party provider.

Sole Sourcing

If there is a current procurement or disposal process in place, that process must be terminated prior to sole sourcing being implemented.

Sole sourcing is subject to existing delegations.

Select Sourcing

Select sourcing is subject to existing delegations.

2.3.3 Public Tender Requirements

All public tenders invited by the Council, will be published via Council's eTendering Portal and will be advertised in the media.

Information regarding Current Tenders and Awarded Tenders will be published on Council's website.

2.3.3.1 Tender Evaluation

A tender evaluation panel will be established to evaluate each tender submission against the tender's selection criteria. Tender evaluation panels can include external personnel in order to ensure best outcome for procurement activity and must comprise of at least 3 persons as well as an independent advisor.

A detailed Tender Evaluation Plan shall be developed, approved and strictly adhered to by that panel. Amongst other things this involves the establishment of more detailed evaluation criteria and the application of a pre-approved and robust weighted scoring system.

The Tender Evaluation Plan should be completed and approved prior to the tender or quotation being issued.

2.3.3.2 Evaluation Criteria

The Council may include the following evaluation criteria categories to determine whether a proposed contract provides Value for Money:

- Mandatory Compliance criteria (e.g. ABN registration, *Fair Work Act*).
- Tendered price.
- Capacity of the Tenderer to provide the Goods and/or Services and/or Works.
- Capability of the Tenderer to provide the Goods and/or Services and/or Works.
- Demonstration of Sustainable Procurement Impact.

2.3.3.3 Probity Advisor and Probity Auditor

A probity advisor may be appointed in the following circumstances:

- Where a proposed contract is considered particularly complex, of a high risk or controversial nature, and requiring a high level of public confidence.

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- Where the proposed contract sum is as detailed in Appendix 1.

A probity auditor may be appointed to review a completed procurement process or activity .

2.3.3.4 Shortlisting and Negotiations

Council may conduct a shortlisting process during EOI, tender and quotation processes. Shortlisting can be based on any criterion or criteria but only in pursuit of the most advantageous outcome for the Council.

Shortlisted Tenderers may be invited by the Council to submit a best and final offer in relation to all or certain aspects of their respective Tenders.

Once a preferred tenderer(s) is/are selected, negotiations can be conducted in order to obtain the optimal solution and commercial arrangements, providing scope remains within the intent of the tender. Probity requirements apply to all negotiations.

2.3.4 Collaborative Procurement

In accordance with Section 108 (3c) of the Act, the Council will seek to collaborate with other Councils and public bodies in the procurement of goods, services and works. in order to take advantage of economies of scale.

Council staff will consider any opportunities for collaborative procurement in relation to a procurement process undertaken by Council. Any Council report that recommends entering into a procurement arrangement must set out information relating to opportunities for collaborative procurement, including:

- The nature of those opportunities, if any, and the councils or public bodies with which they are available; and
- Why Council did, or did not, pursue the identified opportunities for collaboration in relation that procurement process.

Where Collaborative Procurement is to be pursued:

- A pre-market approval submission will be submitted to each Council prior to commitment to collaboration, seeking delegation of contract approval to CEOs;
- A Heads of Agreement that gives authority for the Lead Council to act as each Council's Procuring Agent in the Collaborative Procurement will be established;
- Each of the Councils who participate will be able to enter into a contract with the preferred supplier identified through the Collaborative Procurement process, or may choose as a group to enter into a contract using "jump in/opt-in" contract provisions during the contract term, or with the Council which conducted the public tender;
- Sustainable procurement targets for the Collaborative Procurement process are to be established in the tender planning phase, resulting in the incorporation into the specifications of the tender documentation; and
- Each participating council must be involved in:
 - The initial decision to undertake the Collaborative Procurement;

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- Preparation of, and agreement to, the specifications;
- Ensuring probity for the Collaborative Procurement;
- Participate in open and honest Tender evaluation; and
- The acceptance of tender(s) and awarding of contract(s).

Furthermore, Council may collaborate with other Councils or other bodies such as Municipal Association of Victoria (MAV) or Procurement Australasia (PA) to procure goods, services or works, or utilise existing collaborative procurement arrangements for the procurement of goods, services or works established through a public tender process where it provides an advantageous, value for money outcome for the Council.

Any Federal or State Government grant funded projects may be excluded from collaborative procurement.

2.4 Delegation of Authority

2.4.1 Requirement

Delegations define the limitations within which Council staff are permitted to work. The Instrument of Delegation allows specified Council staff to undertake certain purchases, quotation, tender and contractual processes without prior referral to the Council. This enables the Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Council has delegated responsibilities relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotations and tenders and for contract management activities to the CEO. The CEO has further delegated some of those responsibilities to other members of Council Staff, subject to specified conditions and limitations.

2.5 Internal Controls

The CEO will install and maintain a framework of internal controls over procurement processes that will ensure:

- More than one person is involved in and responsible for the authorisation of a transaction from end to end;
- Transparency in the procurement process;
- A clearly documented audit trail exists for procurement activities;
- Appropriate authorisations are obtained and documented;
- Systems are in place for appropriate monitoring and performance measurement;
- A process is in place for escalation, where appropriate, of procurement matters (including procedural non-compliance) to the Executive Leadership Team, the Audit and Risk Committee and Council.

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2.6 Risk Management

2.6.1 General

Risk assessments are a vital part of the procurement planning process, particularly for significant contracts. Risks will be identified for each part of the sourcing, transition, delivery and finalisation stages of procurement. Appropriate risk avoidance and mitigation strategies will be employed whenever practicable and appropriate.

2.7 Endorsement

Council staff must not publicly endorse any products or services without the permission of the relevant Director or the CEO.

2.8 Dispute Resolution

Where relevant, all Council contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes escalating to legal action.

2.9 Contract Management

In order to continually improve its outcomes, Council will evaluate and seek to improve on all aspects of procurement and contract management, in accordance with procurement processes and Contract Management Guidelines.

Good contract management ensures goods, services or works are delivered to the required standards of quality and quantity as intended by the contract by:

- Establishing a system monitoring and achieving the responsibilities and obligations of all parties under the contract;
- Providing a means for the early recognition of issues and performance problems and the identification of solutions;
- Adhering to the Council's risk management framework and relevant Occupational Health and Safety and sustainability requirements.

Council contracts are to include contract management requirements commensurate with the complexity of the procurement. Furthermore, contracts are to be proactively managed by the member of Council staff who is responsible for the delivery of the contracted goods, services or works to ensure the Council and therefore the community, receives Value for Money.

Council awards some contracts that are strategically critical and of relatively high value. Council will provide additional senior oversight of the management of a significant contract.

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2.10 Contract Variations

All contract variations must be assessed to determine whether they are properly characterised as variations, or whether they are in effect a new contract. This will depend on factors like:

- The monetary value of the proposed variation, i.e. the value of the variation in the context of the thresholds fixed by the Procurement Policy; and
- The subject matter of the proposed variation, and whether it is consistent with the scope of the original contract

3 Demonstrate Sustained Value

3.1 Achieving Value for Money

3.1.1 Requirement

The Council's procurement activities will be carried out on the basis of obtaining Value for Money. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinant of Value for Money.

3.1.2 Approach

This will be facilitated by:

- Achieving continuous improvement in procurement activity in accordance with the direction set out in the Council's Strategic Procurement Plan;
- Developing, implementing and managing processes that support the co-ordination and streamlining of activities throughout the procurement lifecycle;
- Effective use of competition;
- Using existing Council contractual arrangement or Collaborative Procurement arrangements where appropriate;
- Identifying and rectifying inefficiencies in procurement processes;
- Developing cost efficient tender processes;
- Council staff responsible for providing procurement services or assistance within the Council providing competent advice in terms of available products and agreements;
- Working with suppliers to create relationships that are professional, productive, and are appropriate to the value and importance of the goods, services and works being acquired.

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3.2 Sustainable Procurement

3.2.1 Requirement

Council aims to use procurement processes to drive sustainability, using our buying power to make a difference beyond the financial value of the goods and services we purchase. Council wants to contribute to a fair, inclusive, environmentally and socially sustainable community for all, via its suppliers and supply chains, supporting the targets and measures established by Council.

The Federal Government defines sustainable procurement as looking “beyond the up-front cost to make purchasing decisions based on the entire life cycle of the goods and services, taking into account associated costs, environmental and social risks and benefits, and broader social and environmental implications.”

3.2.2 Gender Equality in the Public Sector

Councils must consider Gender Equality Impacts in the goods, services or works that are procured and delivered.

Tenderers need to be able to demonstrate how they are promoting gender equality in their practices. This might include showing that they are owned, led or staffed by women and gender-diverse people, and have gender-inclusive policies in place themselves – like family violence leave

Council’s sustainable procurement commitments, principles, objectives and key priorities are detailed in Appendix 2

4 Build and Maintain Supply Relationships

4.1 Managing Suppliers

Council recognises the importance of effective and open working relationships with its suppliers and is committed to managing existing suppliers via performance measurements to ensure the benefits negotiated through contracts are delivered.

4.2 Supply Market Development

A wide range of suppliers are encouraged to compete for Council work. The focus for new work need not always be with the larger more familiar businesses. Other types of organisations offering business diversity include:

- Green suppliers;
- Local, small to medium sized enterprises (SMEs) and Social enterprises;
- Ethnic and minority businesses (e.g. Indigenous Business); and
- Voluntary and community organisations.

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5 Policy Key Linkages and Governance

5.1 Standards and Linkages

The Council's procurement activities shall be carried out to the professional standards in accordance with best practice and in compliance with the Act and applicable policies and procedures including Codes of Conduct for Councillors, Council staff and Others.

Compliance will be monitored by the Council's Procurement Team and minor issues will be appropriately addressed by Council staff in leadership positions. Where required, serious compliance issues will be reported by the CEO to the Audit and Risk Committee and Council.

This policy has clear linkages to a range of codes, charters, legislation and Council documents:

- [Local Government Act 2020](#)
- Procurement procedures and guidelines
- Purchasing and accounts payable manuals
- Codes of Conduct and associated policies

Other relevant legislative requirements include compliance with the [Competition and Consumer Act 2010](#), *Goods Act 1958*, *Fair Work Act 2009*, *Working with Children Act 2005*, *Working with Children Regulations 2016*, *Child Safe Standards*, *Environment Protection Act 1970* and *Environment Protection Act 2017* and other relevant Australian Standards.

5.2 Policy Review Process

In accordance with the Act, a Council will review its Procurement Policy at least once during each 4-year term of the Council.

Members of the NCA will endeavour to work together to keep this Policy under review and to prepare any amendments to Sections 1-5.

Any amendments to the Sections within Appendices, which is specific to each individual Council, can be made at any time during the 4-year term of the Council and is only required to be reviewed and adopted by the individual Council.

5.3 Policy Enquiries and Contact Details

For further information on the policy, please contact the individual Council Procurement Teams as detailed in the table below.

Council	Email address	Phone
Banyule City Council	Procurement.requests@banyule.vic.gov.au	03 9490 4217
Darebin City Council	purchase@darebin.vic.gov.au	03 8470 8688
Hume City Council	tenders@hume.vic.gov.au	03 9205 2200

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Mitchell Shire Council	procurement@mitchellshire.vic.gov.au	03 5734 6331
Merri-bek City Council	info@merri-bek.vic.gov.au	03 9240 2409
Nillumbik Shire Council	procurement@nillumbik.vic.gov.au	03 9433 3111
City of Whittlesea	procurement@whittlesea.vic.gov.au	03 9217 2372

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APPENDICES

All policy requirements contained within these Appendices Sections are only applicable to Mitchell Shire Council.

Appendix 1 - Mitchell Shire Council Procurement Methodology Thresholds

Appendix 2 - Mitchell Shire Council – Sustainable Procurement Policy

Appendix 3 - Performance KPIs

Appendix 4 - Council Plans, Strategies and Policies

Appendix 5 - Council Specific Exemptions

Appendix 6 - Council Specific Risk Parameters

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Appendix 1 – Mitchell Shire Council Procurement Methodology Thresholds

Requirement for tenders, proposals, and quotes

Council will invite tenders, proposals, quotes and expressions of interest from the supply market for goods, services or, works in accordance with the thresholds listed below:

Threshold (\$) Incl GST	Minimum Requirements	Process
≤\$1,000	One (1) Verbal Quote	At least one (1) verbal quotation is required prior to raising a Purchase Order or using purchasing card*. Where a verbal quotation is obtained, the itemised Tax Invoice when approved for payment will be considered confirmation of the agreement.
> \$1,000 ≤ \$15,000	One (1) Written Quote	Save quotation locally in SharePoint or with purchasing card documentation*. Details and Link to quotation(s) received must be included in the notes section of the Purchase Order in Tech One. **
> \$15,000 ≤\$50,000	Three (3) Written Quotes One (1) Written Quote for construction works. One (1) written quote from a local supplier***.	Save quotations locally in SharePoint, including rationale for supplier selection. Details and/or Link to quotation(s) received must be included in the notes section of the Purchase Order in Tech One. **
> \$50,000 ≤\$350,000	Three (3) Written Quotes	RFQ must be registered with Procurement. Details and Link to quotation(s) received must be included in the notes section of the Purchase Order in Tech One. **
>\$350,000	Open Tender	RFT must be registered with Procurement. A Tender Evaluation Plan and Risk Assessment must be completed and endorsed prior to advertising the Tender. The approach to market and tender evaluation is overseen by Procurement.

* Use of the purchasing card must be strictly in accordance with the Corporate Credit Card Policy.

** Quotations and rationale for selection may be attached to the Tech One purchase order in lieu of a link.

*** A local supplier must be based in **and** employ staff that reside within Mitchell Shire.

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Council will actively seek offers from local suppliers. Where all other factors are equal, the Council will give preference to local suppliers.

Procurement transactions will not be split to circumvent quote/tendering thresholds.

Obtaining sufficient quotations can sometimes be difficult, e.g. if there are few suppliers for the goods, services or works being sought or where the work is highly specialised. In such a case an exemption, meeting the requirements outlined in Appendix 5 must be sought.

Refer to the Instrument of Delegation for delegation limits for the different roles in Council.

Financial Delegations

Delegations and authorisations define the limitations within which Council staff are permitted to operate. Delegation or authorisation of procurement authority allow specified Council staff to approve certain purchases, quotation, tender and contractual processes without prior referral to the Council. This enables Council to conduct procurement activities in an efficient and timely manner while maintaining transparency and integrity.

Financial delegations and authorisations ensure accountability and provide confidence to Council and the public that purchasing activities are dealt with at the appropriate level. Financial delegations are provided to Council staff through a sub-delegation from the CEO.

Council Staff

The Council shall maintain a financial delegations register that identifies Council staff authorised to make procurement commitments in respect of goods, services and works on behalf of the Council including:

- Acceptance of tenders
- Acceptance of quotes
- Contract term extensions (within budget and delegation)
- Contract amendment (financial and non-financial)
- Procedural exceptions
- Appointment to register of pre-qualified suppliers

Decisions reserved for the Council

Unless otherwise delegated, the following commitments and processes must be approved by Council:

- Award of tenders above the delegation of the Chief Executive Officer
- Signing and sealing of contract documents
- Contract term extensions for contracts approved by Council
- Contracts and tenders requiring additional budget
- Contract amendments where the total amended contract value is above the delegation of the Chief Executive Officer

External Probity Practitioners

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Probity is the evidence of ethical behaviour, and can be defined as complete and confirmed integrity, uprightness and honesty in a process. There are circumstances where the use of an external probity practitioner is required. A probity practitioner may be a probity auditor or a probity advisor.

The use of an external probity advisor is mandated when the value of a tender is estimated to exceed \$3,000,000.00 (inclusive of GST).

The external probity advisor must be engaged at the commencement of the project. They will be involved in reviewing all tender documentation and plans; overseeing the evaluation process and will provide a probity report at the completion of the process to confirm if the process has met probity requirements.

Projects need to factor the cost of these external consultants when determining project costs.

The appointment of an external probity advisor for purchases below this value can also be considered and directed by the relevant Director or ELT having considered:

- The complexity of the procurement project;
- Where the risk associated with the procurement process is considered very high;
- Where the procurement project has the potential for risk to Council's reputation; or
- The specialist nature of any potential issues.

Appointment of an external probity advisor should be made as early as possible in the procurement process. A probity plan shall be prepared and incorporated into the Tender Evaluation Plan.

Engagement of the external probity advisor will be managed by Procurement.

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Appendix 2 – Mitchell Shire Council – Sustainable Procurement Policy

Council is committed to sustainable procurement as it involves using procurement processes and purchasing power to generate positive social, economic and environmental outcomes, in addition to the delivery of efficient goods, services and works.

Sustainable procurement builds on initiatives already undertaken by Council in enhancing sustainable and strategic procurement practice, enabling procurement to effectively contribute to building stronger communities and meeting the social objectives of Council.

Council has developed processes to ensure that social enterprises become part of a diverse and dynamic supplier market. The decision within Council to engage with social procurement may originate in several ways. For example, if:

- Council has scope for the inclusion of social benefits when issuing tenders;
- A current contract is soon to expire, allowing for a revision of service delivery and contracting arrangements; and/or
- When particular social issues in a community are not being addressed using traditional approaches;
- Enhancing partnerships with other councils, providers and community stakeholders;
- Ensuring all procurement practices are sustainable and strategically aligned with the wider Council objectives;
- Building and maintaining a strong community by exploring ways to generate local employment (particularly among disadvantaged residents and further strengthening the local economy);
- Purchasing ethical and fair-trade goods to support equitable trade where possible;
- When procuring goods, works and services under \$100,000 Council staff will endeavor to obtain a minimum of one quote from a local supplier whenever possible; and
- All procurement for goods, services or works of value equal to or greater than \$100,000 must include the mandatory selection criteria: "Economic Contribution to Mitchell Shire" weighted at a minimum of 10%. For Tenders, this criterion may provide an additional or bonus score calculated in the same manner of other criteria, with an equivalent weighting of 10%.

Existing contracts may also be varied so that social and environmental impacts are incorporated for the delivery of goods and services. In this case Council officers should engage all suppliers in social procurement practices where appropriate and seek their cooperation to explore possibilities for subcontracting to social benefit suppliers.

Where it has been determined that social benefits are being pursued as a component of the procurement activity, Tender documents or Requests for Quotation should contain:

- Suitable social and sustainable clauses and weighting to achieve the desired social and environmental benefits;
- Appropriately designed response statements to allow suppliers to clearly articulate how they will deliver social and environmental impacts; and

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- Social and Environmental clauses that are framed as measurable deliverables rather than aspirations.

A pre-tender briefing may be necessary to explain the detail of the social clauses, particularly if they refer to complex matters with which mainstream suppliers may not be familiar.

Supporting Local Business

Council is committed to buying from local businesses within the Mitchell Shire Council and neighboring municipalities where such purchases may be justified on value for money grounds. With all factors being equal then Council may give preference to local economic benefit when sourcing products or service. These benefits must be identifiable and reasonable, and may take the form of:

- Increased local employment by setting employment ratios;
- Increased activity and spend in the local economy with identifiable benefits; and/or
- The level of local content in the goods, services or works.

The application of local content shall have regard to:

- Economic Development Strategy;
- MAV Best Practice Guidelines for Victorian Local Government 2024; and
- National Competition Policy (*Competition and Consumer Act 2010*).

Council will create and manage a register of pre-qualified local suppliers from within Mitchell Shire for the purposes of promoting and increasing the awarding of contracts and purchase orders to local suppliers.

Procuring Australian and New Zealand goods and Services

When a procurement will include the supply of contestable items, these are goods or services that may be sourced from Australian or New Zealand suppliers or from international suppliers, Council will give preference to goods, services, equipment, material or machinery manufactured in Australia and New Zealand whenever practicable and best value is achieved.

Diversity

Council supports a socially sustainable community by promoting equality. Procurements with a social sustainability focus seek to provide opportunities for underrepresented communities and people with less opportunity. Promoting equality through procurement can improve competition, value for money, the quality of public services, satisfaction among users, and community relations.

Gender Equity

Councils Gender Equity Action Plan is an internal Council document that aims to accelerate gender equality initiatives and outcomes within the organisation and contribute to the prevention of all forms of gender-based violence over the long term in our communities. Gender Impact Assessments need to be considered for any procurement that have direct and significant impact on the public under the *Gender Equality Act 2020*.

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Youth Employment

Council recognises that many of the challenges of improving youth employment intersect with other social problems such as family breakdowns, intergenerational unemployment and disadvantage. During tender development, any specific requirements with broader council social objectives will be considered where possible.

First Nations

The First Nations business sector has evolved beyond tourism, the creative arts and natural resource management. It now includes social and community enterprises, for-profit businesses, and everything from microbusinesses to major enterprises with multi-million-dollar turnover. Council recognises the Commonwealth and State government targets of 1% of new domestic contracts to be awarded to First Nations businesses and will aim to consider First Nations businesses during tender evaluation and contract award.

Environmentally Sustainable Procurement

In the procurement of goods, services and works, Council is committed to reducing its environmental impact by:

- Avoiding and reducing energy, water consumption and greenhouse gas emissions (which can reduce costs);
- Avoiding and reducing waste (which can reduce waste disposal costs);
- Avoiding and reducing the environmental health impacts of products and services;
- Avoiding and reducing pollution, including ensuring the safe storage, transportation and disposal of all waste, including hazardous waste;
- Avoiding loss of biodiversity and damage to ecosystems;
- Supporting markets for new environmentally preferred products, including locally produced goods;
- Buying goods made from recycled materials, to support the viability of the recycling industry;
- Providing leadership to the community and encouraging suppliers to adopt good environmental practices;
- Developing quotation and tender specifications to achieve good environmental outcomes; and
- Including relevant specifications with regards to environmental legislation, codes, practices and standard.

Council will seek to purchase environmentally responsible goods, services and works wherever they achieve the same function and deliver value for money outcomes. Council's evaluation criteria and weightings will address environmental responsibility using the above requirements as part of the selection process and including non-price factors.

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Appendix 3 – Performance KPIs

A. Procurement Performance Targets

To help maximise the achievement of best value the Mitchell Shire Council has set performance targets for:

- The achievement of savings and benefits in the procurement of works, goods and services.
- The return on procurement investment.
- The percentage Sustainable Procurement spend.

B. Performance Indicators

Mitchell Shire Council will seek to improve its procurement performance by capturing and analysing data on key performance indicators including:

- New collaborative procurement contracts.
- New panel contracts.
- The number of local suppliers and proportion of local spend.
- Level of compliance with the Procurement Policy.
- The number of purchase orders raised with Mitchell Shire businesses.

A report detailing actual performance against these indicators will be presented to the Executive Leadership Team and the Audit and Risk Committee as part of the normal reporting cycle.

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Appendix 4 – Council Plans, Strategies and Policies

Integration with Council Strategy

Council's procurement strategy shall support its corporate strategy, aims and objectives, including but not limited to those related to sustainability, protection of the environment, corporate social responsibility and meeting the needs of the local community such as outlined in Council's Community Vision and Council Plan.

Methods

The standard methods for procurement will be:

- Purchase order following a quotation process.
- Contract following a quotation process.
- Contract following a tender process.
- Under approved purchasing schemes (Panel Contracts).

The source of funds must be identified, and the procurement authorised in accordance with the delegations register, before any commitment to purchase is made.

More than one (1) person will be involved in, and responsible for, each transaction with appropriate authorisations obtained and documented.

Council may seek expressions of interest where:

- There are likely to be many tenders.
- Tendering will be costly, or the procurement is complex, and Council does not wish to impose the costs of preparing full tenders on all tenderers.
- There is uncertainty as to the willingness and/or interest of venders to offer the required procurement.
- Council requires advice from the market regarding how best to address a particular need.

Expressions of Interest must be publicly advertised.

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Appendix 5 – Council Specific Exemptions

This section includes any additional exemptions not included in Section 2.3.2.1 from tendering applicable to Mitchell Shire Council that are identified from time to time.

A situation may arise where it is not possible to obtain sufficient quotations. Where this is the case, an exemption from obtaining the required number of quotations may be granted. Exemptions to obtaining the required number of quotations, may be granted by the submission of a Procurement Exemption Form for approval by Director Organisational Performance for the following reasons:

- An Absence of competition or sole supplier.
- Supplier with specialised skills or expertise.
- An item or service procured which is issued under copyright laws.
- A service or upgrade to an asset owned by a utility provider responsible for the provision of, or maintenance of that asset.
- Software licensing or maintenance costs specific to one provider only.
- Arts Programming.
- Genuine urgency.

There are also situations an exemption to seeking the required number of quotations is provided without submission of a Procurement Exemption Form, these include:

- The exemptions listed in 2.3.2.1 of this policy.
- Procurement in accordance with a pre-established panel contract or standing offer where that arrangement has been tendered and approved.
- Where the procurement is required to support emergency response and relief efforts.
- Where an insufficient number of quotations have been provided from the market, even though the required number of quotations have been sought.
- Payments to Registered Aboriginal Parties for services.
- Payments for acquisitions, fees or levies that have been conducted in accordance with another council policy or legislative requirements.
- Work being conducted by a developer in accordance with a Section 173 Agreement between Council and the developer in accordance with the *Planning and Environmental Act 1987*.

The CEO may declare that Council enter into a contract with a value of greater than the Public Tendering threshold, in accordance with Appendix 1, without first undertaking a public tender in some circumstances. These are:

- The exemptions listed in 2.3.2.1 of this policy.
- Procurement in accordance with a pre-established panel contract or standing offer where that arrangement has been tendered and approved by Council.

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- Where the entering of the contract is required to support emergency response and relief efforts and conducting a public tender would create an unacceptable delay to Council response to the emergency and relief requirements.
- Work being conducted by a developer in accordance with a Section 173 Agreement that has been agreed between Council and the developer in accordance with the *Planning and Environmental Act 1987*.
- A service or upgrade to an asset owned by a utility provider responsible for the provision of, or maintenance of that asset.

Any other exemption request from public tendering valued at or greater than the public tendering threshold must be made in writing to Council. The exemption request must demonstrate why a public tender or expression of interest is not necessary or viable and have all supporting documentation attached for consideration, including written endorsement from the Procurement Advisor.

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Appendix 6 – Council Specific Risk Parameters

This section will include any additional risks not included in Section 2.6.1 applicable to Mitchell Shire Council that are identified from time to time.

Risk Mitigation

Council will minimise its risk exposure through measures such as:

- Use of standard-form contracts where appropriate. Council's standard-form contracts are provided by Council's Procurement section. Initial enquiries regarding Council's current standard-form contracts should be directed to the Procurement section;
- Use of Legal Services to support complex projects/tenders.
- Ensuring contracts are updated where appropriate to include current, relevant clauses;
- Use of or reference to relevant Australian Standards (or equivalent), where appropriate;
- Requiring contract security, where appropriate;
- Requiring contractual agreement before allowing the commencement of work;
- Effectively managing the contract including monitoring and enforcing performance;
- Ensure supply OH&S documentation is verified and assessed against Council's policies and other legislative requirements; and
- Ensure that the suppliers' insurance policies are in place.

Risk Assessments

In undertaking assessments Officers are to consider/identify issues that could have a negative impact on a project, then assessing and evaluating these impacts to minimise the effects they may represent to Council. A Risk Assessment if required, will depend on the complexity and estimated spend of the project. At a minimum, a risk assessment is to be completed for all tenders prior to release to market.

The Project Manager/Officer should complete a risk assessment for the procurement activity commensurate with the risks, complexity, performance, reputation and financial profile of the project/activity. The Risk section can assist the project manager/officer as required.

This risk assessment should be completed using our Risk Management System.

Examples of these risks may include:

- Supplier inexperience.
- Very low pricing and or timeframes for delivery.
- Supply chain delays/Pandemic effects.
- Product availability.
- Product is contamination.
- Effects of a pandemic on the supply chain.

9 ECONOMY, GROWTH AND INFRASTRUCTURE

9.1 CAPITAL WORKS DELIVERY UPDATE - REPORT FOR THE REPORTING PERIOD ENDING 30 JUNE 2025

Author: Numair Farooq - Coordinator Major Projects & Programs Delivery
Tim Partridge - Manager Capital Projects and Delivery

File No: FY24/25- Q4 CP

Attachments: 1. Capital Works Delivery Update - Q4 Report to 30 June 2025 [📄](#)

Draft Council Plan Objectives: *Develop spaces that enrich everyday life by supporting sustainable growth, facilitating infrastructure investment, and protecting our natural assets to meet the evolving needs of the community.*
Ensure good governance by promoting transparency, building trust, and strengthening connections with the community.

Community Vision Theme: Not applicable

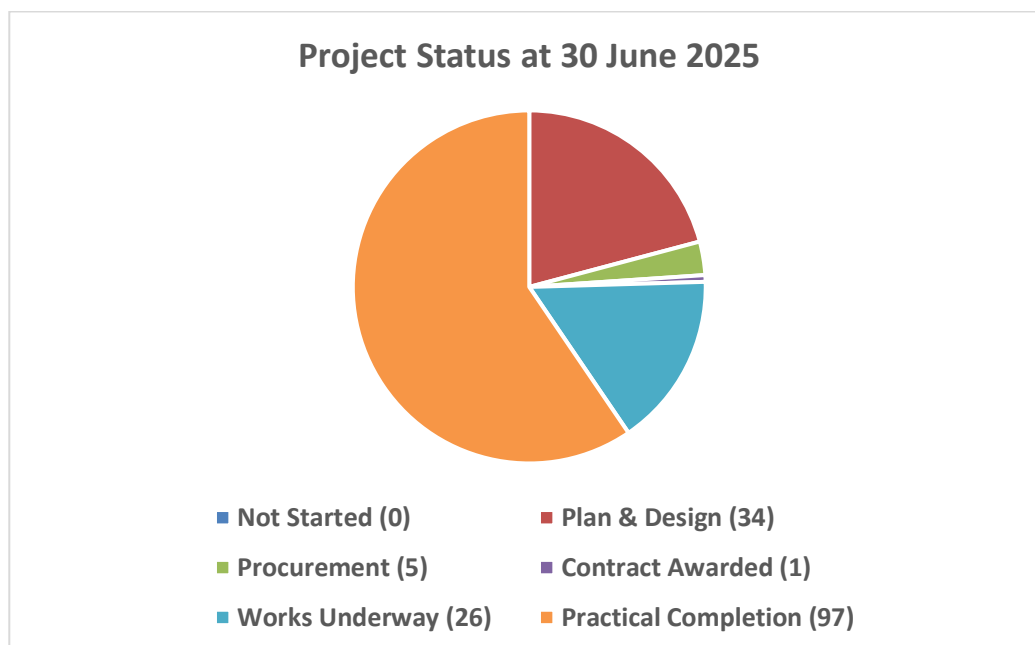
1. Purpose

- 1.1 To provide Council with an update on the delivery progress of the 2024 – 2025 Capital Program. The ‘Capital Works Delivery Update – Q4 Report to 30 June 2025’ is shown in Attachment 1.

2. Background

- 2.1 The Capital Works Budget for the 2024 – 2025 financial year was initially approved at \$51.469 million. Following budget adoption, several adjustments were made throughout the financial year, resulting in a net increase to the Total Program Allocation, which currently stands at \$51.800 million.
- 2.2 A breakdown of these budget adjustments is presented in the quarterly finance report.
- 2.3 The Capital Works Program for 2024 – 2025 consisted of 163 total projects, including 62 projects carried forward from last year’s program. Overall, 97 projects achieved practical completion, with works underway on 26 projects and 5 projects are in final stages of procurement.

CAPITAL WORKS DELIVERY UPDATE - REPORT FOR THE REPORTING PERIOD ENDING 30 JUNE 2025 (CONT.)



- 2.4 Key project milestones achieved in Q4 of the financial year included the practical completion of Hughes Creek Road Bridge in Tarcombe, completion of missing link footpaths in Allen Street and Sutherland Street in Kilmore, Black Spot road safety works in Oak Street in Seymour and playground upgrade works in Graham Street in Seymour.

3. Key Matters

- 3.1 At 30 June 2025, total expenditure across the Capital Program reached \$31.218M which equates to 60.27% of the total program allocation of \$51.800M.
- 3.2 A total of \$20.582M has been identified to be carried forward into next financial year. This is due to delays on some key projects and rephasing of expenditure on multi-year projects. Details regarding these changes have been provided in Attachment 1.
- 3.3 Of the \$20.582M in carry forward value, \$5.801M has been committed for expenditure, while \$14.781M remained uncommitted at 30 June.

Recommendation

THAT Council note the details contained in Attachment 1 titled 'Capital Works Delivery Update – Q4 Report to 30 June 2025'.

CAPITAL WORKS DELIVERY UPDATE - REPORT FOR THE REPORTING PERIOD ENDING 30 JUNE 2025 (CONT.)

4. Financial, Resource and Asset Management Implications

- 4.1 Adjustments to project budgets made throughout the final quarter of the financial year have resulted in the total capital program value being increased from \$51.794M to \$51.800M. A breakdown of these budget adjustments is presented in the quarterly finance report.

5. Consultation

- 5.1 No external consultation has occurred as part of the preparation of this report. Council's Finance team provides financial data for this report.

6. Sustainability Implications (Social and Environmental)

- 6.1 Information only report. This report does not create any sustainability implications.

7. Policy and Legislative Implications

- 7.1 Information only report. This report does not create any policy or legislative implications.

8. Conflict of Interest

- 8.1 This report advises that in the preparation of, or in contributing to the preparation of, this report there was no disclosable conflict of interest raised by a member of Council staff in the subject matter of the report.

9. Risk Implications

- 9.1 Risk Ranking is determined using [ROHS201-G1-Corporate Risk Matrix](#). Risk is identified as Low, Medium, High, or Very High.

Risk	Risk Ranking	Proposed Treatments	Within Existing Resources?	Risk Ranking after treatment
Delay in delivery of Capital Program which may result in delays in achieving program outcomes and may incur significant overspend.	Medium	Regular monitoring and reporting of Capital Program. Absorb overspend in future years' program through careful reprogramming of projects with minimum impact on program outcomes for community.	Yes	Low

Capital Works Delivery Update – Q4 Report to 30 June 2025

End of Financial Year 2024-2025



Capital Works Delivery Update Q4 Report



Wallan Community Park
(Swale drain)



Graham Reserve Playspace Upgrade



Greater Beveridge Community Centre Expansion-
Exterior
(Work in Progress)



Blackspot – Seymour-Pyalong Road-
Shoulder widening



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Acknowledgement of Country

Mitchell Shire Council acknowledges the Taungurung and Wurundjeri Woi Wurrung people as the Traditional Owners of the lands and waterways in the area now known as Mitchell Shire.

We pay our respect to their rich cultures and to Elders, past, present, and emerging, as well as other Aboriginal and Torres Strait Islander people who live, work and play in the area.

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1. Key Points

- The adopted Capital Works Program value for 2024-2025 was \$36.225M and the carry forward amount from 2023-2024 was \$15.244M, giving a total program allocation for 2024-2025 of \$51.469M. The program consists of 163 individual projects, including 62 projects carried over from the 2023-2024 financial year.
- Further budget adjustments have been made to the Capital Works Program as per the latest changes in delivery timelines. The Capital Works Program value on 30 June 2025 stands at \$51.800M. See Table 1.
- The following key projects carried over from FY 2023 – 2024 reached completion during 2024-2025:
 - Wandong Community Centre Redevelopment (Completed in Q1 of FY24-25)
 - Pyalong Maternal and Child Health Facility Upgrade (Completed in Q1 of FY24-25)
 - Seymour War Memorial Outdoor Pool Works (Completed in Q2 of FY24-25)
 - Wellington Street, Wallan – Upgrade between Watson Street and Duke Street (Completed in Q3 of FY24-25)
- In addition, the following major projects carried forward from 2023 – 2024 achieved substantial progress in FY 2024 – 2025 and most of these projects will achieve completion in FY 2025 – 2026.
 - Wallan Central Cycle and Nature Trail (forecast completion in Q1 of FY 2025 – 2026)
 - Seymour Tennis Complex (forecast completion in Q1 of FY 2025 – 2026)
 - Ryans Creek Reserve, Kilmore (forecast completion in Q1 of FY 2025 – 2026)
 - Greater Beveridge Community Centre Expansion (multi-year project, completion in Q2 of FY 2025 – 2026)
 - Highgate Road, Kilmore – Planning and Design (forecast completion in Q2 of FY 2025 – 2026)
 - Darraweit Road, Wallan – Upgrade between Acacia Way and Roulston Way (multi-year project, forecast completion in Q2 of FY 2025 – 2026)
 - Wallan East Integrated Family and Children’s Centre (multi-year project, construction forecast to commence in FY 2025 – 2026)
 - Seymour Community Wellbeing Hub (multi-year project, construction forecast to commence in FY 2025 – 2026)
- The following projects carried forward from 2023 – 2024 require a Cultural Heritage Management Plan (CHMP). These projects continue to be delayed due to a high demand for these services, particularly for projects in the South of the Shire. Construction works on these projects are now delayed into financial year 2025 – 2026.
 - Beveridge Recreation Reserve Activation
 - Taylors Creek Reserve Activation, Wallan

Table 1 – Program Allocation Summary

Adopted Program (New Works)	\$36.225 Million
Finalised Carry Forward Projects from FY23-24	\$15.244 Million
Total Program Allocation (Budget and finalised carry forwards)	\$51.469 Million
Net changes to the program as presented in the quarterly finance reports*	\$0.006 Million
Total Program Value (on 30 June 2025)	\$51.800 Million
Actual Spend at 30 June 2025 – See Section 2	\$31.218 Million

**Refer to explanation of variance for Capital Works Program in Quarterly Finance Report for 12 months ended 30 June 2025*

2. Financial Summary Year to Date

2.1. Expenditure Performance

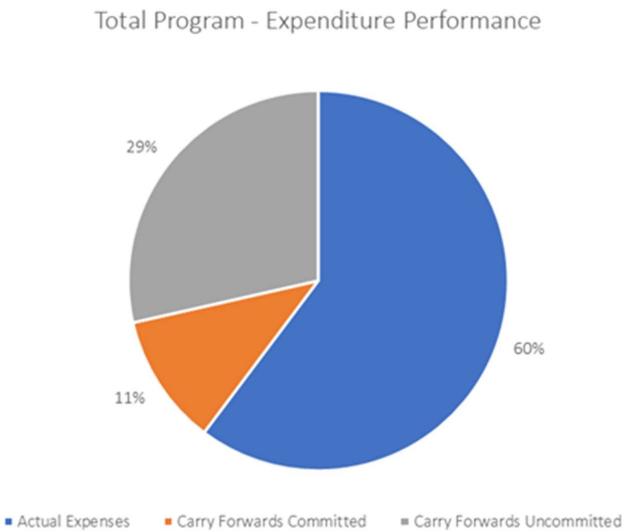
As of 30 June 2025, total expenditure is \$31.218M, which equates to 60.27% of the Total Program Allocation of \$51.800M, see Table 2. \$20.582M has been identified as carry forwards into FY 25/26, which equates to 39.73% of the Total Program Allocation.

Table 2 – Total Program Expenditure Performance YTD

		YTD (June 2025)	Percentage of allocation
A	Actuals	\$31.218M	60.27%
	Commitments	-	-
	Actuals and Commitments	\$31.218M	60.27%
	Unspent / Uncommitted	-	-
B	Carry Forwards (total)	\$20.582M	39.73%
	• Carry forwards (Commitments)	\$5.810M	11.22%
	• Carry forwards (Uncommitted)	\$14.781M	28.5%
	Total Program Allocation (A+B)	\$51.800M	

Note: As at June 30, Carry Forwards totalled to \$20.582M, of which \$5.801M was committed and \$14.781M remained uncommitted.

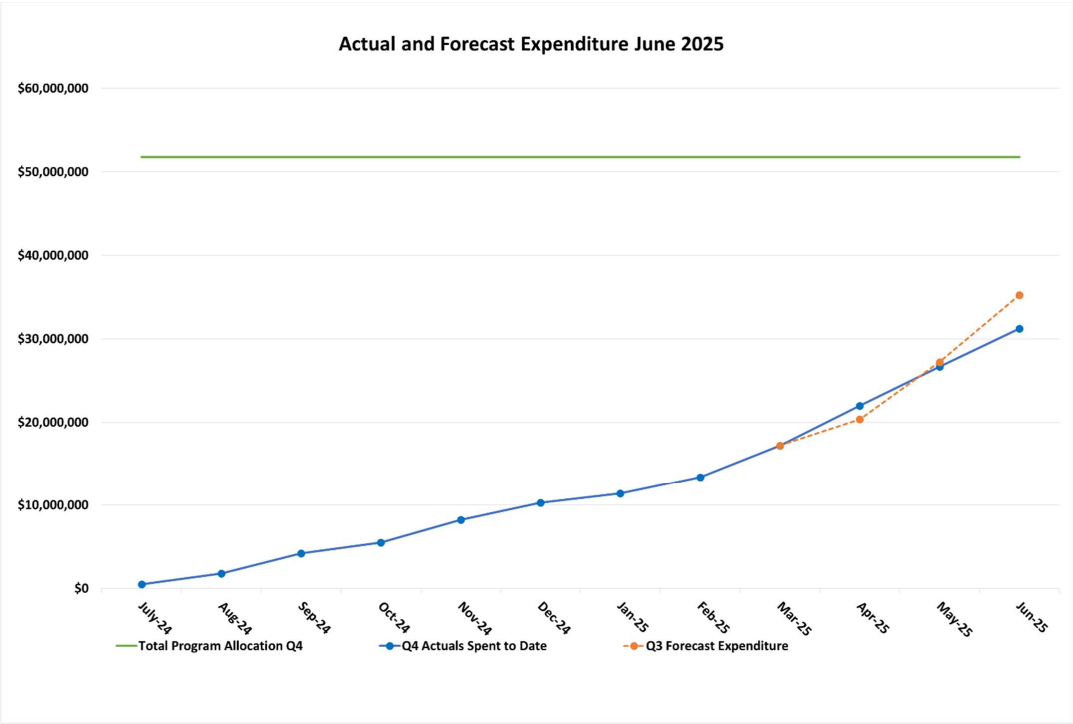
Chart 1 – Total Program Expenditure Performance at 30 June 2025.



3. Expenditure Forecasts to end of Financial Year 2024 – 2025

As of 30 June 2025, of the total program allocation of \$51.800M, \$20.582M has been identified as confirmed carry forward, this is due to delays in getting approvals on some key projects and rephasing of expenditure on multi-year projects. These reasons are detailed in section 4.2 of this report.

Chart 2 – Expenditure Forecast to end of Financial Year 24/25



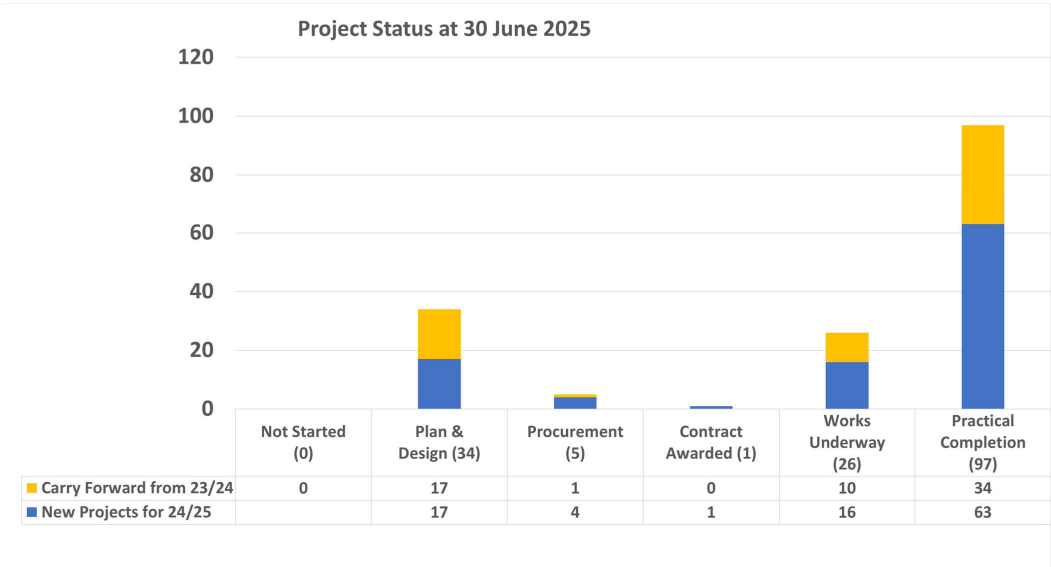
4. Program Delivery Update YTD

4.1. Project Phase Status

Chart 3 below demonstrates the number of projects in each phase of development/delivery. Capital works program for FY 2024 – 2025 consisted of 163 projects, which includes 62 projects carried forward from FY 2023 – 2024. A total of 97 projects achieved practical completion during FY 2024 – 2025 with works underway on 26 projects most of which will achieve completion early in FY 2025 – 2026. Most of the projects carried forward from last year are in final stages of delivery.

Appendix A lists the project status of the Major Project on the program. Appendix B lists the project phase of each live project on the Capital Works Program.

Chart 3 – Project Phase Status



4.2. Delivery/Expenditure Summary by Asset Class

Table 3 and Charts 4 and 5 below provide a summary of delivery expenditure by project asset class.

Key Points:

- A total of \$7.5M has been flagged to be carried forward to next financial year for buildings. Out of this, \$4.64M is for Greater Beveridge Community Centre Expansion and Wallan East Integrated Family and Children's Centre combined. These are multi-year projects with further budget allocation in next financial year. Both projects have now commenced, and the carry forward amount is in accordance with the finalised work program. Out of the remainder of carry forwards in this asset class, \$2.5M relates to Seymour Community Wellbeing Hub which is also a multi-year project. The carry forward amount on this project is identified based on the revised project timelines, as most expenditure on this project will occur in FY 2025 – 2026.
- Of the \$776k carry forwards for footpath projects, \$224k is related to the delayed King Street, Wallan missing link footpath project which is awaiting Cultural Heritage Management Plan approval. The remaining carry forward funds are for the missing link footpath in Bishop Street, Seymour (\$163k), which experienced design delays for lighting design approvals, the missing link footpath in Main Road, Tallarook (\$167k), where planning and design have been extended due to ongoing community consultation and the Kilmore Creek Trail Design (\$168k) which faced delays due to extended stakeholder consultation and cultural heritage related design complexities.
- The \$4.3M carry forwards for Roads projects includes \$2.8M for the Darraweit Road, Wallan, construction. This project is underway and is expected to be completed early in the next financial year. An additional \$700k is carried forward for the final seal of the Burke and Wills Track, which is required to be completed 9 to 12 months after the initial seal. The remainder of carry forward amount to John Street, Kilmore planning and design (\$117k) and Highgate Road, Kilmore planning and design (\$171k). The design for both of these projects has achieved progress during FY 2024 – 2025 however these projects will continue into next financial year as Council's design team continues to navigate land acquisition processes and authority approvals.
- The \$3.926M in carry forwards identified for Recreation and Leisure projects primarily relate to four key projects:
 - Beveridge Recreation Reserve Activation Stage 1 (\$1.186M), this project has ongoing challenges and delays in receiving Cultural Heritage approvals.
 - Beveridge Central Active Open Space (\$1.262M), the detailed design phase of this project has commenced following Council adoption of the masterplan in Q4.
 - Kilmore Leisure Centre Upgrade (\$353k), initial investigations for this project to confirm scope of works will continue for the remainder of the current financial year.
 - Seymour Tennis Complex Enclosure 1 Construction (\$762k), this project has been delayed due to latent conditions and will now achieve completion early in FY 2025 – 2026.
- The \$2.426M in carry-forward funds for Parks and Open Space are primarily allocated to two projects: the Taylors Creek Reserve Activation in Wallan and the Senior Outdoor Fitness Equipment installation in Beveridge. These projects require Cultural Heritage Management Plans which has been delayed due to high demand for these services. Consequently, commencement of construction works for these projects is now projected for the 2025-2026 financial year.

Table 3 – Expenditure Summary by Asset Class

Asset Class	Allocation	YTD Actuals	%	Carryforward Committed	%	Carryforward Uncommitted	%
Land	\$ 4,254,456	\$ 4,254,456	100%	\$ -	0%	\$ -	0%
Buildings	\$ 12,405,707	\$ 4,871,817	39%	\$ 1,113,404	9%	\$ 6,420,486	52%
Bridges	\$ 459,850	\$ 459,850	100%	\$ -	0%	\$ -	0%
Drainage	\$ 13,512	\$ 13,512	100%	\$ -	0%	\$ -	0%
Footpaths & Kerb & Channel	\$ 1,679,201	\$ 902,649	54%	\$ 159,107	9%	\$ 617,445	37%
Roads	\$ 14,901,496	\$ 10,603,599	71%	\$ 2,385,257	16%	\$ 1,912,639	13%
Road Safety Projects	\$ 634,360	\$ 362,417	57%	\$ 74,619	12%	\$ 197,324	31%
Waste	\$ 3,088,792	\$ 2,785,213	90%	\$ 12,985	0%	\$ 290,594	9%
Recreation Leisure & Community	\$ 5,226,547	\$ 1,299,693	25%	\$ 1,274,842	24%	\$ 2,652,012	51%
Parks, Open Space & Streetscapes	\$ 4,348,846	\$ 1,922,766	44%	\$ 301,168	7%	\$ 2,124,913	49%
Offstreet Car Parks	\$ 161,760	\$ 142,349	88%	\$ 13,321	8%	\$ 6,090	4%
Plant & Machinery	\$ 1,417,758	\$ 888,418	63%	\$ 148,749	10%	\$ 380,591	27%
IT Equipment & Software	\$ 940,736	\$ 731,073	78%	\$ 129,385	14%	\$ 80,279	9%
Motor Vehicles	\$ 1,932,180	\$ 1,662,878	86%	\$ 188,411	10%	\$ 80,891	4%
Furniture & Equipment	\$ 101,327	\$ 101,327	100%	\$ -	0%	\$ -	0%
Library Books	\$ 216,303	\$ 198,702	92%	\$ -	0%	\$ 17,601	8%
Total	\$ 51,782,832	\$ 31,200,721	60%	\$ 5,801,246	11%	\$ 14,780,865	29%

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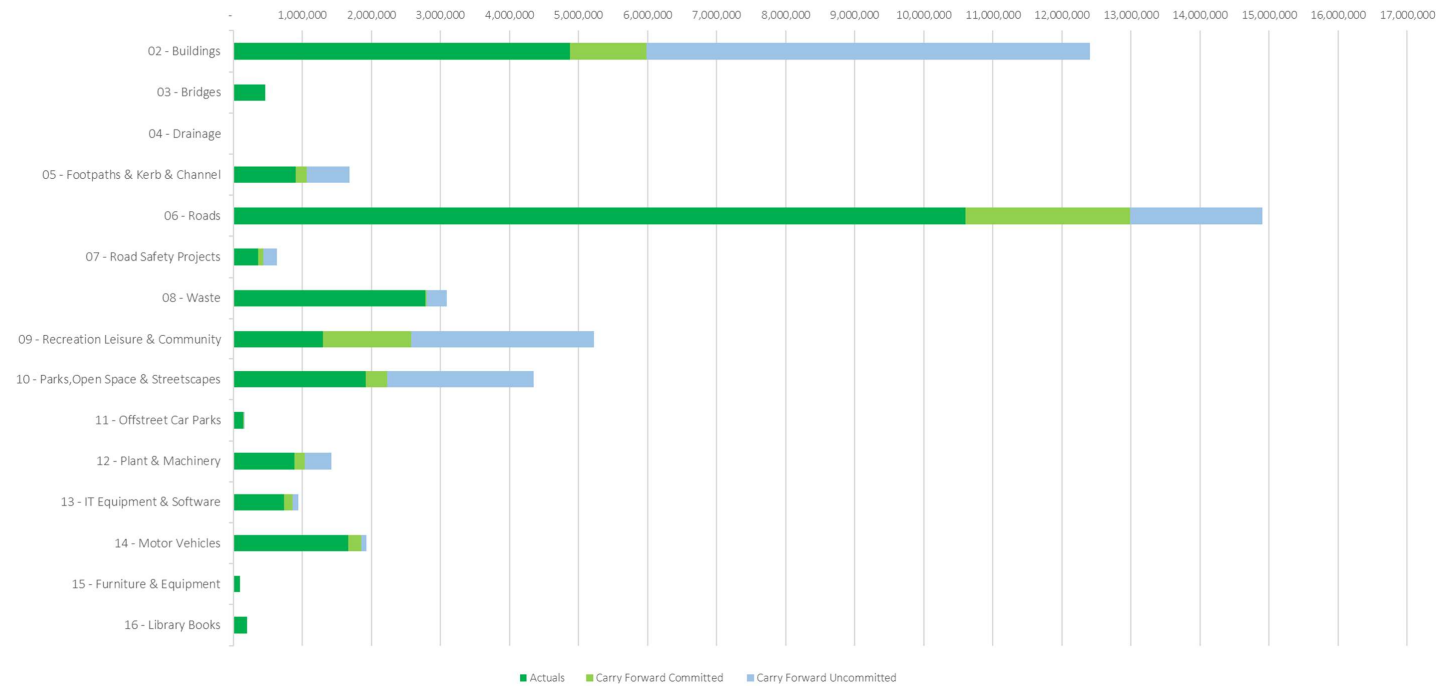
Chart 4 – Delivery progress against program allocation per Asset Class (\$ amount)

Chart 5 –Delivery progress against program allocation per Asset Class (%age)



Appendix A – Major Projects Update

Project Number	Project Description	Project Status	Comments	Expected Completion	Project Allocation FY 24/25	Carry Forward to FY 25/26
10823	Taylors Creek Reserve, Wallan – Activation	Delayed	Cultural Heritage related approvals continued to progress throughout FY 2024 – 2025. Construction phase of the project has been delayed to FY 2025 – 2026.	Jun-26	\$1,816,048	\$1,797,019
12040	Kilmore Creek Trail – Design	Delayed	Detailed design and Cultural Heritage related approvals for this project are currently being finalised.	Sep-25	\$229,663	\$167,629
12065	Ryans Creek Reserve, Kilmore	Progressing	Project works have been completed. Pending activation of lighting (Jul-25)	Jul-25	\$947,334	
12068	Wallan Central Cycle and Nature Trail	Progressing	Project has been completed. Defect rectification underway.	Jul-25	\$897,463	\$135,724
12143	Kilmore Senior Citizens Redevelopment and Accessibility Upgrade	Completed	Project has been completed.	Sep-24	\$122,680	
12145	Wandong Community Centre Redevelopment and Accessibility Upgrade	Completed	Project has been completed.	Sep-24	\$98,476	
12150	Pyalong MCH Facility Upgrade	Completed	Project has been completed.	Oct-24	\$385,116	

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12159	Wellington Street, Wallan – Upgrade between Watson & Duke St	Progressing	Project works have been completed. Pending activation of lighting (Sept-25)	Sept-25	\$2,846,681	
12160	Darraweit Rd, Wallan Upgrade between Acacia Way and Roulston Way	Progressing	Works are underway and will be completed by October 2025.	Oct-25	\$2,564,060	\$2,000,000
13003	Greater Beveridge Community Centre Expansion	Progressing	The project is progressing on schedule and is expected to be completed in Q2 of FY 2025 – 2026.	Dec-25	\$3,780,743	\$2,747,862
13009	Wallan East (Wallara Water) - Integrated Family and Children's Centre	Progressing	Detailed design and planning permit application is currently underway. Construction phase of project will commence in FY 2025 – 2026.	Dec-26	\$3,538,787	\$2,699,797
13033	Beveridge Central SR-01 - Active Open Space - Planning and Design	Progressing	Detailed design tender currently being prepared. Detailed design will be completed in FY 2025 – 2026.	Jun-26	\$1,262,490	\$1,262,490
13037	Kilmore Leisure Centre Upgrade - Investigation and Design	Progressing	Investigative work is currently underway to inform scope of renewal and upgrade works.	Aug-25	\$526,310	\$353,321
13056	Seymour War Memorial Outdoor Pool Works	Completed	Project has been completed.	Oct-24	\$206,971	
13112	Hughes Creek Road Bridge, Tarcombe	Completed	Project has been completed.	Jun-25	\$460,622	
14008	Seymour Community Wellbeing Hub - Construction	Progressing	Revised concept design has been completed. Project is progressing on schedule.	Dec-26	\$2,999,785	\$2,703,198

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14039	Seymour Tennis Complex - Enclosure 1 - Construction	Delayed	Construction is currently underway, practical completion is expected in August 2025.	Aug-25	\$1,588,100	\$761,568
19034	Beveridge Recreation Reserve Activation - Stage 1	Delayed	Project continues to experience delays in approval of CHMP. The delivery of this project will now run into next financial year.	Dec-26	\$1,216,275	\$1,186,462

Appendix B – Schedule of Capital Works Delivery

Cost Centre	Name	Budget Allocation FY24/25	Project Phase
10823	Taylors Creek Reserve, Wallan - Activation	\$ 1,816,048.33	Plan & Design
11044	Greenhill Precinct Activation, Wallan - Stage 1	\$ 167,056.64	Plan & Design
11050	John Street, Kilmore - Link Road - Stage 1	\$ 229,947.74	Plan & Design
11053	Wallan Resource Recovery Centre - Expansion - Stage 1	\$ 152,015.00	Plan & Design
11147	Seymour Resource Recovery Centre - Road and associated infra	\$ 11,018.00	Practical Completion
12008	Sustainability Initiatives - Solar Panels	\$ 145,892.19	Practical Completion
12040	Kilmore Creek Trail - Stage 1	\$ 229,663.00	Plan & Design
12041	King Street, Wallan - Missing Link Footpath	\$ 224,881.00	Plan & Design
12044	Northern Highway, Wallan - Missing Link - Plan and Design	\$ 46,698.20	Practical Completion
12057	Anzac Avenue, Seymour - Streetscape plan and design	\$ 100,000.00	Plan & Design
12059	Chittick Park, Seymour - All Abilities Playspace	\$ 12,973.06	Practical Completion
12065	Ryans Creek Reserve, Kilmore - Construction - Stage 1	\$ 868,904.58	Works Underway
12066	Graham Street Reserve Playground Upgrade	\$ 258,863.53	Works Underway
12068	Wallan Central Cycle and Nature Trail - Design and Construct	\$ 897,462.62	Works Underway
12096	Sealed Road Program (Patch) Burke And Wills Track Stage 1	\$ 2,275,500.00	Practical Completion
12105	Sealed Road Program (Patch & Seal) Tarcombe Road	\$ 609,660.71	Practical Completion
12121	Sealed Road Program (Patch & Seal) Broadford-Glenaroua Road	\$ 905,353.32	Practical Completion
12132	Unsealed Road Resheet Program Kings Lane	\$ 3,868.00	Practical Completion
12135	Seniors Outdoor Fitness Equipment-Beveridge	\$ 65,004.00	Plan & Design
12136	Bus Shelter - Springridge Bvd Wallan	\$ 2,564.35	Practical Completion
12143	Kilmore Senior Citizens Redevelopment and Accessibility Upgrade	\$ 122,679.72	Practical Completion
12145	Wandong Community Centre Redevelopment and Accessibility	\$ 98,476.19	Practical Completion
12150	Pyalong Kindergarten facility upgrade	\$ 380,204.35	Practical Completion
12158	Emergency Water Supply Point Upgrade	\$ 25,700.62	Practical Completion
12159	Wellington Street, Wallan – Upgrade between Watson & Duke St	\$ 2,157,729.98	Practical Completion
12160	Daraweit Rd, Wallan Upgrade btw Acacia Way and Roulston Way	\$ 3,024,059.70	Works Underway
12170	Seymour Resource Recovery Centre - stage 2	\$ 190,365.79	Practical Completion
13003	Greater Beveridge Community Centre Expansion - Construction	\$ 3,780,743.22	Works Underway
13008	Sustainability Actions - Seymour Sports and Aquatic Centre	\$ 26,258.96	Practical Completion
13009	Wallan East - Integrated Family and Children's Centre	\$ 3,538,787.27	Works Underway
13010	Fleet Renewal 2023-2024	\$ 338,636.50	Practical Completion
13011	Leisure Centre Works - Plant Renewal	\$ 69,647.20	Practical Completion
13012	Plant Renewal 2023-2024	\$ 113,676.55	Practical Completion
13014	Cybersecurity Program	\$ 44,520.00	Practical Completion

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Cost Centre	Name	Budget Allocation FY24/25	Project Phase
13027	Seymour-Pyalong Road and Sugarloaf Creek Road - Intersection	\$ 105,552.00	Plan & Design
13031	High Street Bridge, Seymour - Investigation Works	\$ 11,451.00	Works Underway
13032	Tallaroek Mechanics Institute - Drainage	\$ 13,511.54	Practical Completion
13033	Beveridge Central SR-01 - Active Open Space - Planning and Design	\$ 1,262,490.00	Plan & Design
13037	Kilmore Leisure Centre - Upgrade investigation and design	\$ 526,309.84	Plan & Design
13040	Former Seymour Landfill - Gas flare	\$ 75,301.83	Plan & Design
13041	Mitchell Landfill - Cell 6A capping - design and approvals	\$ 50,000.00	Plan & Design
13042	Pyalong and Broadford Structural Remedial works	\$ 76,373.47	Practical Completion
13046	Broadford Entrance Revitalisation	\$ 71,618.00	Plan & Design
13047	Environmental Reserve wayfinding signage	\$ 27,500.00	Procurement
13055	Kilmore Senior Citizens Centre - Carpark upgrade	\$ 50,309.95	Practical Completion
13056	Seymour War Memorial Outdoor Pool Works	\$ 206,941.22	Practical Completion
13074	Three Chain Road, Moranding - Major Culvert Reconstruction	\$ 1,347.80	Practical Completion
13075	Unsealed Roads Program - Sharpes & Taylors Rd, Tallaroek	\$ 158,870.04	Practical Completion
13076	Unsealed Roads Program - Kilmore Glenaroua Rd, Moranding	\$ 539,525.52	Practical Completion
13100	Sealed Road Program - Hammond Court, Sunday Creek (Patch & R	\$ 320.00	Practical Completion
13110	Unsealed Roads Program - Leahys Road, Kilmore	\$ 69,135.97	Practical Completion
13112	Hughes Creek Road Bridge, Tarcombe	\$ 450,652.59	Practical Completion
14000	Bishop Street, Seymour - Missing Link Footpath	\$ 185,000.00	Plan & Design
14001	Kilmore Leisure Centre - Boiler	\$ 136,120.00	Practical Completion
14003	HVAC Program 23-24 (Carry Forward)	\$ 50,632.35	Practical Completion
14004	Aquatic Facilities - Renewal Program	\$ 54,333.00	Practical Completion
14005	Aquatic Facilities - Upgrade Program	\$ 103,610.46	Practical Completion
14007	Security Strategy Implementation	\$ 116,531.96	Practical Completion
14008	Seymour Community Wellbeing Hub - Construction	\$ 2,999,785.27	Plan & Design
14009	Shade Sail Renewal	\$ 10,020.00	Practical Completion
14011	Sustainability Actions - Small Council buildings program - Clonbinaine	\$ 33,636.64	Works Underway
14014	Fleet Renewal 2024-2025	\$ 1,576,013.00	Works Underway
14015	Plant Renewal 2024-2025	\$ 1,251,204.00	Works Underway
14016	Hardware Renewal Program 2024-2025	\$ 254,594.25	Practical Completion
14017	Network Upgrade Program 2024-2025	\$ 230,222.20	Practical Completion
14018	Mobility Renewal 2024-2025	\$ 195,783.16	Practical Completion
14019	Building Fitout Renewal Program 2024-2025	\$ 6,773.18	Practical Completion
14020	Christmas Decorations 2024-2025	\$ 29,557.52	Works Underway
14021	Library Stock Renewal 2024-2025	\$ 184,537.36	Works Underway
14022	Culvert Renewal Program 2024-2025	\$ 318,594.09	Practical Completion
14023	Highgate Road, Kilmore - Planning and Design	\$ 238,572.00	Plan & Design
14024	Kerb and Channel Renewal Program 2024-2025	\$ 446,497.54	Practical Completion
14025	Station Street and Wallis Street, Seymour - Raised Pedestrian Crossing	\$ 149,285.95	Plan & Design
14026	Emily Street and Manners Street, Seymour - Missing Link Footpath	\$ 42,326.02	Practical Completion
14027	Allen Street and Sutherland Street, Kilmore - Missing Link Footpath	\$ 287,441.00	Practical Completion
14028	Main Road (Service Road), Tallaroek - Missing Link Footpath	\$ 171,286.00	Plan & Design

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Cost Centre	Name	Budget Allocation FY24/25	Project Phase
14029	Footpath Renewal Program 2024-2025	\$ 500,048.02	Practical Completion
14030	Bridge Renewal Program 2024-2025	\$ 500,000.00	Practical Completion
14031	Kerbside Bin Purchase	\$ 2,412,161.32	Practical Completion
14034	Harley Hammond Reserve, Broadford - Tennis Courts and Lighting	\$ 50,000.00	Procurement
14035	JJ Clancy Reserve, Kilmore - Carparking, roadway and landscaping	\$ 98,469.46	Plan & Design
14036	New Playground - Black Duck Crossing Reserve	\$ 110,973.52	Works Underway
14039	Seymour Tennis Complex - Enclosure 1 - Construction	\$ 1,588,100.00	Works Underway
14040	Wallan Kindergarten (Bentinck Street) - Play Space Renewal	\$ 10,000.00	Practical Completion
14041	Mitchell Landfill, Hildene - Road Remediation	\$ 38,097.00	Practical Completion
14042	Minor Path Renewal Program 2024-2025	\$ 40,000.00	Works Underway
14043	Park and Open Space Furniture Renewal Program 2024-2025	\$ 40,180.00	Works Underway
14044	Public Art	\$ 49,771.50	Practical Completion
14045	Waste Enclosure Renewal Program 2024-2025	\$ 16,510.00	Plan & Design
14046	DDA Parking Upgrades	\$ 34,371.40	Practical Completion
14047	Wandong Memorial Carpark Upgrade - Design	\$ 77,079.00	Plan & Design
14048	Seymour Visitor Information Centre - Facilities Improvements	\$ 75,592.00	Plan & Design
14049	Building Structural Defects - Seymour Tennis Club	\$ 23,549.09	Practical Completion
14050	Building Structural Defects - Chittick Park Youth & Fitness	\$ 30,126.42	Practical Completion
14051	Building Structural Defects - L B Davern Reserve Gutters	\$ 9,800.00	Practical Completion
14056	Building Structural Defects - Seymour War Memorial Pool	\$ 40,140.00	Practical Completion
14057	Building Fitout - Tooberac - Pavilion & Toilets	\$ 29,222.16	Practical Completion
14058	Building Fitout - Broadford Lions Park Public Toilet	\$ 18,191.75	Practical Completion
14059	Building Fitout - Broadford Memorial Park Public Toilet	\$ 23,139.38	Practical Completion
14060	Building Fitout - Pyalong Recreation Reserve - Public Toilet	\$ 20,892.31	Practical Completion
14062	Building Fitout - Pyalong Public Toilet - High St	\$ 19,373.56	Practical Completion
14063	Wallan Multipurpose Centre - Deck Renewal	\$ 6,420.00	Practical Completion
14064	Building Fitout - Filtered Water Taps	\$ 23,307.35	Practical Completion
14066	Resheet - Lambing Gully Road, Whiteheads Creek	\$ 638,874.12	Practical Completion
14067	Patch and Reseal - Abdallah Road, Seymour	\$ 1,721.67	Practical Completion
14068	Reseal - Anderson Road, Kilmore	\$ 166,165.16	Practical Completion
14070	Seymour Pyalong Rd - Patch and Seal	\$ 4,262.00	Plan & Design
14071	Reseal - Hawdon Street, Broadford	\$ 180,220.01	Practical Completion
14072	Patch and Overlay - Lithgow Street, Beveridge	\$ 159,052.97	Works Underway
14073	Major Patching 2024-2025, Shire Wide	\$ 43,852.01	Works Underway
14074	Reseal - McCarthy Court, Wallan	\$ 92,378.28	Practical Completion
14075	Sealed - GeoTech Investigation - Various Rds	\$ 95,480.00	Plan & Design
14076	Reseal - Mia Mia Road, Broadford	\$ 328,584.55	Practical Completion
14077	Patch and Overlay - Morison Crescent, Seymour	\$ 140,223.10	Practical Completion
14078	Reseal - Nannys Creek Road, Kilmore East	\$ 100,879.81	Practical Completion
14079	Patch and Overlay - Queen Street, Wallan	\$ 254,771.85	Practical Completion
14080	Patch and Overlay - Skermer Avenue, Seymour	\$ 2,011.31	Plan & Design
14081	Reseal - Sugarloaf Creek Road, Broadford	\$ 92,843.54	Practical Completion
14082	Reseal - Tantaraboo Road, Willomavin	\$ 154,471.71	Practical Completion
14083	Patch and Overlay - Union Street, Kilmore	\$ 117,921.00	Contract Awarded

Cost Centre	Name	Budget Allocation FY24/25	Project Phase
14084	Blackspot - Seymour-Pyalong Road - shoulder widening	\$ 259,920.00	Works Underway
14085	Blackspot - Oak Street, Seymour - speed cushions	\$ 109,440.00	Practical Completion
14086	Website Development 24-25	\$ 198,871.00	Works Underway
14087	Mitchell Landfill Cell 9 - Design	\$ 70,000.00	Plan & Design
14088	Patch & Overlay High Street, Seymour	\$ 463,776.00	Works Underway
14089	Building Fitout - Broadford Living & Learning - Windows	\$ 14,177.00	Practical Completion
14090	Greater Beveridge Community Centre - Auto Door	\$ 13,410.00	Practical Completion
14091	Building Structural Defects - Kilmore Leisure Centre Floor	\$ 21,477.00	Practical Completion
14092	Building Structural Defects - RB Robson Stadium Roof	\$ 23,090.00	Practical Completion
14094	JJ Clancy works 2024-25	\$ 39,636.42	Practical Completion
14095	Patterson Street, Beveridge Road Wroks RD-02VI	\$ 48,334.80	Practical Completion
14096	Kindergarten HVAC Carry Forward	\$ 14,139.55	Practical Completion
14097	Seymour War Memorial Outdoor Pool - Wall Repairs	\$ 44,685.00	Practical Completion
14098	LandFill Wifi Repeater	\$ 7,504.47	Practical Completion
14099	Recreation & Open Space - Minor Equipment	\$ 3,088.00	Practical Completion
14100	Mia Mia Road, Broadford MLF Stage 2 - Design	\$ 15,000.00	Practical Completion
14101	Harley Hammond Reserve Broadford-Female FRN Facility Design	\$ 83,742.60	Plan & Design
14102	Workplace Relations- Minor Equipment	\$ 1,844.50	Practical Completion
14103	Mt Piper Kindergarten - RCD Switchboard replacement	\$ 7,069.00	Practical Completion
14104	Seymour War Memorial Outdoor Pool -Shade Sail Replacement	\$ 3,965.00	Practical Completion
14105	Resheet - Stockdale Road, Wallan	\$ 187,556.00	Practical Completion
14106	Resheet - Stotts Road, Wandong	\$ 2,539.55	Procurement
14108	Sealed Road Program (Patch & Seal and Overlay) Oak Street	\$ 222,192.00	Works Underway
14109	Premiers Reading Challenge 2024/2025	\$ 9,634.95	Works Underway
14110	Customer & Library Services - Minor Equipment	\$ 11,997.00	Practical Completion
14112	Tallarook Recreation Reserve - Power Upgrade	\$ 38,500.00	Practical Completion
14114	IT Hardware New Positions/Upgrade	\$ 16,745.75	Works Underway
14118	Lithgow St & Patterson St, Beveridge (Speed Management)	\$ 100,000.00	Procurement
14119	Patterson St and Whiteside St Land (IN-05IL)	\$ 48,848.45	Practical Completion
14120	Patterson St between Rankin St & Camerons Ln Land (RD-02IL)	\$ 177,991.55	Practical Completion
14121	Building Structural Defects - RB Robson Fire Door Replacement	\$ 5,274.55	Practical Completion
14122	VMS Speed Trailer	\$ 17,530.00	Practical Completion
14123	Civic Events Minor Equipment	\$ 1,061.82	Practical Completion
14126	Wallan Neighbourhood House - PAG Room Heater Replacement	\$ 16,157.33	Practical Completion
14131	TAC - Seymour Town Centre - Speed Limit Reductions	\$ 37,000.00	Plan & Design
14132	TAC - Multiple High Speed Rural Roads - Speed Limit	\$ 128,000.00	Plan & Design
19029	Island Park, Broadford Footpath Missing Link -Plan & Design	\$ 42,588.48	Plan & Design
19034	Beveridge Recreation Reserve Activation - Stage 1	\$ 1,216,275.25	Plan & Design

10 NOTICES OF MOTION

Nil Reports

11 GENERAL BUSINESS

Nil Reports

12 URGENT BUSINESS

Nil Reports

13 DATE OF NEXT MEETING

The next Council Meeting is scheduled to be held on Monday 20 October 2025 at the Mitchell Council Chambers, 113 High Street Broadford, commencing at 7:00 PM.

14 CLOSE OF MEETING