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Hepburn
SHIRE COUNCIL

FINANCIAL REPORT

For the nine months ending

31 March 2026

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1. Overview

The March Quarterly Finance Report outlines the financial results for the nine months ended 31 March 2026, along with a comparison to the amended budget including carry-forward projects (as adopted by Council on 23 September 2025). This report includes the following:

- Income Statement;
- Statement of Capital Works;
- Balance Sheet;
- Statement of Cash Flows;
- Cash, investments and financial reserve schedules;
- Key performance indicators;
- Rates and other debtors; and
- Councillor expenditure.

Appendices include:
- Capital Works Detailed Report
- Special Operating Projects Report

The current financial position needs to be read in the context of Council's financial plan contained within the 2025/26 Budget, and the adopted Financial Vision (10 September 2024).

The ongoing impacts of current cost inflations on operational costs and support for the community will be monitored through the remainder of the 2025/26 financial year, as well as high CPI and contractor availability. The Australian Bureau of Statistics noted that the national monthly CPI indicator rose 4.6% in the 12 months to March 2026, with Melbourne's CPI indicator also rising by 4.6%.

This report represents nine months of operations in the 2025/26 financial year.

The main items to note at the end of the third quarter are:

- The operating surplus for the nine months ended 31 March 2026 was $7.3 million. This is $2.3 million (or 45%) favourable to the YTD amended budgeted surplus of $5.1 million. This is primarily comprised of the following variances:

  Income

  - Statutory fees & fines - favourable by $106k (13%), mainly due to higher-than-expected fire prevention fines as well as additional environmental and planning infringement enforcement fines.
  - User fees – favourable by $101k (17%), mainly due to an increase in waste transfer station gate fees.
  - Grants (operating) - favourable by $469k (12%), due to funding of the MERP (Municipal Emergency Resource Planning) being received earlier than expected, in addition to the phasing of grant income received in advance last financial year and being brought to account earlier than budgeted.

- Grants (capital) - unfavourable by $227k (17%), mainly due to the Local Roads and Community Infrastructure Program funding not yet received.
- Other income – favourable by $282k (26%), mainly due to additional interest income.

Expenses

- Materials and services - favourable by $1.0M, is mainly due to delayed spending on special operating projects ($227K), general maintenance ($375k), and waste services contractor payments ($360k), offset by YTD overspends in information services for software licencing which will be capitalised at year end. These variances are partially due to timing of receiving invoices, and partially due to delayed spending, and are expected to resolve by the end of the financial year.

- Based on current income and expenditure, we expect that the year end operating position will be on budget, if not, slightly better than budget.
- Year-to-date Capital Works expenditure for the nine months ended 31 March 2026 was $4.8 million which is 31% of the $15.4 million amended budget.
- Cash holdings as at 31 March 2026 are $2.2 million higher than the same time last year, this is due to higher cash holdings at the start of the period. Total cash and investments for the quarter is $11.8 million. Other financial assets are lower than at the same time last year, due to investments maturing and the resulting cash being utilised to fund council operations.
- Trade and other receivables as at 31 March 2026 are $3.4 million higher than the same time last year. This growth is attributed to a higher Emergency Services Volunteers Fund, the annual rise in rates, outstanding rental payments, and the increased offerings of support packages relating to payment extensions on rates instalments. Overall, there is no material concerns of outstanding debts.

2. Financial Statements

Income Statement
This statement details our sources of income for the reporting period under headings including general rates, charges, and the day-to-day expenses required to operate Council. While capital expenditures are excluded, we do account for the use of our assets (depreciation). Expenses include employee costs, materials and services, together with utility and insurance costs.

The final result for the reporting period is calculated by subtracting total expenses from total income, indicating whether we've operated at a surplus or a deficit (deficits are shown in brackets). A positive variance means revenue increased or expenses decreased. Conversely, negative figures (in brackets) indicate either a drop in revenue or a rise in expenses.

The adjusted underlying result calculated in the Income Statement is the net surplus/(deficit) for the year adjusted for non-recurrent capital grants, monetary contributions (open space 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.

Capital Works Program
This represents our portfolio of capital projects that have been adopted and formally approved by Council as part of the 2025/26 budget process. These projects involve the planning and construction of new assets, fixing or upgrading what we already have, and expanding our existing infrastructure, facilities, equipment and properties. The program covers important projects, technology upgrades, roadworks, footpaths, drainage, parks, recreation areas, and community facilities.

Capital projects not finished from last year (2024/25), the money for those are carried over to be completed in the current financial year. We compare how much we've spent so far to the total budget for all projects, including any leftover funds from last year and any changes made to the budget.

Balance Sheet
The balance sheet shows our financial health at a certain point in time. It lists everything we own (assets) and everything we owe (liabilities). Our net worth (net assets or equity) equals total assets minus total liabilities – the larger the net equity, the stronger our financial position is.

Cashflow Statement
The cashflow statement is a financial statement that summarises the cash receipts and payments over the period. It provides information about the ability to generate cash, pay debts, and invest in new opportunities. The cash flow is categorized into three main activities:

- Operating (day-to-day business)
- Investing (buying or selling assets)
- Financing (loans and repayments)

It is an essential tool to assess Council's financial health and to make informed decisions.

2.1. Income Statement for nine months ending 31 March 2026

Hepburn Shire Council
Comprehensive Income Statement
For the Period Ended 31 March 2026

	Note	YTD Budget 2025/26	YTD Actual 2025/26	YTD Variance		FY Budget 2025/26
		$'000	$'000	$'000	%	$'000
Income						
Rates and charges		28,869	29,228	358	1%	28,951
Statutory fees and fines	1	784	890	106	13%	908
User fees	2	597	698	101	17%	792
Grants - operating	3	3,916	4,385	469	12%	4,807
Grants - capital	4	1,363	1,136	(227)	-17%	6,954
Contributions - monetary		208	119	(89)	-43%	270
Contributions - non monetary		-	-	-	100%	-
Net gain/(loss) on disposal of assets		100	180	80	80%	207
Other income	5	1,072	1,354	282	26%	1,427
Total Income		**36,909**	**37,989**	**1,080**	**3%**	**44,317**
Expenses						
Employee costs		12,452	12,419	33	0%	16,081
Materials and services	6	11,162	10,120	1,042	9%	14,813
Bad and doubtful debts		6	4	2	28%	6
Depreciation and amortisation		7,105	7,105	0	0%	9,473
Borrowing costs		406	413	(8)	-2%	555
Other expenses	7	706	579	127	18%	931
Total Expenses		31,836	30,641	1,195	**4%**	41,859
Surplus/(Deficit) for the year		**5,073**	**7,348**	**2,275**	**45%**	**2,458**

Commentary is provided for variances greater than both $100,000 and 10%.

Note 1 – Statutory fees and fines

Statutory fees & fines are favourable by $106k (13%), mainly due to higher-than-expected fire prevention fines as well as additional environmental and planning infringement enforcement fines.

Note 2 – User fees

User fees are favourable by $101k (17%), mainly due to an increase in waste transfer station gate fees.

Note 3 – Operating grants

Grants (operating) are favourable by $469k (12%), due to funding of the MERP (Municipal Emergency Resource Planning) being received earlier than expected, in addition to the phasing of grant income received in advance last financial year and being brought to account earlier than budgeted.

Note 4 – Capital grants

Grants (capital) are unfavourable by $227k (17%), mainly due to the Local Roads and Community Infrastructure Program funding not yet received.

Note 5 – Other income

Other income is favourable by $282k (26%), mainly due to additional interest income.

Note 6 – Materials and services

Materials and services are favourable by $1.0m (9%), mainly due to delayed spending on special operating projects ($227K), general maintenance ($375k), and waste services contractor payments ($360k), offset by YTD overspends in information services for software licencing which will be capitalised at year end. These variances are partially due to timing of receiving invoices, and partially due to delayed spending, and are expected to resolve by the end of the financial year.

Underspends are being utilised to fund additional legal and fuel costs. Council's fuel budget is $9k under budget and legal costs are $14k over budget as at March, but we expect increased costs in the last quarter of the year.

Note 7 – Other expenses

Other expenses are favourable by $127k (18%), mainly due to an underspend in community grants which is due to timing.

2.2. Statement of Capital Works for the nine months ending 31 March 2026

Hepburn Shire Council
Statement of Capital Works as at 31 March 2026

Capital Works Category	*Original Budget*	*Original inc C/F Budget*	*YTD Actual*	*% Spent YTD (Including commitments) on C/F Budget*
	$000	$000	$000	
Property				
Buildings	848	2,287	831	45%
Building Improvements	1,364	712	292	52%
Total Property	**2,212**	**2,999**	**1,123**	**46%**
Plant and Equipment				
Plant, machinery and equipment	1,331	1,381	377	102%
Computers and telecommunications	610	610	177	30%
Library books	62	62	46	114%
Total Plant & Equipment	**2,003**	**2,053**	**601**	**81%**
Infrastructure				
Roads	6,873	7,285	2,151	40%
Bridges	276	376	74	23%
Drainage	320	320	60	89%
Recreational, leisure and community facilities	1,384	2,407	816	51%
Total Infrastructure	**8,853**	**10,388**	**3,101**	**44%**
Total Capital Works	**13,068**	**15,441**	**4,825**	**49%**
Represented by:				
New asset expenditure	2,284	3,176	220	12%
Asset renewal expenditure	10,298	10,955	4,159	59%
Asset upgrade/expansion expenditure	485	1,309	446	53%
Total Capital Works Expenditure	**13,068**	**15,441**	**4,825**	**49%**

% Spent YTD Original Budget	*37%*
% Spent YTD Original inc C/F Budget	*31%*

Capital Works Program Update
Program Overview

The 2025/26 Capital Works Program now comprises 77 projects, with a total value of $15.440M (being $13.067M new budget in addition to $6.51M carry forward from 2024/25 and $0.67M adjustments). A recent adjustment has been made following the February 2026 Council resolution on the Wheelers Bridge project, reducing the expenditure budget by $3.459M.

A breakdown of the program by project value, asset type and by delivery status is provided below, based on the 2025/26 amended allocations.

CAPITAL PROJECTS BY ASSET TYPE

Type	Number	Total Value	% program - $	% program – no.
Buildings and facilities	21	$2,999,247	19%	27%
Civil Infrastructure	28	$7,981,294	52%	36%
Recreation and Open Space	24	$2,406,990	16%	31%
Other	4	$2,053,000	13%	5%
	77	**$15,440,531**	**100%**	**100%**

CAPITAL PROJECTS BY SIZE

Size	No.	Total Value	% program - $	% program – no.
>$1M	2	$3,381,000	22%	3%
$501k - $1M	7	$4,715,237	31%	9%
$101K - $500K	31	$5,853,420	38%	40%
$50K - $100k	15	$1,107,532	7%	19%
<$50K	22	$383,342	2%	29%
	77	**$15,440,531**	**100%**	**100%**

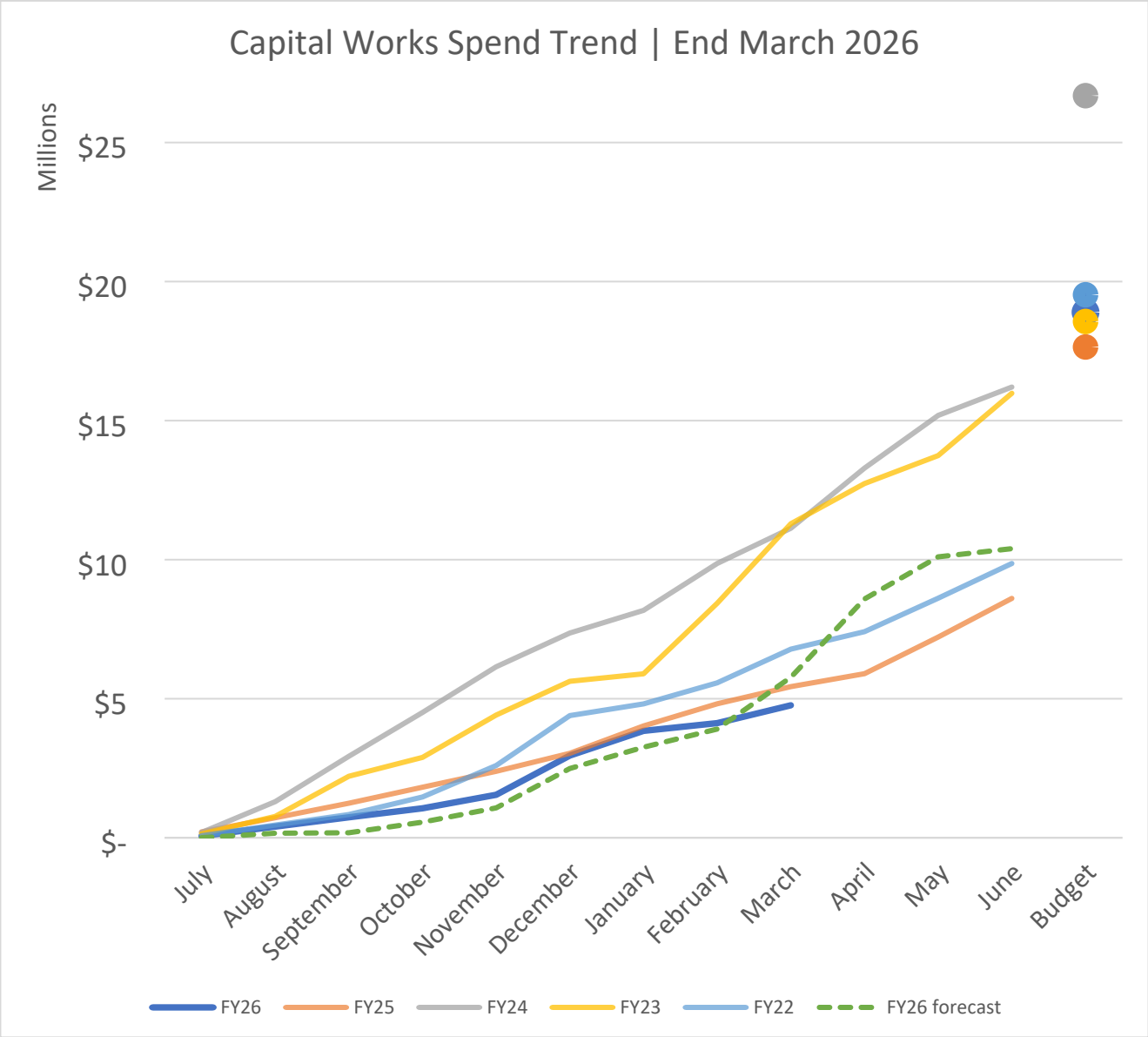
CAPITAL PROJECTS BY DELIVERY STATUS

Stage	Number – current status	Number – planned	Value	% program - $	% program – no.
Planning	4	6	$1,450,000	9%	5%
Procurement	12	4	$3,885,209	25%	16%
Delivery	34	43	$7,352,698	48%	44%
Completion	27	24	$2,752,624	18%	35%
	77	**77**	**$15,440,531**	**100%**	**100%**

Capital Works Expenditure

At end March 2026, capital works expenditure was $4.825M of the $15.440M budget, representing 31% of the total program budget. In addition, $2.682M of commitments were in place at the end of March. Preliminary end of April expenditure is $6.378M, with $2.727M commitments in place.

Actual expenditure at the end of March as a percentage of the adopted budget is lower compared to previous years, and whilst tracking well against the 2025-26 phasing up to February, has fallen behind in March. The forecast expenditure for the end of the year is $10.646M.



Forecast Position

The current forecast for expenditure is $10.646M, which would be 69% of the budgeted capital work program. The average percentage of expenditure of the prior four years' capital programs is 62%. This requires significant expenditure to the end of the year; officers have reviewed every project in detail and this is the best estimate at this stage.

The projection for unexpended budget ($5.044M) is includes:

- A number of road projects that have been delayed in delivery due to permit or other planning stage complexities ($2.63M)
- A range of building projects where the scope and timeframes have been revised due to Council resolutions or service agency delays (Daylesford Town Hall, Glenlyon Pavilion) ($1,139,920)
- A range of projects, particularly building, completed with some savings against budget ($302,227)

Across the program, the anticipated position includes:

- Potential carry forwards ($4.223M of potential carry forward)
- Projects to be completed with overspends ($328,118 of overspends)
- Projects to be completed with savings ($898,153 of savings)
- Of the above $898,153, $511,426 needs to be excluded from Council's forecasted unrestricted cash position, as they are externally funded (and therefore unspent funds must be returned) or were funded from reserves (that is, the balance of budget not required for the Daylesford Community Facilities Project). This means the effective savings is $386,727, and the forecast net unrestricted cash impact for the capital works program is $58,609.

Significant potential carry forwards include:

- Road Safety Upgrades ($1.750M carry forward) – Projects will be delivered by end October (requiring a carry forward) which meets funding requirements.
- Chanters Lane and Pearson Road Reconstruction ($177,000 carry forward) – this is a collaborative project, led by Macedon Ranges Shire Council, that experienced approvals delays. The majority of expenditure will be realised this year, with remaining expenditure anticipated in 2026/27.
- Cambridge Street kerb and channel ($316,981 carry forward) – Procurement is underway with contract award planned for June due to these works being tied in with the wider SLRSP project.
- St Georges Lake Road Traffic Management Plan Works ($386,475 carry forward) – following extensive planning and consultation, this project will likely be delivered in the first half of 2026/27 and incorporates road sealing and safety works.
- Daylesford Town Hall ($401,978 carry forward) – Remaining essential electrical upgrades will be undertaken following programmed, required Powercor works. Timing uncertain due to Powercor programming, which has delayed the works.
- Daylesford Community Facilities ($237,000 carry forward) – procurement underway for next stage as defined in Council resolution.

The Executive team continue to be concerned at the low level of expenditure and the identified delays across a number of projects. We are working across the teams to address these concerns and implementing a number of actions as a result, including, regular meetings with Project Managers and accountability against project phasing as part improvements to our Project Management Framework.

2.3. Balance Sheet as at 31 March 2026

Commentary is provided for variances greater than both $100,000 and 10%.

Hepburn Shire Council
Balance Sheet
As at 31 March 2026

	Note	Current Year Actual	Prior Year Actual 31/03/2025	Variance Year on Year	
		$'000	$'000	$'000	%
Assets					
Current Assets					
Cash and cash equivalents	8	11,763	9,538	2,225	23%
Trade and other receivables	9	16,294	13,865	2,429	18%
Other financial assets		190	190	-	0%
Inventories		32	92	(60)	-65%
Non-current assets classified as held for sale		-	-	-	0%
Other assets		12	30	(18)	-61%
Total Current Assets		28,290	23,715	4,576	**19%**
Non-Current assets					
Property, infrastructure, plant and equipment		507,780	483,172	24,609	5%
Intangible assets		-	-	-	0%
Total Non-Current Assets		**507,780**	**483,172**	**24,609**	**5%**
TOTAL ASSETS		**536,071**	**506,886**	**29,184**	**6%**
Liabilities					
Current liabilities					
Trade and other payables	10	1,884	1,013	(871)	-86%
Trust funds and deposits	11	4,665	3,323	(1,342)	-40%
Provisions		2,475	2,583	108	4%
Interest-bearing loans and borrowings	12	1,896	883	(1,013)	-115%
Other Liabilities	13	144	9	(135)	-1514%
Total Current Liabilities		**11,064**	**7,811**	**(3,253)**	**-29%**
Non-Current Liabilities					
Provisions		453	431	(22)	-5%
Interest-bearing loans and borrowings	12	10,551	8,030	(2,521)	-31%
Other Liabilities	13	623	10	(613)	-5890%
Total Non-Current Liabilities		**11,628**	**8,471**	**(3,156)**	**-37%**
TOTAL LIABILITIES		**22,692**	**16,282**	**(6,409)**	**-39%**
NET ASSETS		**513,379**	**490,604**	**22,775**	**5%**
Equity					
Accumulated surplus		147,330	150,560	(3,230)	-2%
Reserves		366,049	340,044	26,005	8%
TOTAL EQUITY		**513,379**	**490,604**	**22,775**	**5%**

Note 8 – Cash & cash equivalents, Other financial assets

Cash and cash equivalents are higher than at the same time last year. This is primarily due to slower than expected capital spending, and another SRO payment for the ESVF falling due. Other financial assets are lower than at the same time last year, and this is due to investments maturing and being utilized to fund council operations.

Note 9 – Trade & other receivables

Trade and other receivables are higher than the previous year and this is influenced by a higher annual rates, significantly increased charges for the Emergency Services Volunteers Fund (collected on behalf of the State Government), both of which are higher than the previous year, and outstanding rental income (due to ongoing legal negotiations). Council is actively collecting overdue rates, and outstanding debts, with staff making a further concerted effort in the lead up to 30 June 2026 reporting.

Note 10 – Trade & other payables

Trade and other payables are higher than the previous year, simply due to a higher volume of accruals booked this financial year compared to last year. All suppliers and commitments are being met on time, with no cashflow issues experienced by Council.

Note 11 – Trust funds and deposits

Trust funds and deposits are higher than the previous year due to another payment for the State Revenue Office for the emergency services volunteer fund levy, falling due but not yet paid. It is anticipated that this will be paid before the end of the financial year.

Note 12 – Interest-bearing liabilities

Current and non-current interest-bearing loans have increased in comparison to last year as a result of Council drawing down the loan for $5.528 million in May 2025 per the 2024/25 adopted budget.

Note 13 – Other liabilities

In 2024/25, a right-of-use asset was recorded, representing Council's right to use a leased asset (24 Vincent St Daylesford) for a set period. This asset appears on the balance sheet, with the related lease obligations shown as both current and non-current liabilities. Council does not own the asset itself but has the right to use it during the lease term.

2.4. Statement of Cash Flows as at 31 March 2026

Hepburn Shire Council
Statement of Cash Flows
For the Period Ended 31 March 2026

	Note	Current Year Actual Inflows/ (Outflows) $'000	Prior Year Actual 31/03/2025 Inflows/ (Outflows) $'000	Variance Year on Year (Inc/(Dec) $'000	%
Cash flows from operating activities					
Rates and charges	14	22,948	20,473	2,475	12%
Statutory fees and fines		695	629	65	10%
User fees	15	1,195	973	222	23%
Grants - operating	16	3,350	7,987	(4,636)	-58%
Grants - capital	17	774	945	(171)	-18%
Contributions - monetary	18	119	279	(160)	-57%
Reimbursements		-	-	-	0%
Interest received		491	553	(62)	-11%
Rent received	19	34	840	(805)	-96%
Trust funds and deposits taken	20	(139)	686	(825)	-120%
Rents (inclusive of GST)		-	-	-	0%
Other receipts		156	92	64	70%
Net GST refund/payment		350	265	86	32%
Employee costs		(12,418)	(12,706)	288	-2%
Materials and services		(12,175)	(12,651)	476	-4%
Trust funds and deposits repaid		-	-	-	0%
Other payments		(579)	(584)	5	-1%
Net cash provided by/(used in) operating activities		**4,801**	**7,780**	**(2,979)**	**-38%**
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipn		(4,833)	(5,237)	404	-8%
Proceeds from sale of prop, infrastructure,	21	180	36	144	404%
Payments for investments	22	2,000	5,997	(3,997)	-67%
Proceeds from sale of investments	22	(2,000)	-	(2,000)	100%
Loans and advances made		-	-	-	0%
Payments of loans and advances		-	-	-	0%
Net cash provided by/(used in) investing activities		**(4,653)**	**796**	**(5,449)**	**-684%**
Cash flows from financing activities					
Finance costs	23	(413)	(216)	(197)	91%
Proceeds from disposal of financial assets		-	-	-	0%
Proceeds from borrowings		-	-	-	0%
Repayment of borrowings	23	(1,341)	(469)	(872)	186%
Net cash provided by/(used in) financing activities		**(1,754)**	**(685)**	**(1,069)**	**156%**
Net increase (decrease) in cash and cash equivalents		(1,606)	7,894	(9,499)	-120%
Cash and cash equivalents at the beginning of the fina		13,368	1,645	11,724	713%
Cash and cash equivalents at the end of the period		**11,763**	**9,538**	**2,224**	**23%**

Cash holdings as at 31 March 2026 are $2.2 million higher than the same time last year, and this is mainly due to higher cash holdings at the start of the period. Total cash and investments for the quarter is $11.8 million.

Note 14 – Rates and charges

Rates and charges are $2.4m higher than the same time last year due to the increase in the rate cap and ESVF levy, in addition to the collection campaigns being run during the year to date. Full reconciliation of debtors will be completed as part of financial year end, as officers are currently working with our software provider to provide much improved data reporting.

Note 15 – User fees

User fees are higher than at the same time last year due to the increase in user fees across the services year to date.

Note 16 – Grants operating

Operating grants are lower than the same time last year due to the 2025/26 financial assistance grants being received in advance in 2024/25, whereas the 2026/27 grants have not been received in advance during 2025/26 – further detail regarding the timing of these payments would be known post the Federal Government Budget.

Note 17 – Grants capital

Capital grants are lower than the same time last year due to the Local Roads and Community Infrastructure Program (LRCIP) grant having not yet been received – capital income is timing related, and funding is fully expected as projects are advanced.

Note 18 – Contributions - monetary

Monetary contributions are lower than the same time last year due to lower-than-expected public open space contributions.

Note 19 – Rent received

Rent received is lower than the same time last year due to the Mineral Springs lease income remaining unpaid, while Council negotiates with a number of parties given unplanned closure and construction works being undertaken.

Note 20 – Trust funds & deposits taken

Trust funds and deposits taken are lower than the same time last year due to repayment of bonds and deposits.

Note 21 – Proceeds from sale of property, plant and equipment

Proceeds from the sale of assets is higher than the same time last year due to receiving higher plant sales income than last year.

Note 22 – Proceeds from and payments for investments

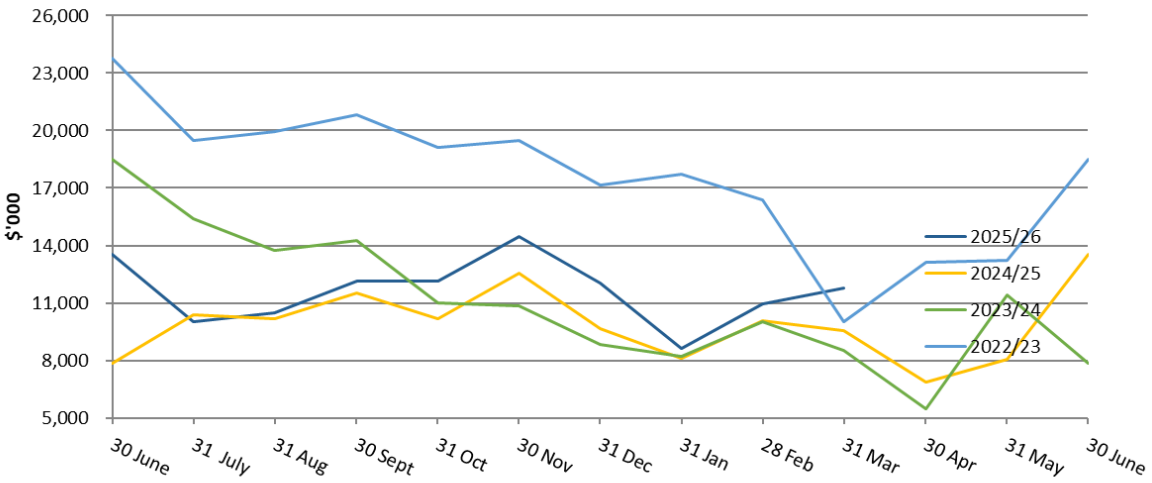
This is the neutral movement in investing in term deposits.

Note 23 – Finance costs and repayment in borrowings

Council has more borrowings in the current financial year resulting in increased borrowing repayments.

3. Cash Holdings

The graph below illustrates the combined monthly balances of cash and investments. As of 31 March 2026, cash and term deposits totaled $11.8 million. Compared to the same time last year, cash holdings at the close of March 2025 were slightly lower, mainly because of a lower starting cash position.



The table below shows the balances of cash and investments as at 31 March 2026.

Cash and investments	Amount $'000	%
Cash and cash equivalents		
Cash on hand	25	0.2%
Cash at Bank	488	4.2%
At call funds	9,232	78.5%
Community Asset Committee Cash at Bank[1]	4	0.0%
Total Cash and cash equivalents	**9,749**	**82.9%**
Other financial assets		
Investments	2,000	17.0%
Community Asset Committee Term Deposits[1]	14	0.1%
Total Other financial assets	**2,014**	**17.1%**
Total Cash and investments	**11,763**	**100.0%**

1. Council incorporates investments held on behalf of Community Asset Committees into our financial position.

3.1. 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 do not account for cash liabilities.

The table below should be considered in the context of Council's 2024/25 financial results and financial plan contained within the 2025/26 Budget.

The unrestricted cash will be continually monitored and is expected to improve towards the end of the financial year. We are budgeted to have $437k unrestricted cash at 30 June 2026 as per the adopted budget.

A change in the allocation of certain reserves has taken place in the previous quarter, with the reserves for Mineral Springs and Waste Services realigned to the statutory reserves section. This has been realigned for prior years for comparison purposes on the report. It does not affect the out-turn position.

Additionally, a new Grants Reserve has been established with the funding from the Creswick-Lawrence Rd project transferred to the reserve.

	Actuals 31-Mar-25 $'000	Actuals 30-Jun-25 $'000	Actuals 31-Mar-26 $'000
Cash and Investments			
Cash and cash equivalents	3,348	13,368	11,573
Other financial assets	6,190	190	190
Total Cash and Investments	**9,538**	**13,558**	**11,763**
Restrictions on Cash and Investments[1]			
Trust Funds and Deposits	1,182	1,666	4,665
Statutory Reserves	3,310	3,967	4,194
Other Restrictions[2]	4,901	6,637	2,481
Total Restricted Cash and Investments	**9,393**	**12,270**	**11,340**
Total Unrestricted Cash and Investments	**145**	**1,288**	**423**

1. A statutory requirement for Council to hold in trust. This includes bond payments, development contributions toward Public Open Space and grant income received in advance for future year projects.

2. Other restrictions.

Other Restrictions	$'000	$'000	$'000
Cash held to fund carry forward projects	3,054	1,243	-
Grants and other income received in advance	-	3,332	-
Discretionary Reserves	1,847	2,062	2,481
Total other restricted amounts	**4,901**	**6,637**	**2,481**

3.2. Unrestricted cash (VAGO ratio)

Measure:

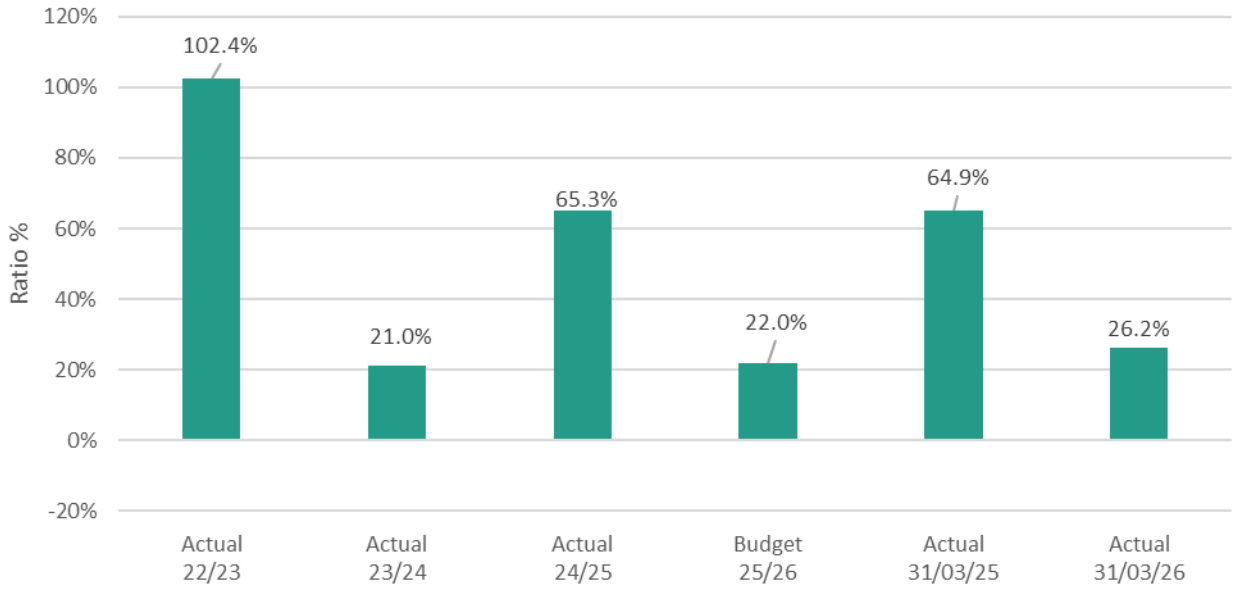
unrestricted cash / current liabilities

2025/26 Budget Calculation:

$1,974K / $8,967K = 22.0%

31 March 2026 Actual Calculation:

$2,903K / $11,064K = 26.2%



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 actual KPI of 16.8% is within range of the year-end budgeted position of 22%, and at this stage the unrestricted cash position as at 30 June appears on target. Council's unrestricted cash continues to be a key consideration in the setting of the 2026/27 budget.

4. Financial Reserves

The table below shows reserve balances as at 30 June 2025, 31 March 2026, expected balances as at 30 June 2026, and the Budget at financial year end of 2026.

Known reserve transfers have been actioned during quarter three – with full reconciliations to occur as part of the year-end audit process.

Reserve Balances	Actual 30 June 2025 $'000	Actual 31 March 2026 $'000	Forecast 30 June 2026 $'000	Budget 30 June 2026 $'000
Statutory Reserves				
Open Space Recreation Reserve	2,118	2,049	2,094	1,379
Mineral Springs Financial Reserve	314	610	308	-
Waste Management Reserve	1,535	1,535	1,928	1,109
Total Statutory Reserves	**3,967**	**4,194**	**4,330**	**2,488**
Discretionary Reserves				
Clunes Caravan Park	7	7	7	-
Heritage Advisory Fund Reserve	20	20	20	-
Mt Beckworth Pit Reserve	28	28	28	28
Smeaton Hill Pit Reserve	74	74	74	74
Staff Accommodation & Community Facilities	1,933	1,845	1,558	1,434
Grants Reserve	0	507	507	
Total Discretionary Reserves	**2,062**	**2,481**	**2,194**	**1,536**
Total Reserves	**6,029**	**6,675**	**6,524**	**4,024**

Public Open Space Reserve

The Public Open Space Reserve is used to hold developer contributions towards public open space infrastructure arising from property developers undertaking property subdivisions. These funds are then used to expand and upgrade Council's public open space facilities. Use of the funds in the Public Open Space Reserve are restricted by legislation.

Mineral Springs Financial Reserve

The purpose of this reserve is to fund future works associated with mineral springs across the municipality and the refurbishment of the spa complex. The annual operating surplus of the Hepburn Mineral Springs Reserve is transferred to this reserve each year. Reserve funds are then used for capital projects at the Hepburn Mineral Springs Reserve. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council. It should be noted this figure is representative of the funds available prior to Council decision regarding the repair work at the Bathhouse, and this will be reviewed inline with works undertaken at that site.

Waste Management Reserve

The annual operating surplus of Council's waste management function is transferred to the Waste Management Reserve each year. Reserve funds are then used for waste management capital projects. Council is continuing

with the Waste Strategy which will inform future waste management capital projects required by the shire. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

Clunes Caravan Park Reserve

The Clunes Caravan Park Reserve contains funds reserved for future capital works projects at the Clunes Caravan Park. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

Heritage Advisory Reserve

The purpose of this reserve is to provide low interest loans for heritage renovations. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

Smeaton Hill Pit Reserve

The Smeaton Hill Pit Reserve contains funds reserved for future gravel pit restoration works at the Smeaton Hill gravel pit. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

Mt Beckworth Pit Reserve

The Mt Beckworth Pit Reserve contains funds reserved for future gravel pit restoration works at the Mt Beckworth gravel pit. The use of funds in this reserve is not restricted by legislation and is at the discretion of Council.

Staff Accommodation and Community Facilities Reserve

This reserve is the surplus from the sale of The Rex and the repayment of the loan drawn down to purchase The Rex. This reserve is to be allocated to projects associated with accommodation for Hepburn Shire Staff and Community Facilities within the Birch Ward.

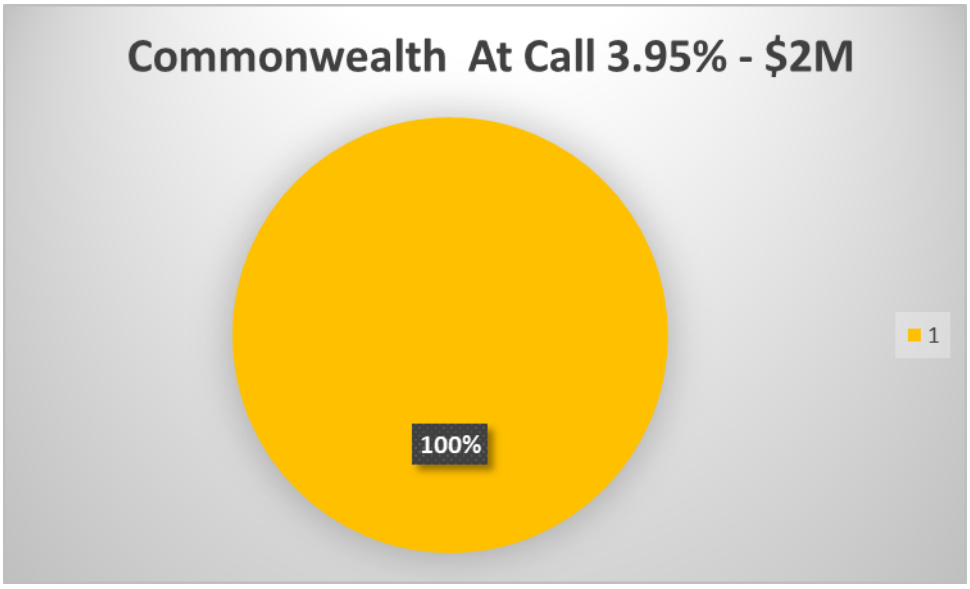
5. Investment Mix

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.

The table below shows a comparable interest rate per investment. Interest rates have historically been lower, however due to the higher rates being available these have been captured and utilised for the maximum allowable investments with financial institutions as per Council's policy. It is expected that Council will continue to invest at higher interest rates as we move through the new calendar year.

As at 31 March 2026 investments consisted of the following term deposits and are compliant based on the below short-term investments:

Institution	Maturity Date	Interest Rate	Term (months)	Amount $'000
Commonwealth	At Call	3.95%	-	2,000
Total Investments				**2,000**



6. Financial Performance Indicators

6.1. Adjusted underlying result

Measure:

adjusted underlying surplus (deficit) / adjusted underlying revenue

2025/26 Budget Calculation:

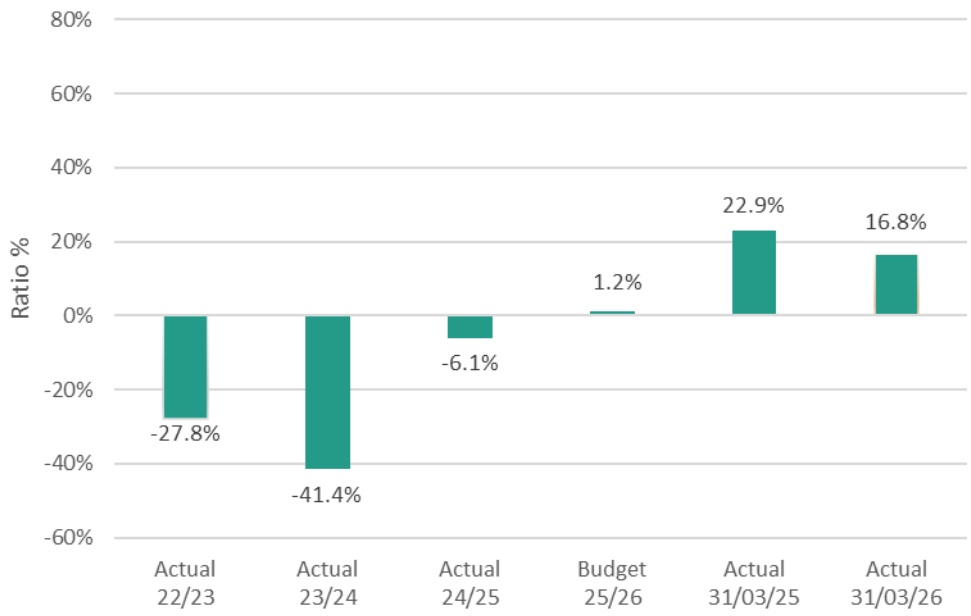
$505K / $41,293K = 1.2%

31 March 2026 Actual Calculation:

$6,168 / $36,809 = 16.8%

Purpose of ratio:

This ratio measures Council's ability to meet operating expenditure with operating revenue. The current budget of 1.2% sits within the State Government target of between 0-10%.



Actual calculation is within the State Government target, this is due to recognition of rates revenue in the first quarter of the 2025/26 financial year. As expenditure increases throughout the year this percentage is expected to decrease.

6.2. Obligations

Borrowing Ratio

Measure:

interest bearing loans and borrowings / rate revenue

2025/2026 Budget Calculation:

$12,026K / $28,951K = 41.5%

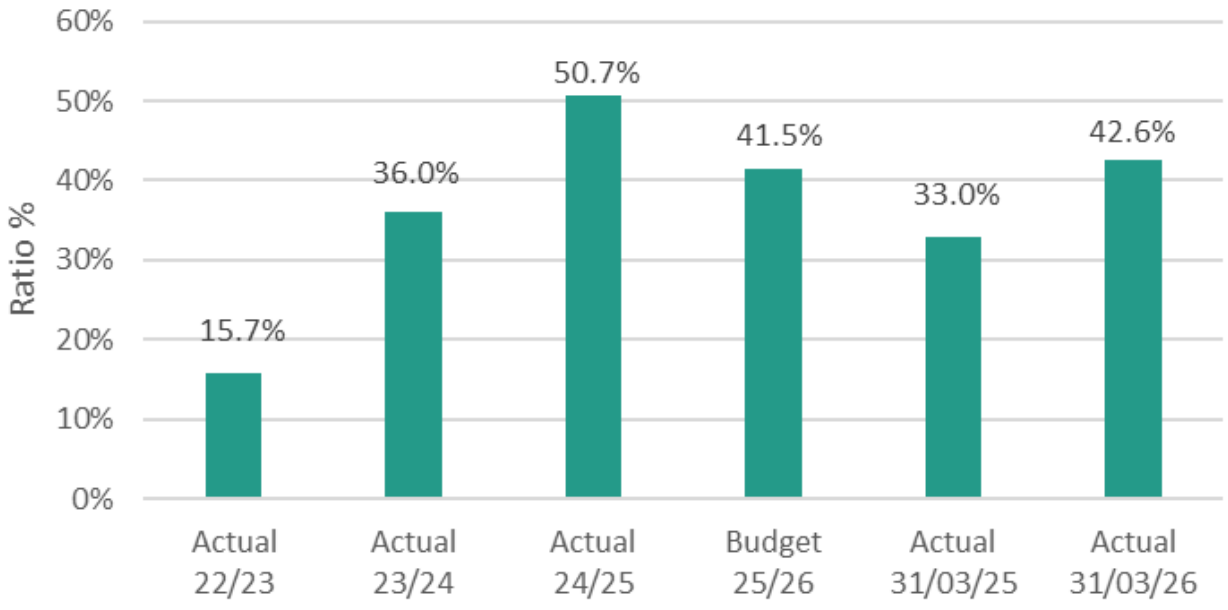
31 March 2026 Actual Calculation:

$12,447 / $29,227K = 42.6%

Purpose of ratio:

To assess the utilisation of debt to fund Council's intergenerational works projects, relative to rates and charges revenue.

The budget ratio of 41.5% and the actual ratio as at 31 March 2026 of 42.6% sits within the State Government target of between 0-60%.



Debt Commitment

Measure:

interest and principal repayments on interest bearing loans and borrowings / rate revenue

2025/2026 Budget Calculation:

$2,506K / $28,951K = 8.7%

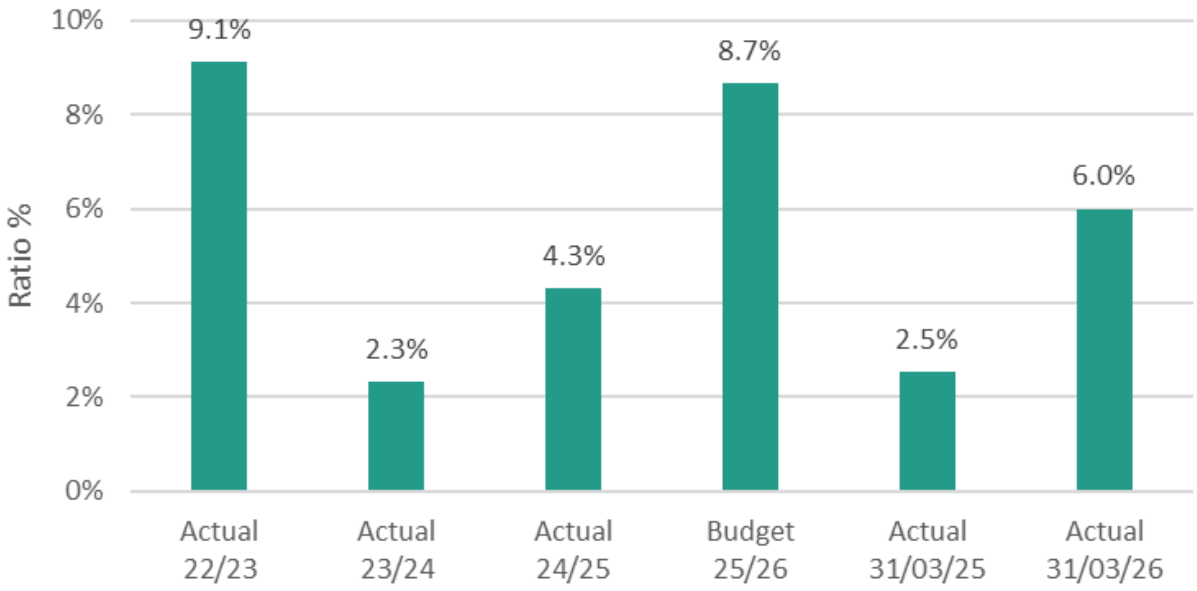
31 March 2026 Actual Calculation:

$1,754K / $29,227K = 6.0%

Purpose of ratio:

To assess how reliant Council is on rates and charges revenue to meet interest and principal loan repayments.

The actual ratio as at 31 March 2026 of 6.0% sits just outside the State Government target of between 0-5%.



Indebtedness

Measure:

non-current liabilities / own source revenue

2025/2026 Budget Calculation:

$10,537K / $32,078K = 32.8%

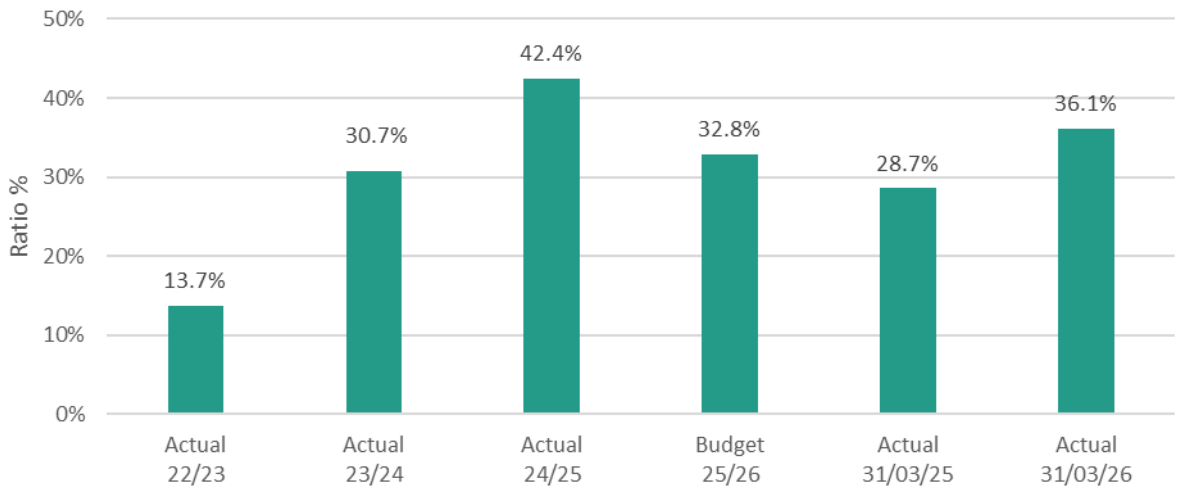
31 March 2026 Actual Calculation:

$11,627K / $32,168K = 36.1%

Purpose of ratio:

To assess Council's ability to cover its medium to long-term liabilities with revenue not sourced by grants, monetary contributions, or non-monetary contributions.

This measure is relatively static over time and remains just out-with the State Government target of between 0-40% based on the actual calculation.



6.3. Rates and charges

Rates concentration

Measure:

rates and charges / adjusted underlying revenue

2025/2026 Budget Calculation:

$28,951K / $41,293K = 70.1%

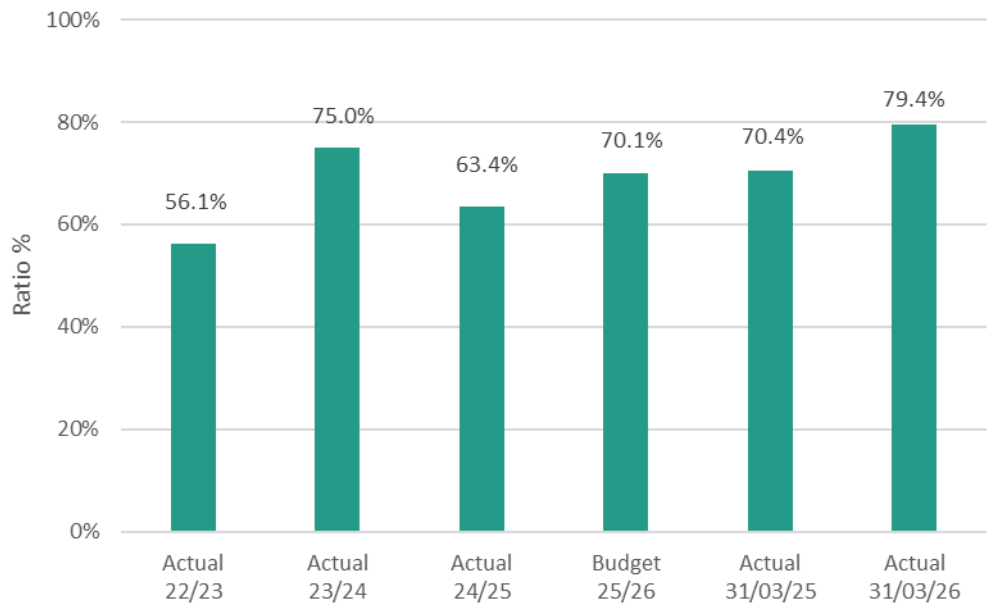
31 March 2026 Actual Calculation:

$29,227K / $36,809K = 79.4%

Purpose of ratio:

This ratio measures Council's reliance on rates and charges to fund operating services.

Sitting within the KPI range (30-80%) means that Council is less reliant on operating grants and user fees to fund operating expenditure. This measure is generally higher early in the financial year as rates revenue has already been recognised, as other user fees and charges are received during the year the actual result is expected to decrease and be within the State Government target by year end, which is consistent with prior years.



7. Rates and Other Debtors

As at 31 March 2026, Council's debtors are summarised below:

Debtor	March 2025 $'000	March 2026 $'000	Current $'000	> 30 Days $'000
Rates (including ESVF debtors)[1]	12,435	13,880	10,476	3,404
Sundry	524	1,102	264	838
Other Debtors	365	750	750	
-GST	144	222	222	
-Pension Concession	217	467	467	
Less: provision for doubtful debts	(124)	(126)	(126)	
TOTAL	**13,561**	**16,294**	**12,052**	**4,242**

1. Any payments made on rates and charges are applied to prior year outstanding balances first. Rates are classified as overdue when payment is not received by instalment date.

As of 31 March 2026, overdue rates debtors totalled $3.4 million, which includes amounts collected for the Emergency Services Volunteers Fund on behalf of the State Government. This is a slight increase of $344,000 (11%) compared to the $3.070 million recorded at the same time last year, however given the increase in Council's Rate Cap and the State Government's significant increase in the ESVF this increase was a) expected, and b) is reasonable. A breakdown of the $3.4 million is reflected in the table below:

Rates Debtors	March 2026 $'000
Rates Charges	1,957
Waste Charges	592
ESVF Levy	349
Interest	524
Legal Fees	11
Pre-payments	(29)
Total	**3,404**

Over recent years (post COVID Pandemic), significant efforts have been made to reduce overdue rates. The current position is influenced by a higher annual rate cap of 10% and increased charges for the Emergency Services Volunteers Fund, both of which are notably higher than the previous year.

An engagement campaign will be underway in June to improve the collection rates for overdue rates.

As at 31 March 2026, there were 48 properties on hardship arrangements and 212 properties on payment arrangements. Council is continuing to improve its rates analysis data and will endeavour to provide a more detailed breakdown of the arrears as soon as possible.

Outstanding sundry debtors of $1.102 million comprise the following, of which $945k is for Hepburn Bathhouse & Spa:

Sundry Debtor Details	March 2025 $'000	March 2026 $'000
Government Grants	209	-
Leases	173	970
Planning	1	2
Environmental Health	1	12
Building	3	2
Fire Hazards	9	8
Local Laws	3	1
Other	125	107
Total	**524**	**1,102**

8. Councillor Expenses

Councillor Expenses for the nine months ended 31 March 2026.

Councillor	Councillor Allowance	Mobile and Data	Conferences and Training	Travel and Accom	Mayoral Car Allowance	Childcare	Total
Cr Clark	44,309	756	900	1,260	4,756	-	**51,981**
Cr Cornish	27,292	756	900	1,239	-	-	**30,187**
Cr Drylie	21,062	756	1,627	365	-	-	**23,811**
Cr Henderson	42,740	756	-	-	4,000	-	**47,496**
Cr Hewitt	27,556	756	1,500	-	-	-	**29,812**
Cr Hockey	20,998	756	-	420	-	-	**22,174**
Cr Hood	20,998	756	-	532	-	-	**22,286**
Total	**204,955**	**5,292**	**4,927**	**3,815**	**8,756**	**-**	**227,745**

Councillor Allowances and Expenditure

The Victorian Government sets upper and lower limits for all allowances paid to Councillors and Mayors. Hepburn Shire Council is classified as a category one Council, and allowances are paid in accordance with section 39 of the *Local Government Act 2020*. These allowances increased on 1 July 2025 (3%) with a further increase from 18 December 2025 (3%).

Mobile and Data

The provision of telecommunications services, including phones and laptop/tablet, are paid for by Council.

Travel and Accommodation

This category covers expenses associated with attendance by Councillors at approved short-term training, conferences and/or functions.

		EXPENDITURE				STATUS		
PJ no.	Project	Full year budget	YTD Actual	YTD Budget	% Variance	Phase	Status	Comment
	Property							
975	Creswick Mechanics Institute Upgrades	$ 29,521	$ 32,962	$ 27,061	18%	Completion	Completion	
1183	Daylesford Town Hall Refurbishment	$ 661,978	$ 257,011	$ 275,104	-7%	Procurement	Off Track	Stage 2 electrical is on track to be delivered later in 2026 to coincide with Powercor's supply install. Carry forward will be required to complete.
1185	Hepburn Kinder Refurbishment	$ 383,849	$ 112,401	$ 300,000	-167%	Delivery	On track	Primary and secondary scope of works on track for delivery mid-May. Savings due to agreed change of scope and must be returned to Department of Education.
1234	Daylesford Community Facilities Detailed Design	$ 229,352	$ 83,275	$ 21,024	75%	Completion	Completion	
1235	Newlyn Recreation Reserve Pavilion Floor Replacement	$ 157,300	$ 139,169	$ 121,625	13%	Completion	Completion	
1240	Forward Design Program (Buildings)	$ 150,000	$ 9,498	$ 25,000	-163%	Delivery	On Track	Project progressing to timeline. Expenditure behind phasing, however commitments of $80,000 made after this month's figures will increase expenditure over next two months
1274	Minor Capital Works Program (Buildings)	$ 165,000	$ 133,110	$ 89,000	33%	Delivery	On Track	All other works delivered. Creswick Roller Door works will cause overspend but are due to safety concern.
1281	Clunes Recreation Reserve Stadium Remediation Works	$ 36,300	$ 28,529	$ 32,688	-15%	Completion	Completion	Project complete and under budget
1282	Park Lake Reserve Rotunda Remediation Works	$ 24,200	$ 2,904	$ 2,373	18%	Procurement	On track	Works scheduled for May
1162	Wombat Hill Pioneer Tower Strengthening	$ 67,372	$ 55,120	$ 55,121	0%	Completion	Completion	Income will be recognised in Q4 when acquttal is completed.
1270	Hepburn Bathhouse Lift Renewal	$ 172,970	$ 118,720	$ 172,970	-46%	Completion	Completion	Project complete, no further expenditure to occur
1271	Hepburn Bathhouse & Spa Pool Hall Ceiling Remediation	$ 101,390	$ 9,888	$ 9,888	0%	Completion	Completion	
1275	Daylesford Transfer Station Masterplan	$ 110,000	$ 16,561	$ 70,000	-323%	Delivery	On track	Following community engagement, a draft masterplan document has been prepared. Savings due to preparation of masterplan in house.
1276	Lake Jubilee Caravan Park Shed Replacement	$ 78,650	$ 9,814	$ 35,397	-261%	Procurement	On track	Project overspend - additional items required including shed/tree removal, storage
1277	Lake Jubilee Caravan Park Toilet Renewal	$ 24,200	$ 4,671	$ 10,373	-122%	Delivery	On track	Works undertaken 20 April
1278	Wombat Hill Botanic Gardens Glasshouse Replacement	$ 66,550	$ 46,734	$ 50,301	-8%	Completion	Completion	
1279	Wombat Hill Botanic Gardens Restaurant Electrical Renewal	$ 18,150	$ 12,012	$ 11,731	2%	Completion	Completion	
1280	Lee Medlyn Bottle Museum Remediation Works	$ 72,600	$ 18,691	$ 25,000	-34%	Procurement	Off Track	Procurement delayed due to other priority. Contract planned to be awarded 2025/26 with Delivery planned for 2026/27.
1314	Daylesford Town Hall - Municipal Offices Upgrade (Design)	$ 220,000	$ 3,543	$ 152,308	-4198%	Procurement	On Track	Request for Tender closed mid-April. Several suitable, in-budget submisisons. Expect to award design contract at June or July Council meeting
1315	Daylesford Town Hall - Auditorium Upgrade (Design)	$ 50,000	$ 2,321	$ 34,615	-1391%	Procurement	On Track	Project complete
	Sub Total	**$ 2,819,382**	**$ 1,096,932**	**$ 1,521,579**				
	Plant and Equipment							
1283	Plant & Fleet Renewal Program	$ 1,381,000	$ 377,372	$ 525,601	-39%	Delivery	On Track	Procurement undertaken or underway for all major plant; the program is on track for full delivery this financial year.
1226	Plant & Fleet Renewal Program 24-25	$ -	$ -	$ -	0%	Completion	Completion	
557	ICT Renewal Program	$ 610,000	$ 177,392	$ 305,000	-72%	Delivery	On Track	
423	Library Collection Program	$ 62,000	$ 46,347	$ 30,582	34%	Delivery	On Track	
	Sub Total	**$ 2,053,000**	**$ 601,111**	**$ 861,183**				
	Infrastructure							
100	Road Reseal Program	$ 805,049	$ 712,496	$ 550,000	23%	Delivery	Off Track	Minor project close out tasks such as line marking outstanding underway
102	Road Reseal Program Preparation	$ 200,000	$ 204,697	$ 125,000	39%	Completion	Completion	

		EXPENDITURE				STATUS		
PJ no.	Project	Full year budget	YTD Actual	YTD Budget	% Variance	Phase	Status	Comment
103	Gravel Road Resheet Program	$ 644,412	$ 639,229	$ 500,000	22%	Completion	Completion	
1202	Chanters Lane & Pearson Road Reconstruction	$ 850,000	$ 3,397	$ -	100%	Planning	Off Track	Project being managed by Macedon Ranges Shire Council, approvals including Cultural Heritage and Planning in progress.
1205	Cambridge Street Kerb & Channel Renewal	$ 316,981	$ -	$ -	0%	Procurement	On Track	Project in procurement phase, with contract award anticipated at June Council Meeting. Construction phase to begin in June.
1246	Forward Design Program (Roads)	$ 110,000	$ 48,425	$ 70,257	-45%	Delivery	On Track	Project designs underway and will be complete this financial year
1273	Dean Newlyn Road Rehab Stage 2	$ 75,734	$ 10,629	$ 30,000	-182%	Delivery	Off Track	Awaiting final service authority approvals for installation of hydrant which will be installed in June.
1284	Road Safety Improvements Program (SLRSP)	$ 2,000,000	$ 13,334	$ 200,000	-1400%	Procurement	Off Track	Project scopes approved and funding agreements executed. All designs have been completed and procurement underway. Delivery to begin in June.
1285	Street Lighting Installations	$ 30,250	$ 5,345	$ -	100%	Delivery	On Track	
1286	Central Springs Road Path & Kerb Improvements	$ 181,500	$ 14,185	$ 181,500	-1179%	Delivery	Off Track	Works underway. Additional unplanned drainage renewal required.
1287	Kierces Road Reconstruction	$ 543,798	$ 5,190	$ 400,000	-7606%	Delivery	On Track	Works underway, to be complete by June.
1288	Creswick-Lawrence Road Reconstruction	$ -	$ -	$ -	0%	Planning	Off Track	Project scope changed as per Council resolution in February 2026.
1289	Burral Street Reconstruction	$ 423,500	$ 280,186	$ 423,500	-51%	Delivery	Off Track	Works practically complete, some additional drainage works in progress.
1290	Verge Improvement Program	$ 110,000	$ 13,659	$ -	100%	Delivery	On Track	
1291	Minor Capital Works Program (Roads)	$ 110,000	$ 67,589	$ -	100%	Delivery	On Track	
753	Wheelers Bridge Renewal	$ 100,000	$ 69,917	$ 55,000	21%	Delivery	On Track	Scope changed as per Council resolution in Februrary 2026. Interim traffic safety works underway and will be completed in June.
1292	Hepburn Mineral Springs Pedestrian Bridge Renewal	$ 144,000	$ 4,244	$ -	100%	Delivery	On Track	Construction contract to be awarded for completion in 2025/26.
1293	Minor Capital Works Program (Bridges)	$ 132,000	$ -	$ -	0%	Delivery	On Track	
1297	Lake Daylesford Footpath Renewal	$ 105,000	$ 2,071	$ -	100%	Delivery	On Track	Works beginning in April, to be complete by June.
1298	Minor Capital Works Program (Paths)	$ 100,000	$ 13,897	$ -	100%	Delivery	On Track	
1299	Midland Highway Path Renewal	$ 24,070	$ 12,426	$ 24,070	-94%	Delivery	On Track	Majority or works complete, final seal to follow.
1259	Creswick Flood Mitigation Works (Stage 1)	$ -	$ 9,375	$ -	100%	Planning	On Track	Fauna & Flora Assessment and Cultural Heritage Management Plan in progress. Design and delivery to follow in 2026/27.
1294	Clunes Flood Study	$ 210,000	$ 13,648	$ 70,000	-413%	Delivery	On Track	Contract awarded for the development of Clunes Flood Study, work in progress and anticipated for completion in 2026/27.
1295	Creswick Flood Study Stage 2 Planning	$ 55,000	$ 11,101	$ 40,000	-260%	Delivery	On Track	Fauna & Flora Assessment and Cultural Heritage Management Plan in progress. Design and delivery to follow in 2026/27.
1296	Minor Capital Works Program (Drainage)	$ 55,000	$ 25,670	$ 15,000	42%	Delivery	On Track	
1088	Glenlyon Pavilion Redevelopment	$ 179,865	$ 26,346	$ 43,320	-64%	Delivery	On Track	Project progressing to timeline. Expenditure behind phasing, however a recent invoice has not been captured in this month's figures
1081	Pool Facilities Renewal Program	$ 234,002	$ 55,643	$ 37,782	32%	Delivery	On Track	
1137	Creswick Bowls Club - Green Redevelopment	$ -	$ -	$ -	0%	Completion	Completion	
1192	Newlyn Sportsground Lighting Upgrade	$ -	$ -			Completion	Completion	
1220	Victoria Park Oval and Netball Lighting	$ -	$ 800	$ -	100%	Completion	Completion	Project complete
1247	Doug Lindsay Oval Irrigation & Drainage Renewal	$ 324,230	$ 189,142	$ 178,004	6%	Completion	Completion	Contracted works completed after negotiated removal of initial contractor. Outstanding defects being rectified. Outstanding income to be receieved in May.
1248	Victoria Park Soccer Field Lighting	$ 294,851	$ 48,755	$ 97,530	-100%	Delivery	Off Track	Project progressing to timeline. Expenditure behind phasing, although expected to catch up by May
1249	Glenlyon Accessible Horse Mounting Ramp	$ 38,322	$ 54,696	$ 38,322	30%	Completion	Completion	
1250	Victoria Park Masterplan	$ 96,826	$ 95,570	$ 90,179	6%	Completion	Completion	
1251	Clunes Medlyn Playspace Renewal	$ 10,365	$ 26,010	$ 2,000	92%	Completion	Completion	
1252	Lyonville Community Playspace Renewal	$ 20,400	$ -	$ 20,400	-2040000%	Delivery	On Track	Whole playspace has not been renewed at this stage just the swing set.
1253	Trentham Outdoor Fitness Equipment Installation	$ 47,564	$ 87,945	$ 47,564	46%	Completion	Completion	

		EXPENDITURE				STATUS		
PJ no.	Project	Full year budget	YTD Actual	YTD Budget	% Variance	Phase	Status	Comment
1254	Queens Parks Playspace Shade Structure Installation	$ 60,000	$ 65,062	$ 60,000	8%	Completion	Completion	
1255	Newlyn Recreation Reserve Playspace Upgrade	$ -	$ 12,169	$ -	100%	Completion	Completion	
1256	Forward Design Program (Recreation & Open Space)	$ 110,000	$ 38,952	$ 26,675	32%	Procurement	On track	DLRR Masterplan Review RFQ closed
1300	Trentham, Drummond & Clunes Sports Court Remediation	$ 226,430	$ 22,898	$ 27,330	-19%	Delivery	On Track	Due to Council's current financial position an application did not proceed for the 2026/27 Country Football Netball Program (Trentham Netball Court Redevlopment)
1301	Trentham Sportsground Cricket Net Renewal	$ 242,000	$ 21,797	$ 1,788	92%	Completion	Completion	Required external funding not able to be secured, propose pursuing funding in 2026/27.
1305	Minor Capital Works Program (Recreation & Open Spaces)	$ 110,000	$ 13,006	$ 28,225	-117%	Procurement	Off Track	Delays in playground installation
1307	Daylesford & Creswick Soccer Club Upgrade Planning	$ 66,000	$ 46,921	$ 26,417	44%	Delivery	On track	Ground re-alignment underway
1308	BBQ & Park Furniture Renewal Program	$ 55,000	$ 14,156	$ 23,626	-67%	Delivery	On Track	Second round of BBQ renewal works in progress.
1190	Old Melbourne Road Pedestrian Crossing (carry forward from 001190)	$ 600,000	$ 89,825	$ 35,000	61%	Planning	Off Track	Melbourne Road Pedestrian Crossing in progress, construction to be complete in June. Remaining expenditure to deliver traffic managemetn plan outcomes around St Georges Lake Road as adopted by Council will occur in 2026/27.
1073	Wombat Hill Botanic Gardens	$ -	$ 4,303	$ -	100%	Completion	Completion	Project complete, acquitted. Additional spend for bronze plaque.
1302	Hepburn Mineral Springs Reserve Lighting Renewal	$ 145,200	$ 7,413	$ -	100%	Delivery	Off Track	To obtain a more in depth understanding of the reason for the lighting fault, the works have been broken into stages - Investigation/Recommednation and Implementation. Investigation works underway.
1303	Trentham Open Space Minor Projects	$ 144,000	$ -	$ 40,000	-4000000%	Procurement	On track	Following successful negotiation with stakeholder group, works are currently being procured.
1304	Township Improvement Program	$ 110,000	$ -	$ 25,000	-2500000%	Delivery	On Track	Materials purchased installation on going
1306	Queens Park Playspace Combination Unit Replacement	$ 96,800	$ 24,429	$ 6,997	71%	Procurement	Off Track	RFQ has closed, evaluation in progress with delivery planned for 2025/2026
1309	Bath Street Reserve Upgrade Planning	$ 30,000	$ 884	$ 10,000	-1030%	Delivery	On track	Draft masterplan document complete ahead of community engagement in late April. Savings from undertaking work in house.
	Sub Total	**$ 10,568,149**	**$ 3,127,434**	**$ 3,550,486**				
	Total	**$ 15,440,531**	**$ 4,825,477**	**$ 5,933,248**				

Hepburn Shire Council
Special Operating Projects Report as at 31 March 2026

ATTACHMENT 7.1.3

Project Number	Project Name	FY26 Current Budget FY	FY26 Current Budget YTD	FY26 Actual Expenses YTD	FY26 YTD Variance (Budget vs Actual)	FY26 Current Budget	Actual Income YTD
		2025/26 Expenditure				2025/26 Income	
Special Operating Projects							
PERFORMANCE AND TRANSFORMATION							
001230	Local Government Election 2024	23,959	17,969	6,499	11,471	-	-
001231	Councillor Inductions 2024	18,329	13,747	11,941	1,806	-	-
Total Governance		**42,288**	**31,716**	**18,440**	**13,276**	**-**	**-**
001150	Technology One Development	119,616	89,712	244,504	(154,792)	-	-
Total Information Technology & Transformation		**119,616**	**89,712**	**244,504**	**(154,792)**	**-**	**-**
TOTAL PEOPLE & TRANSFORMATION PROJECTS		**161,904**	**121,428**	**262,944**	**(141,516)**	**-**	**-**
DEVELOPMENT AND COMMUNITY							
001210	Short Term Rental Regulation	10,000	10,000	-	10,000	-	-
Total Director Development & Community		**10,000**	**10,000**	**-**	**10,000**	**-**	**-**
001147	Western Transmission Line Strategy	188,900	141,675	237,410	(95,735)	-	-
001160	Settlement Strategy & Township Structure Plans(Future Hepbn)	372,469	279,351	20,761	258,590	-	-
001166	Integrated Transport Strategy	50,000	37,500	-	37,500	-	-
Total Strategic Planning & Environment		**611,369**	**458,526**	**258,171**	**200,355**	**-**	**-**
001311	Djaara Engagement Land Practices	30,000	22,500	-	22,500	-	-
Total Planning and Building		**30,000**	**22,500**	**-**	**22,500**	**-**	**-**
001113	Storm Recovery 2021 BRV	11,040	8,280	-	8,280	-	42,659
001115	Storm Recovery - January 2022 - NDFA	-	-	583	(583)	-	-
001169	Storm Recovery - Community Led Recovery Projects	-	-	1,297	(1,297)	-	-
001177	Community Recovery Officer AGRN 1037	246,171	184,628	63,092	121,536	242,698	114,698
001180	Council Flood Support Fund	179,622	13,472	11,250	2,222	179,622	162,732
001191	Onsite Domestic Wastewater Management Plan	40,000	30,000	10,064	19,936	20,000	20,000
001199	Community Recovery Hub	123,249	92,437	57,881	34,556	123,249	123,249
001258	Cat Desexing Program	-	-	73	(73)	-	-
001267	Bushfire – December 2024	-	-	-	-	-	7,043
001268	2024 Bushfires and Storms (LGSF)	-	-	41,998	(41,998)	-	241,584
001313	Heatwave January 2026	-	-	4,946	(4,946)	-	-
000456	Fire Hazard Slashing	-	-	398	(398)	-	-
Total Health & Community Safety		**600,082**	**328,817**	**191,581**	**137,235**	**565,569**	**711,967**
001225	Hepburn Open Access Libraries Program	62,265	46,699	44,037	2,662	62,481	53,645
Total Communications and Customers		**62,265**	**46,699**	**44,037**	**2,662**	**62,481**	**53,645**
TOTAL DEVELOPMENT AND COMMUNITY PROJECTS		**1,313,716**	**866,542**	**493,790**	**372,752**	**628,050**	**765,612**

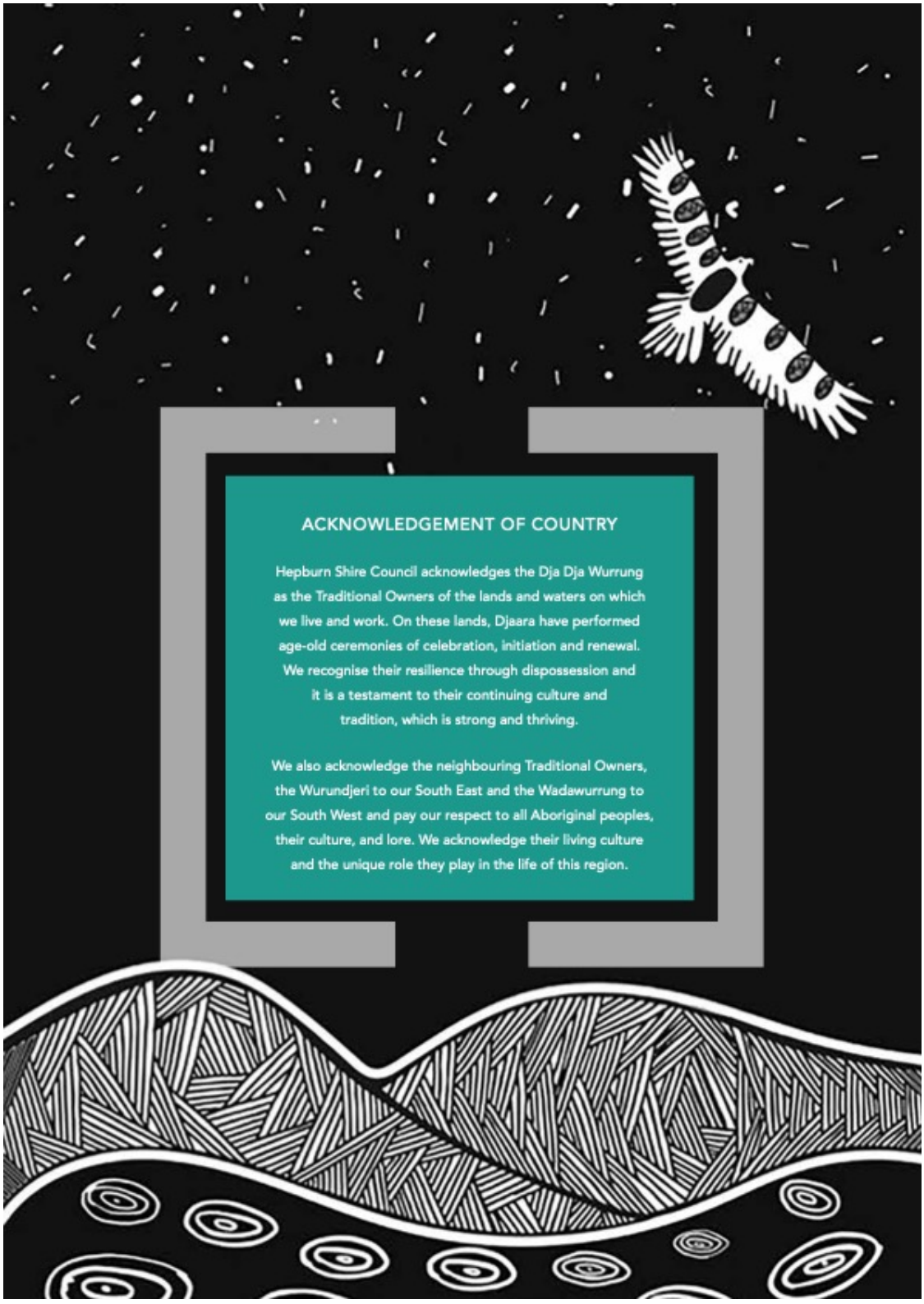
Hepburn Shire Council
Special Operating Projects Report as at 31 March 2026

Project Number	Project Name	FY26 Current Budget FY	FY26 Current Budget YTD	FY26 Actual Expenses YTD	FY26 YTD Variance (Budget vs Actual)	FY26 Current Budget	Actual Income YTD
		2025/26 Expenditure				2025/26 Income	
INFRASTRUCTURE AND DELIVERY							
Total Director Infrastructure and Delivery		-	-	-	-	-	-
Total Major Projects		-	-	-	-	-	-
001215	Kerbside Reform Support Fund	36,402	27,302	-	27,302	44,674	44,675
001312	Sale of 7 parcels of surplus land	-	-	1,155	(1,155)	-	-
Total Facilities & Circular Economy		**36,402**	**27,302**	**1,155**	**26,147**	**44,674**	**44,675**
000628	Roadside Weeds and Pests Program	-	-	22,856	(22,856)	-	39,667
001118	WHBG Collections Policy and Plant Labels	10,383	7,787	-	7,787	10,383	10,383
001189	Creswick Flood Mitigation Study	25,000	18,750	13,190	5,560	15,820	16,922
001222	Willow Removal - Creswick Creek Clunes	-	-	4,887	(4,887)	-	4,991
001223	Bright-eyed Brown Butterfly Habitat Restoration Program	25,608	19,206	33,069	(13,863)	25,608	48,107
Total Operations (not RMP)		**60,991**	**45,743**	**74,002**	**(28,259)**	**51,811**	**120,070**
Total Emergency Management		-	-	-	-	-	-
000570	Innovate RAP	-	-	1,288	(1,288)	-	-
001181	Best Start Best Life reform	32,250	24,188	-	24,188	32,250	32,350
001194	Mineral Springs Awareness	8,900	6,675	-	6,675	8,900	8,900
001224	Creswick Trails Activation	23,522	17,642	-	17,642	23,522	23,522
001260	Daylesford Community Child Care Expansion Planning	-	-	7,101	(7,101)	-	92,825
001262	Hepburn Mineral Springs Reserve Masterplan	75,833	56,875	63,451	(6,576)	19,833	51,833
001272	CSF Creswick Soccer Club Equipment	-	-	1,272	(1,272)	-	3,734
Total Community & Economic Development		**140,505**	**105,379**	**73,113**	**32,266**	**84,505**	**213,166**
TOTAL INFRASTRUCTURE AND DELIVERY		**237,898**	**178,424**	**148,269**	**30,154**	**180,990**	**377,911**
TOTAL NON-RECURRENT PROJECTS		**1,713,518**	**1,166,393**	**905,003**	**261,391**	**809,040**	**1,143,522**

Hepburn
SHIRE COUNCIL

Draft Budget 2026/27

May 2026



This Budget Report has been prepared with reference to Local Government Victoria's Model Budget 2026/27 and Best Practice Guide.

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Mayor and CEO Introduction

As we present this year's Budget, it is important to be clear about the environment in which we are operating. Our financial position continues to require discipline and careful stewardship. While we remain financially sound, there is little room for complacency, and we must continue to operate with constraint to ensure long-term sustainability.

Central to this approach is our commitment to Council's Financial Vision 2024–2027 and long-term Financial Plan 2025–2035. These plans provide the structure and direction needed to navigate uncertainty while safeguarding the services and outcomes our community relies upon. Staying the course may require difficult choices at times, but it remains essential to maintaining a stable and resilient organisation.

At the same time, we are facing a growing number of cost pressures. Rising fuel prices, increasing legal expenses, and broader inflationary impacts are placing additional strain on our operations. These challenges are not unique to us; they reflect wider economic conditions and they do require us to be even more vigilant in how we prioritise and allocate our resources.

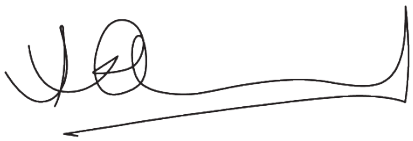
Victorian councils, and in particular Hepburn Shire Council, have also been adversely impacted by natural disasters including storms and floods, increasing community and government expectations and limited alternate income streams.

The 2026/27 Budget relies heavily on Council's own resourcing and limited revenue streams. A lack of support from state and federal governments over the last decade has meant councils are facing unreasonable cost pressures. If state and federal governments continue to ignore the needs and wants of Hepburn Shire, Council and the local government sector will have no choice but to cut additional services and operations in future budgets.

Despite these constraints, I am proud of what we continue to achieve. Council consistently delivers high-quality services and meaningful outcomes for our customers, even within tight financial limits. This is a testament to the dedication, innovation, and commitment of our people, who work tirelessly to maximise the value of every dollar we spend.

We are also acutely aware of the cost-of-living pressures being experienced across our community. Many households are making difficult financial decisions, and we recognise the importance of balancing our financial responsibilities with empathy and understanding. Our goal is to deliver essential services efficiently and responsibly, without placing unnecessary burden on those we serve.

This Budget reflects a careful balance: maintaining financial discipline, responding to rising costs, and continuing to deliver strong outcomes for our customers and community. With a clear focus and a shared commitment to our long-term plan, we are confident in our ability to navigate the challenges ahead while continuing to be community-focused and prioritising our Shire's needs.



Cr Tony Clark
Mayor

Bradley Thomas
Chief Executive Officer

Executive Summary

The overall operating expenditure budgeted for 2026/27 is projected to decrease by 2.3% (or $1.0m) from the 2025/26 forecast actual, bringing it down to $43.3m. This reduction aligns with the Financial Vision 2024-2027, which aims to achieve a fiscally responsible budget and ensure financial sustainability for Council. This budget takes into account the challenging environment within the Local Government sector's tough financial position, increased cost pressures, general inflation, and significant cost of living pressures for the community.

The 2026/27 budget has been developed within the objectives of the Financial Vision and the Council Plan 2025-2029. The 2026/27 budget is also developed in the context of Councillors reviewing the wide range of services offered by Council, and the limited opportunities to increase revenue as part of the 10-year Financial Plan development. The 2026/27 Budget delivers our core range of services with no significant changes to 2025/26.

The 2026/27 budget is founded on a number of assumptions, including the final impact of the 2025/26 financial year. It is difficult to estimate a closing cash position as at June 2026 given a number of factors including the timing of grant payments, project delivery and carry-forward impacts. The closing cash position as at 30 June 2026, as reflected in the audited 2025/26 financial statements, will have an influence on the 2026/27 budget, and forms part of reporting in September 2026.

Council has a strong process for reviewing its financial performance throughout the year and regularly updates the community - this will continue in 2026/27. The draft budget also includes funding for an external review of progress against the Financial Vision and an update to Council's 10-year Financial Plan.

Council has budgeted a surplus, with a positive unrestricted cash position – these are positive trends and improvements on prior financial years. Council also has all of its reserves 'cash backed' this is positive financial management, and not something that is legislatively required.

Operating Results

Adjusted Underlying Result	**$'000**
Total Income	43,880
Total Expense	43,369
Surplus / (deficit) for the year	**511**
Less non-operating income and expenditure	
Grants capital (non-recurrent)	940
Capital contributions other sources	170
Non-monetary contributions	-
Adjusted underlying surplus / (deficit)	**(599)**

Impact on Untied Cash	$'000
Cash and Cash Equivalents at end of 2026/27	9,226
Less	
Statutory Reserves	4,826
Discretionary Reserves	2,029
Trust Funds and Deposits	1,666
Budgeted unrestricted cash as at 30 June 2027	**705**

1. Rates and Charges

The projected total revenue from rates and charges is $29.5m, which includes an average rate increase of 2.75%. This increase consists of a 2.75% rate cap in accordance with the Fair Go Rates System (FGRS), which limits rate increases for Victorian councils as determined by the Minister for Local Government.

The required level of rates and charges has been evaluated in the context of the Financial Vision 2024-2027, considering the Council's other income sources and the planned expenditure on community services and works.

It is important to note, the actual rate increases experienced by individual ratepayers may differ from the 2.75% increase due to revaluations. Rate increases are impacted by the average rate increase (2.75%) and the property valuation increases (or decreases) of individual properties relative to the average across the municipality. If your property increased in value by more than the average for the Shire, your rates may increase by more than 2.75%. If your property value increased by less than the average, your rates may increase by less than 2.75% and may in fact reduce from the previous year.

Council has weekly kerbside collections across the Shire and a review of the standard annual fees for 2026/27 has lowered these annual fees with the exception of food and organics (FOGO) for township residents. The standard annual fee for a residential property kerbside collection (fortnightly garbage collection, recycling and weekly FOGO) will be $540 per annum or the equivalent of $10.38 per week. This is in comparison to the prior year of $610 per annum for a residential property that had the same kerbside collections. This ability to reduce overall charges associated with waste collection by $70 or over 11% is extremely positive and demonstrates Council working hard to ensure value of money and reducing costs where possible, and reflects Councils desire to assist, where possible, given current cost of living challenges being faced across the State and Country.

2. Financial Position

The financial position of Council is expected to slightly improve with net assets (net worth) to increase by $27.3m to $559.8m during 2026/27 – predominately due to the anticipated revaluation of property and infrastructure assets.

Working capital is an indicator of council's ability to meet its financial obligations as and when they fall due (being current assets divided by current liabilities). When comparing this measure against the forecast as at 30 June 2026 this measure is budgeted to slightly improve from 1.35 to 1.47 predominately due to an

increased cash balance at 30 June 2027. The trend on the budgeted ratio for 2026/27 remains within an acceptable range according to the Victorian Auditor General's Office's standard for this measure and is closely monitored by Council.

Council has adequate funds to meet all debts and obligations, including to staff and contractors, however cashflow and total expenditure will continue to be monitored closely as projections show there is unlikely to be any major reserves of unrestricted cash to buffer against unforeseen events. This is consistent with Council's Financial Vision, with the financial position improving over the medium term.

3. Operating Result

The expected operating result for the 2026/27 year is a surplus of $511k, which is an improvement of $289k in comparison to the 2025/26 forecast – predominately due to a decrease in operating expenses, and the fact that rates income will increase due to the increased rate cap.

It is vital that a Council generates operating surpluses across the life of budget, to fund capital works and borrowing repayments.

Operating grants will increase by $2.4m due to the Victorian Grants Commission Grant funding being budgeted to be received in 2026/27. In 2025/26, the funding was received early and recognised in 2024/25, therefore the 2025/26 forecast appears lower than usual for this reason. Capital Grants will decrease by $3.8m as major capital projects with associated grant funding associated are scheduled for completion in 2025/26. Council is aware of the Federal Governments decision to bring forward 80% of the 2026/27 funding into June 2026, and will adjust for this during the community consultation phase.

Expenditure will decrease by $1.0m, which includes a reduction in materials and services of $1.4m, partly due to a scaled-back special operating projects program in 2026/27 compared to 2025/26, and partly due to rigorous review of department budgets.

Council's adjusted underlying deficit is $0.6m for the2026/27 financial year, which is projected to improve over coming years. This adjusted underlying result represents the net surplus for the year, modified to exclude non-recurrent capital grants, capital contributions from other sources, and non-monetary contributions. It serves as a key indicator of Council's financial sustainability and its capacity to meet its service delivery goals.

4. Financial Sustainability

A budget spanning four years until 30 June 2030 has been developed to align with the overarching Financial Plan, aiding the Council in adopting a budget within a comprehensive financial framework. The primary aim of the Financial Plan is to ensure financial sustainability in the medium to long term, while also fulfilling the Council's strategic objectives. Continued collaboration with the community remains essential for:

- Assessing and prioritising our service offerings.
- Determining feasible and affordable levels of expenditure.
- Identifying necessary assets for delivering prioritised services.

- Evaluating surplus assets for potential disposal.
- Adjusting resources to support the delivery of prioritised services.
- Reviewing borrowing levels.
- Reviewing opportunities for additional revenue, including an application for a rate cap variation.

With a commitment to safeguarding Council's long-term financial health, a comprehensive review of the ten-year Financial Plan, alongside a broad evaluation of service provisions, will be undertaken and will build on from the previous work associated with the Financial Vision 2024-2027. Striking a balance between financial constraints, community expectations, and statutory obligations remains a formidable task, particularly given the constraints of the State Government rate cap and fluctuations in government grant funding.

This budget has undergone rigorous scrutiny and is supplemented with detailed information dispersed throughout this document.

5. Services

In mid-2024, the Council collaborated with the community to create the Financial Vision. This was followed by the development of the Council Plan 2025-29 and other essential documents that are part of the Integrated Strategic Planning and Reporting Framework in early 2025 (section 1.1).

As part of the adopted Financial Vision was a commitment that Council would:

- *Requests that the Chief Executive Officer work with Councillors to analyse all services offered by Council, so as to ensure that the Council Plan 2025-2029 and Budget 2025-26 identify operational saving and/or new revenue opportunities needed to realise the Financial Vision; and*
- *Take into account operational savings, services changes and new revenue opportunities in the development of the 2025/26 budget, and by 30 June 2025.*

There are no material changes to services proposed within the 2026/27 financial year.

Council will continue to work with the community in the coming years to ensure that community priorities and expectations are aligned with the Council's service delivery model. This alignment must be achieved within a financially sustainable framework. For more details on the cost of the Council's services, please refer to section 2 of this document.

6. Cash and Investments

Cash and investments are expected to increase by $0.48m over the year, reaching $9.2m by 30 June 2027. This increase is in comparison to the 2025/26 forecast. The primary factor influencing the cash balance in the upcoming year is the reduction in materials and services expenditure.

Council has continued to focus on returning its unrestricted cash to a positive position. Unrestricted cash is forecast as a surplus of only $0.705m at June 2027. This is a modest buffer against unforeseen circumstances and leaves little room for discretionary expenditure, however it should be noted that there is adequate levers available to Council should any unforeseen circumstances occur.

It is important to note that Council adopts a conservative approach in calculating unrestricted cash by

including discretionary reserve balances. This approach is taken because Council has committed to the community on the use of these funds, even though there are no legislative restrictions. Reporting by State Government, including that by the Victorian Auditor Generals Officers (VAGO) excludes discretionary reserves. If Council were to use this ratio, the unrestricted cash would be higher than the budgeted position, at $2.734m.

The level of unrestricted cash is manageable but needs constant attention, and is in line with our Financial Vision, with the level being on the lower side early in the 10-years and improving over the medium term.

7. Capital Works

Detail of the Capital Works program for 2026/27 can be found in section 4.5 of this document.

The $10.5m capital works program is funded by Council cash and reserves as well as:

- $2.8m in grants and contributions; and
- No new borrowings will be used to fund the 2026/27 capital works program.

The 2026/27 capital works budget prioritises the completion of current projects and the renewal of existing assets, rather than creating new assets given the financial outlook. Any new assets or upgrades to existing assets will be managed through the use of grant and reserve funds.

Council's draft budget does not include carried forward projects from 2025/26. Carry forward balances are considered and approved by Council after the conclusion of the end of financial year process.

01. Delivering on the Council Plan

This section outlines how the Annual Budget supports delivery of the Community Vision and Council Plan through Council's integrated planning and reporting framework.
The framework ensures Council plans and resources are aligned to community needs and aspirations over the long, medium and short term. The Community Vision and Financial Plan set the long-term direction for the Shire. Medium-term priorities and strategies are detailed in the Council Plan, Asset Plan, Workforce Plan and Revenue and Rating Plan. The Annual Budget translates these priorities into funded actions and services for the financial year. Council's performance and accountability in delivering these plans is monitored and reported through the Annual Report.

1.1 Integrated Strategic Planning and Reporting Framework

The Budget provides a rolling four-year framework that sets out the financial and non-financial resources required to deliver the strategic objectives of the Council Plan. It translates Council priorities into funded services, projects and initiatives, ensuring resources are aligned with agreed outcomes. The diagram below illustrates Council's integrated planning and reporting framework as prescribed for Victorian local government. Community and stakeholder engagement occurs at each stage of the framework, supporting transparent decision-making and accountability to residents and ratepayers. In accordance with the requirements of the *Local Government Act 2020*,
Council is required to prepare and maintain the following strategic and financial planning documents:

- Community Vision – covering a period of at least the next 10 financial years
- Council Plan – covering a period of at least the next 4 financial years
- Financial Plan – covering a period of at least the next 10 financial years
- Asset Plan – covering a period of at least the next 10 financial years
- Revenue and Rating Plan – covering a period of at least the next 4 financial years
- Budget – covering a period of at least the next 4 financial years
- Workforce Plan– outlining projected workforce requirements for a minimum of 4 years

Table1.Council's Integrated Strategic Planning Framework

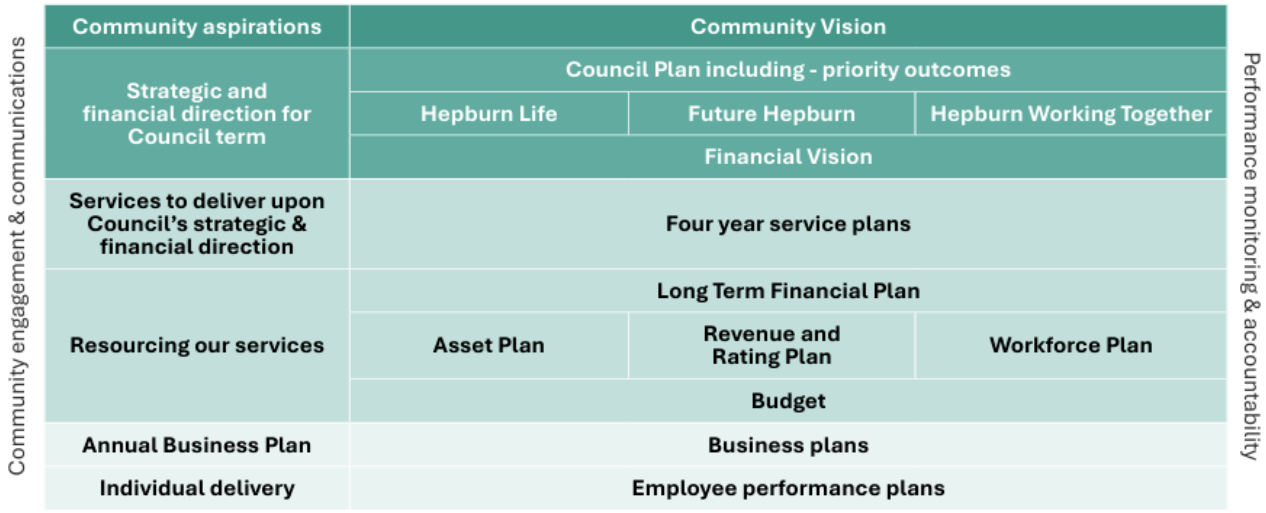


Table 2. Description of each layer that comprises the Integrated Strategic Planning Framework

Layer	Description	Documents
Community aspirations	Community aspirations are set out in our Community Vision.	Community Vision
Strategic direction	The strategic and financial direction and priorities across the Council term.	Council Plan and Financial Vision
Council services	Services that will deliver upon Council's strategic and financial priorities.	Service Catalogue and Service Map
Resourcing	How we will resource our services to deliver Council's strategic and financial priorities.	Financial Plan, Asset Plan, Workforce Plan and Annual Budget
Annual business plan	The projects and initiatives funded through the annual Budget that will deliver on Council's strategic and financial priorities.	Annual Plan
Individual delivery	Individual employee plans that align our Council Officers roles and responsibilities to Council's strategic and financial priorities.	Employee Performance Plans

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

1.1.2 Key planning considerations

Service level planning

While Councils are required to deliver a range of statutory services, such as animal management, local road maintenance, food safety and statutory planning, many Council services are discretionary. These include

services and facilities such as libraries, building permits and sporting and recreation facilities. Community needs, priorities and expectations change over time. To respond effectively, Councils must have sound processes in place for service planning, review and evaluation to ensure services continue to provide value and remain aligned with community expectations. Community engagement plays a key role in this process, supporting informed decision-making about service levels and priorities. This enables Council to balance investment in service delivery with other obligations, including asset renewal, maintenance and delivery of infrastructure projects

1.2 Our Community Vision

The Community Vision was developed through extensive engagement with a broad cross-section of the community as part of the Hepburn Together project in 2021. The engagement activities undertaken enabled community voices to directly inform Council decision-making. Community goals, aspirations and priorities were captured through this process and used to shape the Community Vision, which articulates the long-term direction and shared ambitions for the Shire. As part of the development of the Council Plan 2025-2029, the Community Vision was revisited but given the significant engagement undertaken in 2021, and the long-term nature of the Vision, Council did not make any changes.

The Community Vision states:

> *Hepburn Shire - an inclusive rural community located in Dja Dja Wurrung country where all people are valued, partnerships are fostered, environment is protected, diversity supported, and innovation embraced.*

1.3 Council's Strategic Vision

Council delivers a range of services, activities and initiatives across a number of major service categories. Each service category contributes to the achievement of the domain strategies and outcomes set out in the four-year Council Plan 2025–2029.
The Council Plan identifies the following three domain strategies and outcomes

Domain Strategies	Outcomes
1. Hepburn Life	• Connected communities that are resilient and adaptable, and empowered - able to respond to and recover from climate-related impacts, emergencies and other community challenges. • A healthy and inclusive community, where all people regardless of background or life stage have the opportunity to participate and thrive. • An informed and engaged community.
2. Future Hepburn	• Preserve the unique character of our towns and communities, plan for future growth and protect our productive rural landscape. • Responsible management of infrastructure and environment to support wellbeing now and for future generations. • A dynamic, vibrant and resilient economic environment.
3. Hepburn working together	• Future-focused services that are easy to use and inclusive. • Maintain corporate governance to enable good Council decision making and to ensure long-term financial viability. • An engaged, safe and skilful workforce.



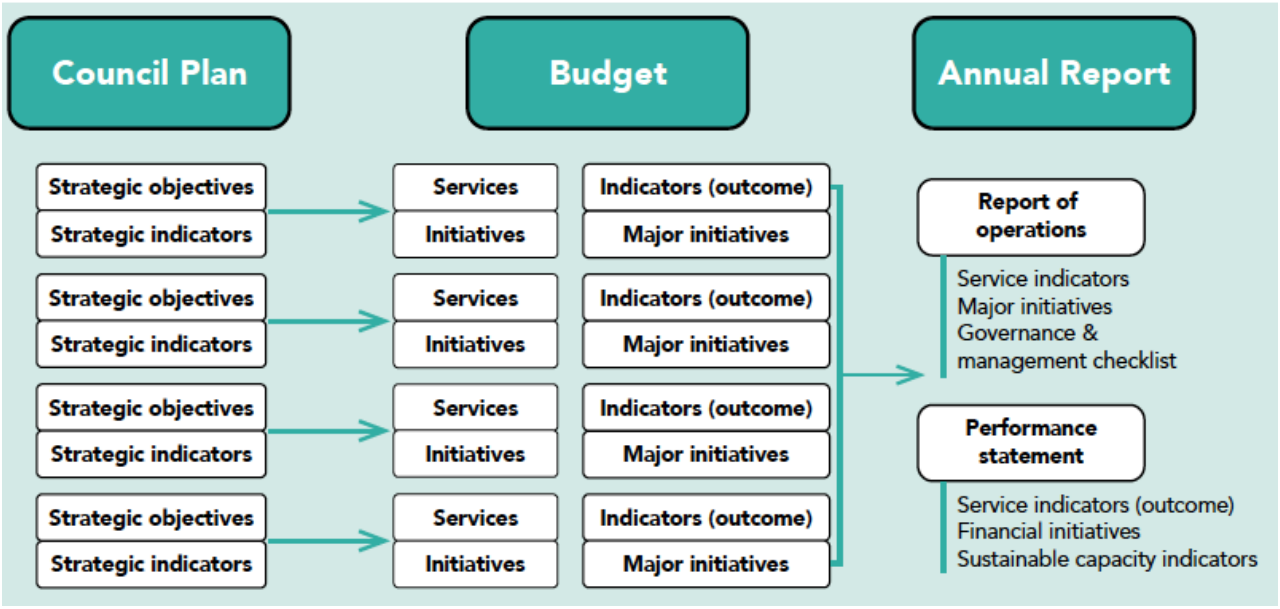
02. Services and Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2026/27 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan.

It also describes several initiatives and service performance indicators for key areas of Council's operations.

Council is required by legislation to identify major initiatives, initiatives and service performance outcome

indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

The Budget Initiatives for 2026/27 have been developed within the framework of the Council Plan 2025-2029. The major initiatives identified are detailed below each domain and represent Council's key priorities for the year ahead.

Progress against these major initiatives will be reported in the Annual Report through a statement of progress included in the Report of Operations, and through quarterly reporting to Council.

2. 2.1 Hepburn Life

Hepburn Life is about building a vibrant, resilient, and inclusive community where every person feels connected, informed, and supported to thrive. Through strong partnerships, education, and advocacy, we will enhance community resilience to changing environmental conditions, emergencies, and evolving community needs. By ensuring access to essential resources before, during, and after crises, we are committed to safeguarding the wellbeing of all residents.

We are equally focused on nurturing a healthy, inclusive community where people of all ages, backgrounds, and abilities can participate fully in Shire life. By supporting active living, mental wellbeing, reconciliation, maintaining welcoming public spaces, and strengthening First Nations perspective, we aim to create a community where everyone feels a true sense of belonging.

Outcome 1

Connected communities that are resilient, adaptable, and empowered, able to respond to and recover from climate-related impacts, emergencies, and other community challenges.

Outcome 2

A healthy and inclusive community, where all people regardless of background or stage of life and have the opportunity to participate and thrive.

Outcome 3

An informed and engaged community.

Services

Service area		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Building Services	*Inc*	109	80	127
To provide quality regulatory advice on all building matters associated with properties in the shire.	*Exp*	620	452	505
	Surplus / (deficit)	(512)	(372)	(378)
Compliance				
To foster a safe and respectful community by educating the public and enforcing local laws, including effective animal management services	*Inc*	290	264	326
	Exp	652	609	593
	Surplus / (deficit)	(361)	(345)	(267)
Community Wellbeing				
To support community health and wellbeing by identifying and creating inclusive opportunities for residents to participate, connect and thrive across all life stages.	*Inc*	75	136	5
	Exp	913	518	472
	Surplus / (deficit)	(838)	(383)	(467)

Service area		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Early years services	*Inc*	253	173	281
To support strong early childhood outcomes by leading the planning and development of early years services and programs, delivered in partnership with community and service providers, including maternal and child health	*Exp*	467	463	504
	Surplus / (deficit)	(214)	(290)	(224)
Emergency Management	*Inc*	712	857	120
We work with the community and response agencies to develop robust and innovative plans to prepare, respond and recover from emergencies.	*Exp*	547	1,016	442
	Surplus / (deficit)	165	(159)	(322)
Environmental Health	*Inc*	220	259	251
To support community health through preventative environmental health programs, including food safety, aimed at minimising public health risks.	*Exp*	337	356	372
	Surplus / (deficit)	(117)	(98)	(121)
Libraries	*Inc*	328	236	193
To create welcoming public library spaces that bring people together, encourage reading and learning, and support wellbeing across the community.	*Exp*	541	462	181
	Surplus / (deficit)	(213)	(226)	12
Youth	*Inc*	38	40	41
	Exp	239	169	163
This service seeks to engage our young people. Investing in them now and create our community leaders of the future.	*Surplus / (deficit)*	(202)	(129)	(122)

Major initiatives

1. Participate in the development of the Ballarat Regional Strategic Transport Assessment (as part of the Greater Ballarat Alliance of Councils) and endorse a final report that will guide planning and investment in essential transport infrastructure and services across Ballarat and the surrounding region.
2. Undertake a review of Council's Outdoor Dining and Trading Policy
3. Conduct and report on the Annual Review of the Municipal Public Health and Wellbeing Plan
4. Work with Gellung Warl (the Government entity responsible to Treaty Implementation) to understand the role of Local Government.
5. Undertake advocacy actions in the lead up to the 2026 State Election.

Service performance outcome indicators

Domain	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Community	Maternal and Child Health Services	75%	85%	90%
	Maternal and Child Health Services (Aboriginal)	73%	75%	77%
	Library Services (Participation)	28%	30%	32%
Cost	Library Services	$32.70	$32.04	$31.40
Responsiveness	Food Safety	91%	100%	100%

2.2 Future Hepburn

Council is committed to shaping a future that honours the distinctive character of its towns and rural landscapes while fostering sustainable growth, infrastructure, and economic vitality.

This strategic framework outlines three key outcomes designed to guide the region's development, while preserving the uniqueness of our communities and natural environment, ensuring responsible infrastructure and environmental management, and cultivating a resilient and vibrant local economy. Through integrated planning, inclusive design, and environmentally conscious strategies, we aim to enhance the wellbeing of our residents today and for generations to come.

Outcome 1

Preserve the unique character of our towns and communities, plan for future growth and protect our productive rural landscape.

Outcome 2

Responsible management of infrastructure and environment to support wellbeing now and for future generations.

Outcome 3

A dynamic, vibrant, and resilient economic environment.

Services

Service area		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Assets, roads and maintenance	*Inc*	252	264	72
With forward planning, the timely interventions and replacement of infrastructure assets is programmed to maximise the serviceability of assets and minimise escalating maintenance costs. This proactive management of assets also allows long term financial demands for asset renewal works to be anticipated and planned for. This services also includes storm recovery works that are undertaken.	*Exp*	5,311	5,217	5,172
	Surplus/ (deficit)	(5,060)	(4,953)	(5,100)

Service area		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Biodiversity	*Inc*	-	-	-
In partnership with the community, natural resources are managed to ensure their conservation, enhancement and control	*Exp*	108	95	101
	Surplus/ (deficit)	(108)	(95)	(101)
Economic Development and tourism	*Inc*	118	100	20
To facilitate Hepburn Shire becoming a recognised tourist destination and to foster economic development that is appropriate within the Shire which increased employment and business opportunities.	*Exp*	1,014	926	981
	Surplus/ (deficit)	(896)	(826)	(961)
Parks and open spaces	*Inc*	2	10	-
This service provides well-presented parks and gardens, public open spaces and sporting fields for the enjoyment, amenity of our community and visitors to the Shire	*Exp*	2,357	2,244	2,226
	Surplus/ (deficit)	(2,355)	(2,234)	(2,226)
Property and facilities	*Inc*	1,091	1,205	1,242
To make decisions on property management arrangements that are underpinned by service plans, the long-term financial plans and a minimisation of risks.	*Exp*	1,365	1,574	1,386
	Surplus/ (deficit)	(274)	(369)	(144)
Recreation / Aquatics	*Inc*	15	85	20
This services provides a proactive and planned approach to the maintenance, renewal and upgrade of recreation assets, and provides strategic direction for future recreation and aquatic facilities.	*Exp*	686	616	513
	Surplus/ (deficit)	(671)	(531)	(494)
Statutory and Strategic Planning	*Inc*	429	360	371
The planning team provides advice and guidance for current and future land use planning which includes the consideration of applications for planning permits and controls. Through regular review of the Hepburn Shire Planning Scheme and development of new policy documents, the team ensures that statutory planning, investment and decision making for ths shire is relevan to the needs of the community and provides a sustainable base for future generations.	*Exp*	1,723	2,272	1,661
	Surplus/ (deficit)	(1,294)	(1,912)	(1,291)
Sustainability	*Inc*	60	33	-
To guide and support Council and the community in the development of innovative sustainable practices that ensure the preservation of limited resources	*Exp*	389	184	192
	Surplus/ (deficit)	(329)	(151)	(192)
Waste management and cleaning services	*Inc*	6,508	6,366	5,977
This service delivers high quality kerbside waste and recycling collection services, and general waste management which includes transfer stations, transporting materials, public place bins, disposal of waste, street cleaning, rehabilitating closed landfills and other waste management services.	*Exp*	6,218	5,817	6,333
	Surplus/ (deficit)	290	550	(355)

Major initiatives

1. Draft Clunes Flood Study presented to Councillor briefing.
2. Begin construction works associated with upgrades to the Glenlyon Pavilion
3. Complete a service review to identify efficiencies and opportunities within the waste services.
4. Finalise an achievable masterplan for the Clunes Recreation (Bull Milgate) Reserve, including schematic design for the Clunes Community Centre and Netball Pavilion.
5. Implement recommendations of the Councils review of its Aquatics service as adopted by Council.
6. Undertake a review and comparisons of Council's asset data to ensure consistency between the Asset Plan (renewal figures) and Budget (Depreciation figures).
7. Adoption of Rural Hepburn planning amendment subject to Ministerial approval.
8. Prepare and adoption of an implementation plan setting out how the Integrated Transport Strategy will be integrated into Council's processes and work programs.
9. Support the community and respond to the Minister's Environmental Effects Statement determination regarding the Western Renewable Link.

Service performance outcome indicators

Domain	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Environment	Roads Sealed local roads below the intervention level	98%	98%	98%
	Waste management (tonnes) Waste to landfill	N/A	0.271	0.267
Cost	Waste management Cost of service	$129	$135	$140
Responsiveness	Statutory Planning	26%	30%	68%

2.3 Hepburn Working Together

Council is committed to building an inclusive and sustainable community. Our strategic focus is guided by a commitment to delivering high-quality services, ensuring strong governance, and fostering a positive and skilled workforce.

This domain outlines key outcomes and strategies designed to meet the evolving needs of our community while maintaining financial sustainability and enhancing community wellbeing. By integrating principles of equity, climate resilience, innovation, and accountability, we aim to create a more connected, transparent, and empowered Hepburn Shire. We will embed gender equity in our recruitment, leadership development and workplace culture, add address barriers faced by women and gender-diverse staff through our Workforce Plan and Gender Equality Action Plan. Each outcome reflects our commitment to delivering on community aspirations while preparing for the challenges and opportunities in the future.

Outcome 1

Future focused services that are easy to use and inclusive.

Outcome 2

Maintain corporate governance to enable good Council decision making and to ensure long-term financial viability.

Outcome 3

An engaged, safe, and skilful workforce.

Service area		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
Financial Services	*Inc*	420	344	305
To deliver efficient and effective allocation of resources through sound financial planning and management, that is guided by the long-term financial plan and secures the finanical viability of the municipality.	*Exp*	1,621	1,234	993
	Surplus/ (deficit)	(1,201)	(890)	(688)
Governance and Risk				
Good governance is provided through the development and implementation of policies and procedures that support good decision making	*Inc*	23	3	1
	Exp	3,357	3,661	3,263
	Surplus/ (deficit)	(3,334)	(3,658)	(3,262)

Service area		2024/25 Actual $'000	2025/26 Forecast $'000	2026/27 Budget $'000
ICT	*Inc*	46	2	-
To provide the highest quality technology-based services, in the most cost effective manner, to facilitate the delivery of services to Council and the community.	*Exp*	2,209	1,693	1,852
	Surplus/ (deficit)	(2,163)	(1,692)	(1,852)
People and Capability				
In partnerhip with management, People and Capability provide a high level of service and support to the organisation for recruiting and retaining qualified and diverse staff, facilitating positive employee relations, developing and delivering training to enhance employees skills and capabilities, measuring employee performance and job satisfaction and providing industrial relations advice to contribute to Council's organisational effectiveness.	*Inc*	-	39	-
	Exp	984	1,050	1,130
	Surplus/ (deficit)	(984)	(1,011)	(1,130)
Communications				
To deliver clear, timely and accessible council communications through a range of channels, ensuring all community members can access the information they need to stay informed and engaged.	*Inc*	-	-	-
	Exp	226	251	261
	Surplus/ (deficit)	(226)	(251)	(261)
Customer Experience				
To deliver a consistent and high-quality customer experience by proactively resolving issues, empowering customers with self-service solutions, communicating effectively, and exceeding expectations, enabling both council and community to achieve their goals.	*Inc*	7	5	7
	Exp	886	893	1,130
	Surplus/ (deficit)	(879)	(887)	(1,123)

Major initiatives

1. Enhance current systems and processes for recruitment, onboarding, induction, development and performance management to build a high-performance culture.
2. Enhance the systems, processes and cultural conditions that support psychologically safe workplaces and constructive, respectful conversations.
3. Following a review, develop an action plan with agreed actions to improve the customer experience that incorporates digital enablement.
4. Implement recommendations of the Councils review of its Community Engagement Approach and Advisory Committees as adopted by Council.
5. Review alternative revenue opportunities to identify, assess, and implement new revenue streams

6. Undertake an independent review of Council's Long Term Financial Plan (LTFP), considering we are now halfway through the timeframe outlined in the Financial Vision. This review should assess the effectiveness of Council in delivering on its financial objectives.
7. Undertake a review of Signature Event funding criteria within Councils Events strategy, reporting to Council how that assessment criteria be reviewed and explore the principle of how economic sustainability can be integrated into future funding.

Domain	Indicator	2024/25 Actual	2025/26 Forecast	2026/27 Budget
Governance	Community engagement	47	53	54
Financial Forecasting	Asset renewal and asset upgrade	79%	89%	83%
Financial Management	Liquidity	173%	135%	147%
	Rates concentration	63%	73%	70%
	Expenditure and revenue level	$3,799	$3,681	$3,594

2.4 Service Performance Outcome Indicators

These are standard service performance indicators as required by State Legislation, these have been updated

to reflect the changes to the Local Government Performance Reporting Framework effective from 1 July 2026.

Domain	Indicator	Performance Measure	Computation
Governance	Community engagement	Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
	Financial decisions	Total unpaid rates and charges (total unpaid rates and charges and unpaid interest on rates and charges for all financial years as a percentage of all rates and charges for the financial year)	[Sum of unpaid rates and charges and unpaid interest on rates and charges for all financial years / Sum of all rates and charges for the financial year] x100
Community	Library services	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
	Maternal and child health services	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100
Environment	Roads	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
	Waste management	Kerbside collection waste to landfill per serviced property (amount of waste collected from kerbside waste collection services that is sent to landfill per serviced property)	Amount of waste in tonnes (t) collected from kerbside waste collection services that is sent to landfill / Number of serviced properties
Responsiveness	Food safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
	Statutory planning	Planning applications decided within the relevant required time (percentage of regular and VicSmart planning application decisions made within the relevant required time)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Cost	Library services	Cost of library services (direct cost of library services per head of population)	Direct cost of library services / Population
	Waste management	Cost of kerbside waste collection services (direct cost of kerbside waste collection services per serviced property)	Direct cost of kerbside waste collection services / Number of serviced properties

2.5 Reconciliation of Strategic Objectives with Budgeted Result

	Net Cost	Expenditure	Income / Revenue
	$'000	$'000	$'000
Hepburn Life	1,889	3,230	1,342
Future Hepburn	10,865	18,567	7,701
Hepburn Working Together	8,315	8,628	313
Total	**21,069**	**30,425**	**9,356**

Expenses added in:	
Depreciation & amortisation	**12,465**
Finance costs	**479**
Bad debts	**6**
Surplus/(Deficit) before funding sources	**(34,019)**
Funding sources added in:	
Rates and charges revenue	**24,357**
Victorian Grants Commission	**6,897**
Capital Grants	**2,781**
Capital Contributions	**170**
Net Gain on Assets Sold	**313**
Other income	**12**
Total funding sources	**34,530**
Operating surplus/(deficit) for the year	**511**

03. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2026/27 has been supplemented with projections to 2029/30.
This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

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

3.1 Comprehensive Income Statement

The projections for 2027/28 through to 2029/30 are based on the Adopted Long-term Financial Plan and have been updated to reflect the closing 2026/27 Budget position. These will be reviewed in the 2026/27 financial year.

	NOTES	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Income / Revenue						
Rates and charges	4.1.1	29,258	29,554	30,714	31,660	32,629
Statutory fees and fines	4.1.2	908	940	1,080	1,118	1,157
User fees	4.1.3	807	922	865	904	944
Grants - operating	4.1.4	5,236	7,639	8,046	8,358	8,682
Grants - capital	4.1.4	6,603	2,781	1,938	1,938	1,938
Contributions - monetary	4.1.5	150	170	250	250	250
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	4.1.6	180	313	312	300	290
Other income	4.1.7	1,498	1,562	1,491	1,524	1,558
Total income / revenue		44,640	**43,880**	44,696	46,051	47,448
Expenses						
Employee costs	4.1.8	16,081	16,371	16,580	17,177	17,795
Materials and services	4.1.9	14,622	13,125	14,413	14,904	15,214
Depreciation	4.1.10	11,835	12,300	10,150	10,445	10,742
Depreciation - right of use assets	4.1.11	165	165	-	-	-
Allow ance for impairment losses & bad debts	4.1.12	230	6	5	5	5
Borrow ing costs	4.1.13	555	479	403	322	237
Other expenses	4.1.14	930	923	1,031	1,277	1,085
Total expenses		44,417	**43,369**	42,581	44,130	45,078
Surplus/(deficit) for the year		222	**511**	2,115	1,921	2,370
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation gain /(loss)		26,242	**26,504**	26,769	27,037	27,307
Total other comprehensive income		26,242	**26,504**	26,769	27,037	27,307
Total comprehensive result		26,464	27,015	28,884	28,958	29,677

3.2 Balance Sheet

The projections for 2027/28 through to 2029/30 are based on the Adopted Long-term Financial Plan and have been updated to reflect the closing 2026/27 Budget position. These will be reviewed in the 2026/27 financial year.

	NOTES	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
Assets						
Current assets						
Cash and cash equivalents		8,743	**9,226**	9,674	9,680	10,922
Trade and other receivables		5,341	**5,772**	5,813	5,855	6,223
Other financial assets		190	**190**	190	190	190
Inventories		12	**12**	12	12	12
Other assets		161	**161**	161	161	161
Total current assets	4.2.1	14,447	**15,361**	15,850	15,899	17,509
Non-current assets						
Property, infrastructure, plant & equipment		538,887	**563,013**	589,336	616,099	641,857
Right-of-use assets	4.2.4	853	**853**	853	853	853
Total non-current assets	4.2.1	539,740	**563,866**	590,189	616,952	642,710
Total assets		554,186	**579,228**	606,039	632,850	660,219
Liabilities						
Current liabilities						
Trade and other payables		4,086	**4,086**	4,086	4,086	4,086
Trust funds and deposits		1,666	**1,666**	1,697	1,734	1,694
Contract and other liabilities		418	**418**	418	418	418
Provisions		2,515	**2,215**	2,215	2,215	2,215
Interest-bearing liabilities	4.2.3	1,896	**1,896**	1,896	1,896	1,896
Lease liabilities	4.2.4	135	**135**	135	135	135
Total current liabilities	4.2.2	10,716	**10,416**	10,448	10,485	10,445
Non-current liabilities						
Provisions		412	**412**	412	412	412
Interest-bearing liabilities	4.2.3	9,941	**7,966**	5,863	3,679	1,410
Lease liabilities	4.2.4	613	**613**	613	613	613
Other Liabilities		10	**10**	10	10	10
Total non-current liabilities	4.2.2	10,976	**9,002**	6,899	4,715	2,446
Total liabilities		21,692	**19,418**	17,346	15,200	12,891
Net assets		532,494	**559,809**	588,693	617,651	647,328
Equity						
Accumulated surplus		139,706	**140,186**	142,252	144,173	146,293
Reserves		392,788	**419,623**	446,442	473,479	501,036
Total equity		532,494	**559,809**	588,693	617,651	647,328

3.3 Statement of Changes in Equity

The projections for 2027/28 through to 2029/30 are based on the Adopted Long-term Financial Plan and have been updated to reflect the closing 2026/27 Budget position. These will be reviewed in the 2026/27 financial year.

	NOTES	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2026 Forecast Actual					
Balance at beginning of the financial year		506,031	139,980	360,022	6,029
Surplus/(deficit) for the year		26,464	222	26,242	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(1,718)	-	1,718
Transfers from other reserves		-	1,222	-	(1,222)
Balance at end of the financial year		**532,494**	**139,707**	**386,264**	**6,524**
2027 Budget					
Balance at beginning of the financial year		**532,494**	**139,707**	**386,264**	**6,524**
Surplus/(deficit) for the year		**27,015**	**511**	**26,504**	**-**
Net asset revaluation gain/(loss)		**-**	**-**	**-**	**-**
Transfers to other reserves	4.3.1	**-**	**(1,021)**	**-**	**1,021**
Transfers from other reserves	4.3.1	**-**	**690**	**-**	**(690)**
Balance at end of the financial year	4.3.2	**559,809**	**140,187**	**412,768**	**6,855**
2028					
Balance at beginning of the financial year		559,811	140,187	412,768	6,855
Surplus/(deficit) for the year		28,884	2,115	26,769	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(200)	-	200
Transfers from other reserves		-	150	-	(150)
Balance at end of the financial year		**588,693**	**142,252**	**439,537**	**6,905**
2029					
Balance at beginning of the financial year		588,695	142,252	439,537	6,905
Surplus/(deficit) for the year		28,958	1,921	27,037	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		**617,651**	**144,173**	**466,574**	**6,905**
2030					
Balance at beginning of the financial year		617,652	144,173	466,574	6,905
Surplus/(deficit) for the year		29,677	2,370	27,307	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(250)	-	250
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		**647,328**	**146,293**	**493,881**	**7,155**

3.4 Statement of Cash Flows

The projections for 2027/28 through to 2029/30 are based on the Adopted Long-term Financial Plan and have been updated to reflect the closing 2026/27 Budget position. These will be reviewed in the 2026/27 financial year.

	Notes	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Projections 2027/28 $'000	2028/29 $'000	2029/30 $'000
		Inflows (Outflows)	**Inflows (Outflows)**	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities				46		
Rates and charges		31,001	**28,667**	30,668	31,612	32,256
Statutory fees and fines		908	**940**	1,080	1,118	1,157
User fees		807	**922**	865	904	944
Grants - operating		4,168	**7,639**	8,046	8,358	8,682
Grants - capital		6,242	**2,781**	1,938	1,938	1,938
Contributions - monetary		150	**170**	250	250	250
Interest received		170	**200**	170	170	170
Rent Received		1,192	**1,450**	1,200	1,200	1,200
Other receipts		136	**362**	121	154	188
Employee costs		(16,081)	**(16,371)**	(16,580)	(17,177)	(17,795)
Materials and services		(14,622)	**(13,125)**	(14,376)	(14,862)	(15,251)
Other payments		(930)	**(923)**	(1,036)	(1,282)	(1,088)
Net cash provided by/(used in) operating activities	4.4.1	13,141	**12,712**	12,346	12,383	12,651
				(15,412)		
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(15,441)	**(10,502)**	(10,261)	(10,621)	(9,548)
Proceeds from sale of property, infrastructure, plant and equipment		180	**727**	869	750	645
Net cash provided by/ (used in) investing activities	4.4.2	(15,261)	**(9,775)**	(9,392)	(9,871)	(8,903)
Cash flows from financing activities						
Finance costs		(555)	**(479)**	(403)	(322)	(237)
Proceeds from borrowings		-	**-**	-	-	-
Repayment of borrowings		(1,951)	**(1,974)**	(2,103)	(2,184)	(2,269)
Net cash provided by/(used in) financing activities	4.4.3	(2,506)	**(2,454)**	(2,506)	(2,506)	(2,506)
Net increase/(decrease) in cash & cash equivalents		(4,626)	**483**	448	6	1,242
Cash and cash equivalents at the beginning of the financial year		13,369	**8,743**	9,226	9,674	9,680
Cash and cash equivalents at the end of the financial year		8,743	**9,226**	9,674	9,680	10,922

3.5 Capital Works Program

The projections for 2027/28 through to 2029/30 are based on the Adopted Long-term Financial Plan and have been updated to reflect the closing 2026/27 Budget position. These will be reviewed in the 2026/27 financial year.

		Forecast Actual	Budget	Projections		
		2025/26	2026/27	2027/28	2028/29	2029/30
	NOTES	$'000	$'000	$'000	$'000	$'000
Property						
Land		-	-	-	-	-
Land improvements		-	-	-	-	-
Total land		-	-	-	-	-
Buildings		2,819	1,329	1,077	1,104	1,131
Total buildings		2,819	**1,329**	1,077	1,104	1,131
Total property		2,819	**1,329**	1,077	1,104	1,131
Plant and equipment						
Plant, machinery and equipment		2,053	1,611	2,222	2,245	2,057
Computers and telecommunications		-	650	215	221	226
Library books		-	63	65	66	68
Total plant and equipment		2,053	**2,324**	2,502	2,532	2,351
Infrastructure						
Roads		6,401	4,827	4,783	5,646	4,888
Bridges		376	237	1,077	248	255
Footpaths and cycleways		229	263	215	221	226
Drainage		320	110	106	108	111
Recreational, leisure and community facilities		2,061	1,412	248	237	243
Parks, open space and streetscapes		1,181	0	253	524	343
Total infrastructure		10,568	**6,849**	6,682	6,984	6,066
Total capital works expenditure	4.5.1	15,441	**10,502**	10,261	10,620	9,548
Represented by:						
New asset expenditure		3,176	**198**	-	-	-
Asset renewal expenditure		10,955	**8,976**	10,261	10,620	9,548
Asset expansion expenditure		-	-	-	-	-
Asset upgrade expenditure		1,309	**1,329**	-	-	-
Total capital works expenditure	4.5.1	15,441	**10,502**	10,261	10,620	9,548
Funding sources represented by:						
Grants		6,604	**2,781**	1,938	1,938	1,938
Contributions		1,372	**20**	-	-	-
Council cash		7,465	**6,312**	8,323	8,682	7,610
Proceeds from asset sales		-	**727**			
Reserves		-	**662**	-	-	-
Total capital works expenditure	4.5.1	15,441	**10,502**	10,261	10,620	9,548

3.6 Statement of Human Resources

The projections for 2027/28 through to 2029/30 are based on the Adopted Long-term Financial Plan and have been updated to reflect the closing 2026/27 Budget position. These will be reviewed in the 2026/27 financial year.

	Forecast Actual	Budget	Projections		
	2025/26	2026/27	2027/28	2028/29	2029/30
	$'000	$'000	$'000	$'000	$'000
Staff expenditure					
Employee costs - operating	16,081	**16,371**	16,579	17,179	17,795
Employee costs - capital	1,043	**1,534**	1,119	1,160	1,201
Total staff expenditure	17,124	**17,905**	17,699	18,337	18,997
	FTE	**FTE**	FTE	FTE	FTE
Staff numbers					
Employees	157.0	**157.8**	156.2	156.2	156.2
Total staff numbers	157.0	**157.8**	156.2	156.2	156.2

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

Directorate	Budget	Comprises			
		Permanent		Casual	Temporary
	2026/27	Full Time	Part time		
	$'000	$'000	$'000	$'000	$'000
Executive Services	**650**	650	-		
Development and Community	**5,427**	3,873	1,475	79	-
Infrastructure and Delivery	**8,549**	7,045	925	579	-
Performance and Transformation	**3,279**	2,051	1,228	-	-
Total Permanent Staff expenditure	**17,248**	13,620	3,628		
Total Fixed Term & Casual Staff	**658**			658	
Total Contractors Costs	**-**				-
Subtotal - All Staffing Costs	**17,906**	**13,620**	**3,628**	**658**	**-**
Capitalised labour costs	**(1,534)**	(1,534)			
Total expenditure	**16,372**	**12,086**	**3,628**	**658**	**-**

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2026/27	Full Time	Part time		
Executive Services	**4**	4	-	-	-
Development and Community	**48**	31	17	-	-
Infrastructure and Delivery	**81**	71	10	1	-
Performance and Transformation	**25**	18	7	-	-
Total staff	**158**	123	34	1	-

Summary of Planned Human Resources Expenditure

The projections for 2027/28 through to 2029/30 are based on the Adopted Long-term Financial Plan and have been updated to reflect the closing 2026/27 Budget position. These will be reviewed in the 2026/27 financial year.

	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000
Executive Services				
Permanent - Full time	650	440	457	467
Women	305	113	118	120
Men	345	327	339	347
Persons of self-described gender	0	0	0	0
Permanent - Part time	0	0	0	0
Women	0	0	0	0
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Total Executive Services	650	440	457	467
Development and Community				
Permanent - Full time	3,677	3,351	3,467	3,525
Women	2,148	2,087	2,158	2,183
Men	1,530	1,264	1,309	1,342
Persons of self-described gender	0	0	0	0
Permanent - Part time	1,400	552	572	586
Women	826	420	435	446
Men	574	132	137	140
Persons of self-described gender	0	0	0	0
Total Development and Community	5,077	3,903	4,039	4,111
Infrastructure and Delivery				
Permanent - Full time	6,469	7,702	7,976	8,114
Women	1,722	1,562	1,618	1,638
Men	4,747	6,140	6,358	6,476
Persons of self-described gender	0	0	0	0
Permanent - Part time	806	937	971	996
Women	371	840	870	892
Men	435	97	101	104
Persons of self-described gender	0	0	0	0
Total Infrastructure and Delivery	7,275	8,639	8,947	9,110
Performance and Transformation				
Permanent - Full time	2,463	2,510	2,597	2,661
Women	1,279	1,878	1,942	1,990
Men	1,184	632	655	671
Persons of self-described gender	0	0	0	0
Permanent - Part time	816	694	720	738
Women	816	649	673	690
Men	0	45	47	48
Persons of self-described gender	0	0	0	0
Total Performance and Transformation	3,279	3,204	3,317	3,399
Casuals, temporary and other expenditure	1,624	1,842	1,909	1,909
Capitalised labour costs	1,534	1,119	1,160	1,201
Total staff expenditure	**17,905**	**17,698**	**18,339**	**18,996**

Summary of Planned Human Resources Expenditure

The projections for 2027/28 through to 2029/30 are based on the Adopted Long-term Financial Plan and have been updated to reflect the closing 2026/27 Budget position. These will be reviewed in the 2026/27 financial year.

	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE
Executive Services				
Permanent - Full time	3.8	2.0	2.0	2.0
Women	2.8	1.0	1.0	1.0
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Executive Services	3.8	2.0	2.0	2.0
Development and Community				
Permanent - Full time	29.0	26.0	26.0	26.0
Women	18.0	17.0	17.0	17.0
Men	11.0	9.0	9.0	9.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	15.9	4.6	4.6	4.6
Women	9.1	3.4	3.4	3.4
Men	6.7	1.2	1.2	1.2
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Development and Community	44.9	30.6	30.6	30.6
Infrastructure and Delivery				
Permanent - Full time	64.0	73.0	73.0	73.0
Women	16.0	15.0	15.0	15.0
Men	48.0	58.0	58.0	58.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	8.5	8.6	8.6	8.6
Women	3.9	6.6	6.6	6.6
Men	4.5	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Infrastructure and Delivery	72.5	81.6	81.6	81.6
Performance and Transformation				
Permanent - Full time	17.6	18.0	18.0	18.0
Women	9.0	13.0	13.0	13.0
Men	8.6	5.0	5.0	5.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	7.4	6.9	6.9	6.9
Women	7.4	6.5	6.5	6.5
Men	0.0	0.4	0.4	0.4
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Performance and Transformation	25.0	24.9	24.9	24.9
<<detail organisation structure as appropriate>>				
Permanent - Full time	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0
Women	0.0	0.0	0.0	0.0
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total <<detail organisational structure as appropriate>>	0.0	0.0	0.0	0.0
Casuals and temporary staff	11.7	17.1	17.1	17.1
Capitalised labour	10.4	8.8	8.8	8.8
Total staff numbers	**157.8**	**156.2**	**156.2**	**156.2**

04. Notes to the Financial Statements

This section presents detailed information on the main components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

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

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount Councils may increase rates in a year, without an approved Essential Services Commission (ESC) approved rate cap application. For 2026/27 year the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in the context of the Financial Vision 2024-2027, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

This budget will raise total rates and charges for 2026/27 of 29.5M.

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

	2025/26 Forecast Actual	2026/27 Budget	Change	
	$'000	$'000	$'000	%
General rates*	23,176	23,945	769	3.3%
Waste management charge	2,665	2,444	(221)	-8.3%
Service rates and charges	3,071	2,753	(318)	-10.4%
Supplementary rates and rate adjustments	25	75	50	198.6%
Interest on rates and charges	315	330	15	4.7%
Revenue in lieu of rates	6	7	1	26.4%
Total rates and charges	**29,258**	**29,554**	**296**	**1.0%**

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

The 3.3% general rate income increase includes income from supplementary valuations.

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or

class of land compared with the previous financial year

Type or class of land	2025/26 cents/$CIV*	2026/27 cents/$CIV*	Change
General rate for rateable residential properties	0.002414	0.002527	**4.69%**
Rate concession for farm properties	0.001569	0.001642	**4.69%**
General rate for commercial properties	0.002800	0.002931	**4.69%**
General rate for mixed use properties	0.002800	0.002931	**4.69%**
General rate for industrial properties	0.002800	0.002931	**4.69%**
General rate for vacant land township properties	0.003017	0.003158	**4.69%**
General rate for vacant land other properties	0.002414	0.002527	**4.69%**
Rate concession for trust for nature properties	0.001207	0.001263	**4.68%**
Rate concession for recreational properties	0.001207	0.001263	**4.68%**

*Cents/$CIV are subject to minor changes as the general revaluation is finalised and will be adopted when the proposed budget is adopted in June 2026.

The proposed 4.69% increase of the rate in the dollar is higher than the rate cap to offset the decrease in property valuations resulting from the general valuation.

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

Type or class of land	2025/26 $'000	2026/27 $'000	Change $'000	Change %
Residential	15,670	**16,249**	579	**3.7%**
Farm	2,673	**2,779**	106	**4.0%**
Commercial	2,668	**2,733**	65	**2.4%**
Industrial	123	**137**	14	**11.0%**
Mixed Use	409	**413**	3	**0.9%**
Vacant land - township	780	**768**	(12)	**-1.5%**
Vacant land - other	811	**825**	14	**1.7%**
Trust for nature	24	**25**	1	**2.4%**
Recreational	17	**18**	1	**3.0%**
Total amount to be raised by general rates	**23,176**	**23,946**	**770**	**3.3%**

**Recreational not subject to the rate cap.*

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

Type or class of land	2025/26 Budget Number	2026/27 Budget Number	Change Number	Change %
Residential	8,146	**8,241**	95	**1.17%**
Farm	1,188	**1,197**	9	**0.76%**
Commercial	927	**934**	7	**0.76%**
Industrial	63	**64**	1	**1.59%**
Mixed use	126	**123**	(3)	**-2.38%**
Vacant land - township	659	**646**	(13)	**-1.97%**
Vacant land - other	835	**825**	(10)	**-1.20%**
Trust for nature	24	**24**	0	**0.00%**
Recreational	13	**13**	0	**0.00%**
Total number of assessments	**11,981**	**12,067**	**86**	**0.7%**

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

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

Type or class of land	2025/26 $'000	2026/27 $'000	Change $'000	Change %
Residential	6,467,771	**6,431,188**	(36,583)	**-1%**
Farm	1,704,366	**1,692,134**	(12,232)	**-1%**
Commercial	938,589	**932,499**	(6,090)	**-1%**
Industrial	43,620	**46,605**	2,985	**7%**
Mixed use	145,960	**140,785**	(5,175)	**-4%**
Vacant land - township	259,164	**243,145**	(16,019)	**-6%**
Vacant land - other	343,334	**326,451**	(16,883)	**-5%**
Trust for nature	19,885	**19,450**	(435)	**-2%**
Recreational	14,470	**14,270**	(200)	**-1%**
Total value of land	**9,937,159**	**9,846,527**	**(90,632)**	**-1%**

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

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

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

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

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

Type of Charge	Per Rateable Property 2025/26 $	Per Rateable Property 2026/27 $	Change $	Change %
Kerbside landfill - township (120L) - fortnightly	120	**100**	(20)	**-17%**
Kerbside landfill - rural (140L) - fortnightly	140	**110**	(30)	**-21%**
Kerbside mixed recycling (240L) - fortnightly	110	**80**	(30)	**-27%**
Kerbside food & garden organics (120L) - weekly	150	**150**	0	**0%**
Kerbside landfill - commercial (240L) - weekly	485	**800**	315	**65%**
Waste management improved charge	230	**210**	(20)	**-9%**
Waste management unimproved charge	230	**210**	(20)	**-9%**
Commercial	485	**800**	315	**65%**

A comprehensive review has been conducted in respect to waste charges, resulting in an overall reduction in charges passed onto the ratepayer. Food & garden organics is remaining the same as 2025/26, and commercial waste collection is increasing. A commercial kerbside landfill collection evaluation determined a substantial increase was required to ensure Council is complying with competitive neutrality principles in providing commercial collection services.

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

Type of Charge	2025/26	2026/27	Change	
	$'000	$'000	$'000	%
Kerbside landfill - township (120L) - fortnightly	684	**608**	(76)	**-11%**
Kerbside landfill - rural (140L) - fortnightly	316	**280**	(36)	**-11%**
Kerbside mixed recycling (240L) - fortnightly	905	**702**	(203)	**-22%**
Kerbside food and garden organics (120L) - weekly	848	**866**	18	**2%**
Kerbside landfill - commercial (240L) - weekly	129	**297**	168	**130%**
Waste management improved charge	2,266	**2,101**	(164)	**-7%**
Waste management unimproved charge	382	**343**	(39)	**-10%**
Total	**5,530**	**5,197**	**(332)**	**-6%**

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

	2025/26	2026/27	Change	
	$'000	$'000	$'000	%
Residential	15,610	**16,249**	639	**4%**
Farm	2,674	**2,779**	105	**4%**
Commercial	2,628	**2,733**	105	**4%**
Industrial	122	**137**	15	**12%**
Mixed use	409	**413**	4	**1%**
Vacant land - township	782	**768**	(14)	**-2%**
Vacant land - other	829	**825**	(4)	**-1%**
Trust for nature	24	**25**	1	**2%**
Recreational	17	**18**	1	**6%**
Supplementary rates and rate adjustments	120	**75**	(45)	**-38%**
Interest on rates and charges	200	**330**	130	**65%**
Revenue in lieu of rates	7	**7**	0	**0%**
Kerbside landfill - township (120L) - fortnightly	1,130	**608**	(522)	**-46%**
Kerbside landfill - rural (140L) - fortnightly	905	**280**	(625)	**-69%**
Kerbside mixed recycling (240L) - fortnightly	848	**702**	(146)	**-17%**
Kerbside food and garden organics (120L) - weekly	848	**866**	18	**2%**
Kerbside landfill - commercial (240L) - weekly	129	**297**	168	**130%**
Waste management improved charge	2,266	**2,101**	(165)	**-7%**
Waste management unimproved charge	382	**343**	(39)	**-10%**
Total Rates and charges	**29,930**	**29,555**	(375)	-1%

4.1.1(l) Fair Go Rates System Compliance

Hepburn Shire Council is **fully compliant** with the State Government's Fair Go Rates System. The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	Budget 2025/26	Budget 2026/27
Total Rates	$ 20,982,320	$ 23,287,185
Number of rateable properties	11,965	12,054
Base Average Rate	$ 1,753.64	$ 1,931.91
Maximum Rate Increase (set by the State Government)	**10.00%**	**2.75%**
Capped Average Rate	$ 1,929.01	$ 1,985.03
Maximum General Rates and Municipal Charges Revenue	$ 23,080,552	$ 23,927,583
Budgeted General Rates and Municipal Charges Revenue	$ 23,076,520	$ 23,927,583
Budgeted Recreational Rates	$ 17,461	$ 17,988
Budgeted Supplementary Rates	$ 120,000	$ 75,000
Budgeted Total Rates and Municipal Charges Revenue	$ 23,213,981	$ 24,020,571

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

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

- The making of supplementary valuations (2026/27: estimated $75,000)
- The variation of returned levels of value (eg. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land that becomes commercial land and vice versa.

4.1.1(n) Differential rates

Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are (noting that these are subject to change until final valuations are received from the Victorian Valuer-General):

- A general rate of 0.25266% (0.25266 cents in the dollar of CIV) for all rateable residential properties;
- A concessional rate of 0.16423% (0.16423 cents in the dollar of CIV) for all rateable farm properties;
- A general rate of 0.29309% (0.29309 cents in the dollar of CIV) for all rateable commercial properties;
- A general rate of 0.29309% (0.29309 cents in the dollar of CIV) for all rateable industrial properties;
- A general rate of 0.29309% (0.29309 cents in the dollar of CIV) for all rateable mixed use properties;
- A general rate of 0.31583% (0.31583 cents in the dollar of CIV) for all rateable vacant land-township properties;
- A general rate of 0.25266% (0.25266 cents in the dollar of CIV) for all rateable vacant land-other properties;
- A concessional rate of 0.12633% (0.12633 cents in the dollar of CIV) for all rateable trust for nature properties;
- A concessional rate of 0.12633% (0.12633 cents in the dollar of CIV) for all rateable recreation properties;

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the type of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below. There are no changes to rating differentials proposed in the 2025/26 budget. Comprehensive details on rates can be found in the Revenue and Rating Plan 2025-2029.

General Rate - Residential rateable land which is used solely for residential purposes and the balance of land defined by exception to the general rate.

Farm Rate - Rateable land identified and defined as farmland and which is used solely for the purpose of farming as defined in section 2(1) of the Valuation of Land Act 1960 and is deemed to be a property for primary production purposes as accepted by the Australian Taxation Office

Commercial Rate - Rateable land which is used solely for commercial purposes. Includes rateable land which is used for short term accommodation which does not qualify as Residential under the Residential Tenancies Act 1997 characterised by stays of greater than 60 days and the existence of a tenancy agreement to which the Residential Tenancy Act 1997 applies.

Industrial Rate - Rateable land which is used solely for industrial purposes.

Mixed Used Rate - Rateable land which is not used solely for residential or commercial or farmland or industrial or recreational but is a combination of residential and at least one other category.

Trust For Nature Rate - Rateable land which has a Trust for Nature Covenant applying to the land. A Trust for Nature Covenant enables the permanent protecting of significant areas of natural bush land. To encourage landowners to voluntarily place conservation covenants on their land, Council will offer a lower differential compared to the general rate.

Vacant Land (Township Rate) - Rateable land, within township boundaries, which does not form part of a commercial or industrial or farming enterprise or recreational purpose or upon which a residence is erected.

Vacant Land (Other Rate) - Rateable land which does not form part of a commercial or industrial or farming enterprise or recreational purpose or upon which a residence is erected. This applies to all vacant land that does not meet the definition of “township” above.

Vacant Premises (Commercial) - Vacant rateable premises which, if occupied, would be used solely for commercial purposes.

Vacant Premises (Industrial) - Vacant rateable premises which, if occupied, would be used solely for industrial purposes.

Recreational Rate - Rateable land upon which sporting, recreational or cultural activities are conducted,

including buildings which may be ancillary to such activities. Profits from recreational land must be applied in promoting its objectives. The definition of "recreational lands" is per section 2 of the Cultural and Recreational Lands Act 1964. The recreational differential will not apply to any component of the property that is used for gaming. This component will be rated as commercial.

4.1.2 Statutory fees and fines

	Forecast Actual 2025/26	Budget 2026/27	Change	
	$'000	$'000	$'000	%
Infringements and costs	58	**102**	44	**77%**
Permits	174	**93**	(81)	**-47%**
Registration fees	280	**336**	56	**20%**
Planning fees	300	**315**	15	**5%**
Other fees and fines	97	**95**	(3)	-3%
Total statutory fees and fines	**908**	**940**	**32**	**3%**

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Public Health and Wellbeing Act 2008 registrations, infringements and planning fees. Increases in statutory fees unit rates are made in accordance with legislative requirements. The reduction in permits is due to a decrease in development activities (building permits) compared to previous years, which saw an increase in development post-pandemic.

4.1.3 User fees

	Forecast Actual 2025/26	Budget 2026/27	Change	
	$'000	$'000	$'000	%
Aquatic centres	11	**14**	**2**	**19%**
Building services	115	**162**	**47**	**40%**
Waste management services	550	**680**	**130**	**24%**
Other fees and charges	130	**66**	**(64)**	**-49%**
Total user fees	**807**	**922**	**115**	**14%**

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of transfer stations, leisure, and other community facilities and the provision of building services. User charges are projected to increase by 14% or $115,000 over 2025/2026. The council plan includes a strategy to actively purse alternative revenue opportunities, and Council has funded in the 2026/27 budget to undertake this detailed work.

4.1.4 Grants

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

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	6,402	8,739	2,337	36%
State funded grants	5,437	1,681	(3,756)	-69%
Total grants received	**11,839**	**10,420**	(1,419)	-12%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	2,264	4,721	2,457	109%
Financial Assistance Grants - Local Roads	1,057	2,175	1,118	106%
Community health	5	1	(4)	-84%
Recurrent - State Government				
Libraries	177	182	5	3%
Maternal and child health	173	281	108	62%
Emergency management and preparation	120	120	0	0%
School crossing supervisors	48	50	2	4%
Youth	40	41	1	3%
Community safety	-	3	3	100%
Other	59	64	5	8%
Total recurrent grants	**3,943**	**7,637**	**3,694**	**94%**
Non-recurrent - State Government			0	
Emergency management and preparation	777	-	(777)	-100%
Family and Children	32	-	(32)	-100%
Other	484	2	(483)	-100%
Total non-recurrent grants	**1,293**	**2**	(1,292)	-100%
Total operating grants	**5,236**	**7,639**	2,403	46%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,582	1,841	259	16%
Total recurrent grants	**1,582**	**1,841**	259	16%
Non-recurrent - Commonwealth Government				
Roads and bridges	520	-	(520)	-100%
Flood Recovery	258	-	(258)	-100%
Drainage	320	-	(320)	-100%
Buildings	396	-	(396)	-100%
Non-recurrent - State Government			0	
Roads	-	220	220	100%
Buildings	347	-	(347)	-100%
Recreation	597	-	(597)	-100%
Other	2,583	720	(1,863)	-72%
Total non-recurrent grants	**5,021**	**940**	(4,081)	-81%
Total capital grants	**6,603**	**2,781**	(3,822)	-58%
Total Grants	**11,839**	**10,420**	**(1,419)**	**-12%**

Operating grants will increase by $2.4m due to the Victorian Grants Commission Grant funding being budgeted to be received in 2026/27. In 2025/26, the funding was received early and recognised in 2024/25, therefore the 2025/26 forecast appears lower than usual for this reason. Capital Grants will decrease by $3.8m as major capital projects with associated grant funding associated are scheduled for completion in 2025/26.

Section 4.5 "Capital works program" includes a more detailed listing of the capital grants expected to be received during the 2026/27 year.

4.1.5 Contributions

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Monetary - public open space contributions	150	**150**	**-**	0%
Monetary - capital projects	-	**20**	**20**	100%
Non-monetary	-	**-**	**-**	
Total contributions	**150**	**170**	**20**	**13%**

Contributions relate to monies paid by developers in regard to public open space and recreation land, drainage, and car parking in accordance with planning permits issued for property development, as well as community group contributions to capital works.

4.1.6 Net Gain/(Loss) on Disposal of Assets

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Proceeds from sale of property	-	250	250	100%
Proceeds from sale of plant	207	477	270	131%
Written down value of plant	(27)	(414)	(387)	1433%
Total Gain/(Loss) on Disposal of Assets	**180**	**313**	**133**	**74%**

4.1.7 Other income

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Interest	241	**200**	(41)	**-17%**
Investment property rental	1,192	**1,232**	40	**3%**
Other	65	**129**	64	**99%**
Total other income	**1,498**	**1,562**	**64**	**4%**

Other income relates to a range of items such as sale of materials, cost recoups and other miscellaneous income items. It also includes interest revenue on investments, and rental income.

4.1.8 Employee costs

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Wages and salaries	13,837	**14,086**	249	**2%**
WorkCover	456	**343**	(113)	**-25%**
Superannuation	1,682	**1,822**	140	**8%**
Fringe Benefits Tax	84	**120**	36	**43%**
Other initiatives	22	**-**	(22)	**-100%**
Total employee costs	**16,081**	**16,371**	**290**	**2%**

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, Workcover premium and fringe benefits tax.

Employee costs are budgeted to increase by 2.0% or $290k compared to 2025/26 due to the review of operational effectiveness across all services within Council during 2025/26 to ensure future financial sustainability, and service cuts required per the Financial Vision, offset by the Enterprise Agreement increase of 3.5%.

A summary of human resources expenditure categorised according to the organisational structure of Council is included in '3.6 Statement of Human Resources'.

4.1.9 Materials and services

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Contract and external suppliers	8,084	**7,076**	(1,009)	**-12%**
Building maintenance	209	**228**	19	**9%**
Materials and maintenance	3,770	**2,946**	(823)	**-22%**
Utilities	590	**489**	(101)	**-17%**
Office administration	185	**284**	98	**53%**
Information technology	995	**1,260**	265	**27%**
Insurance	787	**841**	54	**7%**
Total materials and services	**14,622**	**13,125**	**(1,497)**	**-10%**

Materials and services include the purchases of consumables and payments to contractors for the provision of services and utility costs. Materials and services are budgeted to decrease by 10% or $1.4m compared to 2025/26. A major impact of the decrease in costs relates to the identified operational efficiencies for Council and a smaller program of one-off special operating projects, and this is offset by anticipated increases in fuel costs and legal expenses.

4.1.10 Depreciation – property, plant and equipment

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Property	3,359	**3,666**	307	**9%**
Plant & equipment	1,320	**824**	(496)	**-38%**
Infrastructure	7,156	**7,809**	654	**9%**
Total depreciation	**11,835**	**12,300**	**465**	**4%**

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

Councils' depreciation expense has significantly increased in recent years – and well above expected renewal rates. As a non-cash item this does not impact on the overall financial sustainability of Council, but it does impact a number of ratios. Therefore, Council will review its depreciation rates and methodology during 2026/27, to ensure it is a comparable indicator for Council's renewal investment. Council has taken the conservative option and included the increased depreciation for the 2026/27 budget while we undertake the review.

4.1.11 Depreciation – right of use assets

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Right of use assets	165	**165**	-	**0.00%**
Total depreciation - right of use assets	165	165	-	-

Australian Accounting Standards require organisations to recognise leased assets in the balance sheet and depreciate the use of those assets in the income statement. The right of use asset applicable is 24 Vincent St Daylesford.

4.1.12 Allowance for Impairment Losses and Bad Debts

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Allowance for impairment losses & bad debts	230	6	(224)	-97%
Total allowance for impairment losses and bad debts	**230**	**6**	**(224)**	**-97%**

Council occasionally writes off debts it can no longer recover. The large decrease relates to a one-off rent abatement in 2025/26 which is not expected to reoccur in 2026/27.

4.1.13 Borrowing Costs

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Borrowing costs for loans	555	**479**	(76)	**-14%**
Total borrowing costs	**555**	**479**	**(76)**	**-14%**

Council has a number of loans which have funded significant capital works projects over past years. There is no new borrowings in 2026/27.

4.1.14 Other expenses

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Auditors remuneration- VAGO	56	**56**	-	0%
Auditors remuneration - Internal	33	**33**	-	0%
Councillors allowances	270	**286**	15	6%
Community grants	261	**266**	6	2%
Other expenses	311	**283**	(28)	-9%
Total other expenses	930	923	**(7)**	**-1%**

Other expenses relate to a range of unclassified items including contributions to community groups, audit expenses, Councillor allowances and other miscellaneous expenditure items. Other expenses are budgeted to decrease by 1% or $7k compared to 2026/27 due to the review of operational effectiveness across all services within Council to ensure future financial sustainability.

4.2 Balance Sheet

4.2.1 Assets

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
Assets				
Current assets				
Cash and cash equivalents	8,743	**9,226**	484	6%
Trade and other receivables	5,341	**5,772**	431	8%
Other financial assets	190	**190**	-	0%
Inventories	12	**12**	-	0%
Other assets	161	**161**	-	0%
Total current assets	14,447	**15,361**	**914**	**6%**
Non-current assets				
Property, infrastructure, plant & equipment	538,887	**563,014**	24,127	4%
Right of use assets	853	**853**		
Total non-current assets	539,740	**563,867**	**24,127**	**4%**
Total assets	554,186	**579,228**	**25,042**	**5%**

Cash and cash equivalents include cash on hand, deposits at call and term deposits with original maturity dates of 90 days or less. Other financial assets include term deposits which will mature within the next twelve months with original maturity dates of greater than 90 days.

Trade and other receivables include monies owing to Council and include Council rates and charges, fire services property levy, and GST receivable. Inventories include Council's diesel storage and other assets include accrued income and prepaid expenses. Council has demonstrated strong collection rates of receivables.

Property, infrastructure, plant and equipment includes all of Council's land, buildings, vehicles, plant, information technology, roads, bridges, recreational and other infrastructure assets. The value of these non-current assets represent their written down values, which is either their acquisition cost less accumulated depreciation or current valuation following an asset revaluation.

4.2.2 Liabilities

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
Liabilities				
Current liabilities				
Trade and other payables	4,086	**4,086**	-	0%
Trust funds and deposits	1,666	**1,666**	-	0%
Contract and other liabilities	418	**418**		
Provisions	2,515	**2,215**	(300)	-12%
Interest-bearing liabilities	1,896	**1,896**	-	0%
Other Liabilities	135	**135**	-	-100%
Total current liabilities	10,716	**10,416**	**(300)**	**-3%**
Non-current liabilities				
Provisions	412	**412**	-	0%
Interest-bearing liabilities	9,941	**7,966**	(1,974)	-20%
Other Liabilities	10	**10**		
Lease Liabilities	613	**613**	-	0%
Total non-current liabilities	10,976	**9,002**	**(1,974)**	**-18%**
Total liabilities	21,692	**19,418**	**(2,274)**	**-10%**

Trade and other payables include amounts owed to suppliers for goods and or services and other accrued expenses. Trust funds and deposits represent amounts received as deposits and retention amounts controlled by Council until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Provisions include liability for accrued employee benefits and landfill rehabilitation. Interest bearing liabilities reflect the outstanding principal balance of previous borrowings. Current interest-bearing liabilities illustrate that portion that is likely to be repaid in the upcoming twelve months.

It is important to note, that Council has been and will continue to be in a position to pay all debts as they are due and payable.

4.2.3 Borrowings

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

	Forecast Actual 2025/26 $	Budget 2026/27 $	Projections 2027/28 $	2028/29 $	2029/30 $
Amount borrowed as at 30 June of the prior year	11,837	9,941	7,966	5,911	3,770
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	(1,896)	(1,974)	(2,055)	(2,140)	(2,417)
Amount of borrowings as at 30 June	**9,941**	**7,966**	**5,911**	**3,770**	**1,353**

Borrowings are an important funding source which enables funding for capital works or other items as identified without adversely affecting Council's liquidity position. Council has determined that no new loans will be taken out in 2026/27.

4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below. Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities.

	Forecast Actual 2025/26 $	Budget 2026/27 $
Right-of-use assets	-	-
Property	853	853
Vehicles	-	-
Other, etc.	-	-
Total right-of-use assets	853	853
Lease liabilities		
Current lease Liabilities		
Land and buildings	135	135
Plant and equipment	-	-
Other, etc.	-	-
Total current lease liabilities	135	135
Non-current lease liabilities		
Land and buildings	613	613
Plant and equipment	-	-
Other, etc.	-	-
Total non-current lease liabilities	613	613
Total lease liabilities	748	748

4.2.5 Unrestricted Cash

The projections for 2027/28 through to 2029/30 are based on the Adopted Long-term Financial Plan. These will be reviewed in the 2026/27 financial year.

	Budget	Projections		
	2026/27	2027/28	2028/29	2029/30
	$'000	$'000	$'000	$'000
Cash and Cash Equivalents at end of financial year	**9,226**	9,674	9,680	10,922
Less				
Statutory Reserves	**4,826**	4,876	4,876	5,126
Discretionary Reserves	**2,029**	2,029	2,029	2,029
Trust Funds and Deposits	**1,666**	1,697	1,734	1,694
Budgeted unrestricted cash at end of financial year	**705**	**1,072**	**1,041**	**2,073**

Council has continued to focus on returning its unrestricted cash to a positive position. Unrestricted cash is forecast as a surplus of $0.700m at June 2027. This is a modest buffer against unforeseen circumstances and leaves little room for discretionary expenditure.

It is important to note that Council adopts a conservative approach in calculating unrestricted cash by including discretionary reserve balances. This approach is taken because Council has committed to the community on the use of these funds, even though there are no legislative restrictions. Reporting by State Government, including that by the Victorian Auditor Generals Officers (VAGO) excludes discretionary reserves. If Council were to use this ratio, the unrestricted cash would be much higher, as demonstrated in the above table.

The level of unrestricted cash is manageable but needs constant attention, and is in line with our Financial Vision, with the level being on the lower side early in the 10-years and improving over the medium term.

4.3 Statement of Changes in Equity

4.3.1 Reserves

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2026/2027 Budget				
Balance at beginning of the financial year	532,495	139,707	386,264	6,524
Surplus/(deficit) for the year	27,015	511	26,504	
Transfers to other reserves		(1,021)		1,021
Transfers from other reserves	-	690		(690)
Balance at end of the financial year	559,809	140,187	412,768	6,855

Council has allocated funds to reserves for specific purposes. These reserves are with statutory or discretionary reserves. Statutory reserve funds must be applied for specified statutory purposes in accordance with various legislative requirements. Discretionary reserves have been established by Council regarding the future use of these funds. Net reserve movements for 2025/2026 are forecast to be a transfer to reserves of $0.3m. Each reserve and their forecast balance are shown below, with all 'other reserves' cash backed.

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Asset revaluation reserve	386,264	412,768	26,504	7%
Other reserves				
Open Space Recreation Reserve *	2,094	2,147	53	3%
Mineral Springs Reserves Financial Reserve	308	1,085	777	253%
Waste Management Reserve	1,928	1,595	(333)	-17%
Discretionary Reserves				
Clunes Caravan Park	7	7	0	0%
Heritage Advisory Fund Reserve	20	20	0	0%
Mt Beckw orth Pit Reserve	28	28	0	0%
Smeaton Hill Pit Reserve	74	74	0	0%
Grants Reserve	507	507	0	0%
Staff Accommodation and Community Facilities Reserve	1,558	1,393	(165)	-11%
Total Other Reserves	**6,524**	**6,856**	332	5%
Total Reserves	**392,788**	**419,624**	26,836	7%

4.3.2 Equity

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	Change %
Equity				
Accumulated surplus	139,707	**140,187**	480	0%
Reserves	392,788	**419,624**	26,836	7%
Total equity	532,495	**559,809**	27,314	5%

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
	Inflows (Outflows)	**Inflows (Outflows)**		
Rates and charges	31,001	28,667	(2,334)	-8%
Statutory fees and fines	908	940	32	3%
User fees	807	922	115	14%
Grants - Operating	4,168	7,639	3,471	83%
Grants - Capital - Recurrent & Non Current	6,241	2,781	(3,460)	-55%
Contributions - monetary	150	170	20	13%
Interest received	170	200	30	18%
Rent Received	1,192	1,450	258	22%
Other Receipts	136	362	226	166%
Employee costs	(16,081)	(16,371)	(290)	2%
Materials and services	(14,622)	(13,125)	1,497	-10%
Other payments	(930)	(923)	7	-1%
Net cash provided by/(used in) operating activities	13,141	**12,712**	**(429)**	**-3%**

Cash flows from operating activities refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.

The 2026/2027 budget for net cash provided by operating activities is $12.7 million, which is $0.4 million less than 2025/2026.

4.4.2 Net cash flows provided by/used in investing activities

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
	Inflows (Outflows)	**Inflows (Outflows)**		
Payments for property, infrastructure, plant and equipment	(15,441)	(10,502)	4,939	-32%
Proceeds from sale of property, infrastructure, plant and equipment	180	727	547	304%
Net cash provided by/ (used in) investing activities	(15,261)	**(9,775)**	**5,486**	**-36%**

Cash flows from investing activities refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and other financial assets including term deposits greater than 90 days maturity.

The 2026/2027 budget for net cash used in investing activities is $9.78M, which is $5.4M less than 2025/2026, mainly due to the decrease in the capital works program.

4.4.3 Net cash flows provided by/used in financing activities

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
	Inflows (Outflows)	**Inflows (Outflows)**		
Borrowing Costs	(555)	(479)	76	-14%
Repayment of borrowings	(1,951)	(1,974)	(23)	1%
Net cash provided by/(used in) financing activities	(2,506)	**(2,454)**	52	**-2%**

Cash flows from the financing activities refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

4.5 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2025/2026 year, classified by expenditure type and funding sources.

4.5.1 Summary

	Forecast Actual 2025/26 $'000	Budget 2026/27 $'000	Change $'000	%
Property	2,819	**1,329**	1,490	52.85%
Plant and equipment	2,053	**2,324**	271	13.20%
Infrastructure	10,568	**6,849**	(3,719)	-35.19%
Total	**15,440**	**10,502**	**(4,938)**	**-31.98%**

	Project Cost	Asset expenditure types				Summary of Funding Sources				
	$'000	New $'000	Renewal $'000	Upgrade $'000	Expansion $'000	Grants $'000	Contributions $'000	Council cash $'000	Reserves $'000	Asset Sales $'000
Property	**1,329**	165	614	550	-	350	-	364	365	250
Plant and equipment	**2,324**	-	2,324	-	-	-	-	1,847	-	477
Infrastructure	**6,849**	33	6,037	779	-	2,431	20	4,101	297	0
Total	**10,502**	**198**	**8,976**	**1,329**	-	**2,781**	**20**	**6,312**	**662**	**727**

4.5.2 Capital works program

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Reserves	Asset Sales
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
PROPERTY										
Buildings										
Forward Design Program	110		110							110
Minor Capital Works	110		110							110
Lee Medlyn Bottle Museum Future Feasibility	110		110					80		30
Office Accommodation Study & Rationalisation	165	165							165	
Daylesford Transfer Station minor works	200			200					200	
Building Accessibility Compliance	121		121					121		
Creswick Senior Citizens Centre - roof works	121		121					121		
Daylesford Town Hall Electrical Stage 2	42		42					42		
Glenlyon Pavilion Construction	350			350		350				
TOTAL PROPERTY	**1,329**	**165**	**614**	**550**	**-**	**350**	**-**	**364**	**365**	**250**
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment										
Vehicle and Plant Replacement	1,611		1,611					1,134		477
Computers and Telecommunications										
IT Hardware / Technology Renewal Program	650		650					650		
Library books										
Library Collection Renewal	63		63					63		
TOTAL PLANT AND EQUIPMENT	**2,324**	**0**	**2,324**	**0**	**-**	**0**	**0**	**1,847**	**0**	**477**

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Reserves	Asset Sales
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
INFRASTRUCTURE										
Roads										
Forward Design Program	110		110					110		
Minor Capital Works	110		110					110		
Porcupine Ridge Road	792		792			792				
Ford Street & Back Glenlyon Road	721		721			721				
Asphalt Overlays	242		242					242		
Annual Road Reseal Program Preparation	202		202					202		
Annual Road Reseal Program	1,143		1,143			328		815		
Verge Improvement Program	110		110					110		
Gravel Road Resheet Program	878		878					878		
Albert Street - road safety works	300			300		300				
Stanbridge Street, stage 2	220			220		220				
Bridges										
Level 2 Condition Audit Outcomes	237		237					237		
Footpaths and Cycleways										
Minor Capital Works	110		110					110		
Long Point Pathway (feasibility)	33	33				30		3		
Smith Street	120		120					120		
Drainage										
Minor Capital Works	110		110					110		
Recreational, Leisure & Community Facilities										
Forward Design Program	110		110					110		
Minor Capital Works Program	110		110					110		
Aquatics Renewal Program	290		290					290		
Hardcourt Renewal Program	121		121					121		
Trentham Cricket Nets*	157		157			40	20		97	
Doug Lindsay Irrigation	186	0		186				186		
Street & Reserve Bin Renewal Program	200		200				0		200	
Township Improvement Program	110		110					110		
BBQ & Park Furniture Renewal Program	55		55					55		
Clunes Recreation Reserve masterplan	73	0		73				73		
TOTAL INFRASTRUCTURE	**6,849**	33	6,037	779	0	2,431	20	4,101	297	0
TOTAL NEW CAPITAL WORKS	**10,502**	**198**	**8,976**	**1,329**	**0**	**2,781**	**20**	**6,312**	**662**	**727**

The capital works program for 2026/27 highlights that a number of major projects have been completed and reduced grant funding has resulted in a reduction of new projects being included in the budget. Projects funded in 2025/26 but not yet delivered will continue and funds will be carried forward if not finalised by 30 June 2026.

4.5.3 Summary of Planned Capital Works expenditure

For the years ended 30 June 2028, 2029, and 2030

	Asset Expenditure Types					Funding Sources			
2027/28	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	1,077	0	1,077	0	0	1,077	0	0	1,077	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	1,077	0	1,077	0	0	1,077	0	0	1,077	0
Total Property	**1,077**	**0**	**1,077**	**0**	**0**	**1,077**	**0**	**0**	**1,077**	**0**
Plant and Equipment										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,222	0	2,222	0	0	2,222	0	0	2,222	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	215	0	215	0	0	215	0	0	215	0
Library books	65	0	65	0	0	65	0	0	65	0
Total Plant and Equipment	**2,502**	**0**	**2,502**	**0**	**0**	**2,502**	**0**	**0**	**2,502**	**0**
Infrastructure										
Roads	4,783	0	4,783	0	0	4,783	1,938	0	2,845	0
Bridges	1,077	0	1,077	0	0	1,077	0	0	1,077	0
Footpaths and cycleways	215	0	215	0	0	215	0	0	215	0
Drainage	106	0	106	0	0	106	0	0	106	0
Recreational, leisure and community facilities	248	0	248	0	0	248	0	0	248	0
Waste management	0	0	0	0	0	0	0	0	0	0
Parks, open space and streetscapes	253	0	253	0	0	253	0	0	253	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	0	0	0	0	0	0	0	0	0	0
Total Infrastructure	**6,682**	**0**	**6,682**	**0**	**0**	**6,682**	**1,938**	**0**	**4,744**	**0**
Total Capital Works Expenditure	**10,261**	**0**	**10,261**	**0**	**0**	**10,261**	**1,938**	**0**	**8,323**	**0**

4.5.3 Summary of Planned Capital Works expenditure (cont.)

For the years ended 30 June 2028, 2029, and 2030

2028/29	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	1,104	0	1,104	0	0	1,104	0	0	1,104	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	1,104	0	1,104	0	0	1,104	0	0	1,104	0
Total Property	**1,104**	**0**	**1,104**	**0**	**0**	**1,104**	**0**	**0**	**1,104**	**0**
Plant and Equipment										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,245	0	2,245	0	0	2,245	0	0	2,245	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	221	0	221	0	0	221	0	0	221	0
Library books	66	0	66	0	0	66	0	0	66	0
Total Plant and Equipment	**2,532**	**0**	**2,532**	**0**	**0**	**2,532**	**0**	**0**	**2,532**	**0**
Infrastructure										
Roads	5,646	0	5,646	0	0	5,646	1,938	0	3,708	0
Bridges	248	0	248	0	0	248	0	0	248	0
Footpaths and cycleways	221	0	221	0	0	221	0	0	221	0
Drainage	108	0	108	0	0	108	0	0	108	0
Recreational, leisure and community facilities	237	0	237	0	0	237	0	0	237	0
Waste management	0	0	0	0	0	0	0	0	0	0
Parks, open space and streetscapes	524	0	524	0	0	524	0	0	524	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	0	0	0	0	0	0	0	0	0	0
Total Infrastructure	**6,984**	**0**	**6,984**	**0**	**0**	**6,984**	**1,938**	**0**	**5,046**	**0**
Total Capital Works Expenditure	**10,620**	**0**	**10,620**	**0**	**0**	**10,620**	**1,938**	**0**	**8,682**	**0**

2029/30	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
Total Land	0	0	0	0	0	0	0	0	0	0
Buildings	1,131	0	1,131	0	0	1,131	0	0	1,131	0
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
Building improvements	0	0	0	0	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0	0	0	0	0
Total Buildings	1,131	0	1,131	0	0	1,131	0	0	1,131	0
Total Property	**1,131**	**0**	**1,131**	**0**	**0**	**1,131**	**0**	**0**	**1,131**	**0**
Plant and Equipment										
Heritage plant and equipment	0	0	0	0	0	0	0	0	0	0
Plant, machinery and equipment	2,057	0	2,057	0	0	2,057	0	0	2,057	0
Fixtures, fittings and furniture	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	226	0	226	0	0	226	0	0	226	0
Library books	68	0	68	0	0	68	0	0	68	0
Total Plant and Equipment	**2,351**	**0**	**2,351**	**0**	**0**	**2,351**	**0**	**0**	**2,351**	**0**
Infrastructure										
Roads	4,888	0	4,888	0	0	4,888	1,938	0	2,950	0
Bridges	255	0	255	0	0	255	0	0	255	0
Footpaths and cycleways	226	0	226	0	0	226	0	0	226	0
Drainage	111	0	111	0	0	111	0	0	111	0
Recreational, leisure and community facilities	243	0	243	0	0	243	0	0	243	0
Waste management	0	0	0	0	0	0	0	0	0	0
Parks, open space and streetscapes	343	0	343	0	0	343	0	0	343	0
Aerodromes	0	0	0	0	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0	0	0	0	0
Other infrastructure	0	0	0	0	0	0	0	0	0	0
Total Infrastructure	**6,066**	**0**	**6,066**	**0**	**0**	**6,066**	**1,938**	**0**	**4,128**	**0**
Total Capital Works Expenditure	**9,548**	**0**	**9,548**	**0**	**0**	**9,548**	**1,938**	**0**	**7,610**	**0**

4.6 Non-Capital Projects Program

This section presents a listing of non-capital projects that will be undertaken for the 2026/27. The projects listed below are one-off or cyclical in nature or are additional to funding levels which are ordinarily provided to undertake these activities.

Project Name	Project Cost $'000
Customer Experience Uplift	30
Alternative Revenue Project	20
Community Engagement	60
Aquatics Review	45
LTFP Review	20
Multi EA Negotiations	15
Creswick Town Hall Masterplan	30
TOTAL NON-CAPITAL PROJECTS	220

4.7 Proposals to Lease Council Land

There is a requirement in the Local Government Act for Councils to disclose land that it leases to external people or entities in its Budget each year if it meets certain criteria. Under s115 of the Local Government Act, Council may enter into leases for a time period of longer than 10 years with the following entities in 2026/27:

- Smeaton Bowing Club
- Creswick Motorcycle Club
- Daylesford Men's Shed

05. Targeted Performance Indicators

5.1 Targeted Performance Indicators – Council selected

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

In 2024, Local Government Victoria completed a review of the Local Government Performance Reporting (LGPR) framework. From 2026-27, the framework has shifted from a Service / Financial Area model to an Outcome-focused approach to ensure ongoing relevance. As part of this change, some indicators were retired, revised, or newly introduced. Indicators marked 'N/A' reflect changes in methodology where previous results are not comparable.

Domain / **Indicator**	**Measure**	**Note**	**Actual**	**Forecast**	**Target**	**Target Projections**			**Trend**
			2024/25	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**+/o/-**
Community	**Active travel infrastructure**								
Roads	The length of pedestrian footpaths and bicycle paths per head of population.		N/A	N/A	0.0046	0.0047	0.0049	0.0050	+
Community	**Library visits per head of population**								
Library services	The number of library visits per head of population.		3.8%	4.0%	4.2%	4.4%	4.7%	4.9%	+
Environment	**Gas usage**								
Energy consumption	The total units of metered gas purchased by Council per head of population		N/A	N/A	0.045	0.042	0.040	0.038	+
Environment	**Satisfaction with sealed local roads**								
Roads	The community satisfaction rating out of 100 with how Council has performed on the condition of sealed roads.		33	33	44	44	44	45	+
Governance	**Capital works planning**								
Financial decisions	The actual capital works expenditure as a percentage of budgeted capital works expenditure for the financial year.		126%	68%	85%	90%	90%	95%	+
Governance	**Permanent staff turnover**								
Strategic Planning	The number of permanent staff resignations and terminations as a percentage of the average number of staff.		22.4%	17.0%	17.0%	16.7%	16.3%	16.0%	+
Governance	**Satisfaction with Council decisions**								
Service Planning	Community satisfaction rating out of 100 with the perfromance of council in making decisions in the best interests of the community.		42	43	50	50	50	51	+
Responsiveness	**Council planning decisions upheld at VCAT**								
Statutory Planning	The percentage of planning application decisions subject to review by VCAT that were not set aside.		100	100	100	100	100	100	+

* Further work will be undertaken to refine targets for 2027/28 and beyond.

Key to Target Trend:

+ Increase in Council's overall targets
o Maintaining Council's overall targets
- Decrease in Council's overall targets

5.2 Targeted Performance Indicators – Mandatory

The following table highlights Council's current and projected performance across a selection of targeted performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives. The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Domain / **Indicator**	**Measure**	Note	Actual	Forecast	Target	Target Projections			Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+/o/-
Governance									
Community engagement (council decisions made and implemented with community input)	**Satisfaction with the opportunities offered by Council to be consulted on or engaged in Council decisions** Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	47	53	54	54	54	54	**0**
Environment									
Roads (sealed local roads are maintained and renewed to ensure a safe network)	**Sealed local roads below the intervention level** Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	98%	98%	98%	98%	98%	98%	**o**
Responsiveness									
Statutory planning (Councils decide on planning applications and fulfill their legislative duties in a timely manner)	**Planning applications decided within the relevant required time** Number of planning application decisions made within the relevant required time / Number of planning application decisions made	3	27%	30%	68%	69%	70%	72%	**+**
Environment									
Waste management (waste is minimised and sustainability is promoted)	**Kerbside collection waste to landfill per serviced property** Waste in tonnage collected from kerbside waste collection services sent to landfill / Number of serviced properties	4	N/A	0.0045	0.0046	0.0047	0.0049	0.0050	**+**
Financial management									
Liquidity (sufficient working capital and cash is available to cover expenses)	**Current assets compared to current liabilities** Current assets / current liabilities	5	173%	104%	147%	152%	152%	168%	**+**
Financial forecasting									
Asset renewal and upgrade (renewal and upgrade of assets is planned and delivered)	**Asset renewal and upgrade compared to depreciation** Asset renewal and upgrade expenses / Asset depreciation	6	79%	89%	83%	101%	102%	89%	**o**
Financial management									
Rates concentration (revenue is generated from a range of sources)	**Rates compared to adjusted underlying revenue** Rate revenue / adjusted underlying revenue	7	63.4%	73.3%	69.7%	69.1%	69.1%	69.1%	**o**
Financial management									
Expenditure and revenue level (resources are used efficiently in the delivery of services)	**Expenses per property assessment** Total expenses / no. of property assessments	8	$3,799	$3,681	$3,594	$3,523	$3,621	$3,667	**+**

* Further work will be undertaken to refine targets for 2027/28 and beyond.

Key to Target Trend:

+ Increase in Council's overall targets
o Maintaining Council's overall targets
- Decrease in Council's overall targets

5.3 Financial Performance Indicators

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

The financial performance indicators below are the prescribed financial performance indicators contained in Part 2 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Domain / Indicator	Measure		Actual	Forecast	Budget	Projections			Trend
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	+/o/-
Financial forecasting									
Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)	**Non-current liabilities compared to own-source revenue** Non-current liabilities / own source revenue		42.4%	33.6%	27.0%	18.1%	11.2%	7.8%	+
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	**Loans and borrowings compared to own-source revenue** Interest bearing loans and borrowings / own-source revenue		50.7%	40.5%	33.4%	25.7%	18.0%	10.6%	+
	Loans and borrowings repayments compared to own-source revenue Interest and principal repayments on interest bearing loans and borrowings / own-source revenue		5.6%	8.6%	8.3%	8.2%	7.9%	7.7%	+
Population (population is a key driver of a Council's ability to fund the delivery of services to the community)	**Expenses per head of population** Total expenses/ Population		$2,702	$2,640	$2,578	$2,531	$2,623	$2,679	+
	Infrastructure per head of population Value of infrastructure / Population		$25,206	$32,031	$33,465	$35,029	$36,620	$38,151	o
Revenue and grants (revenue is generated from a range of sources to fund the delivery of services to the community)	**Own-source revenue per head of population** Own source revenue / Population		$1,810	$1,941	$1,979	$2,048	$2,110	$2,174	o
	Recurrent grants per head of population Recurrent grants / Population		$665	$311	$454	$478	$497	$516	o
Financial management									
Liquidity (sufficient working capital and cash is available to cover expenses)	**Cash compared to current liabilities** Cash / current liabilities		173%	135%	147%	152%	152%	168%	+
Operating position (an adjusted underlying surplus is generated in the ordinary course of business)	**Adjusted underlying surplus (or deficit)** Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	-6.1%	1.2%	3.9%	4.2%	3.6%	4.5%	+
Rates effort (rating level is set based on the community's capacity to pay)	**Rates compared to property value** Rate revenue / CIV of rateable properties in the municipal district		0.28%	0.30%	0.30%	0.30%	0.30%	0.30%	o
Expenditure and revenue level (resources are used efficiently in the delivery of services)	**Average rate per property assessment** General rates and municipal charges / no. of property assessments		$1,740	$1,928	$1,988	$2,038	$2,087	$2,139	+
Rates collection (rates and charges are being responsibly collected)	**Rates and charges debt** Unpaid rates and charges / all rates and charges		21%	13%	14%	12%	11%	11%	o

Key to Forecast Trend:

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

Notes to Indicators

Council selected measures with targets

1. Active travel infrastructure

The target for this indicator has been determined based on projected population growth and the expected delivery of infrastructure associated with new developments. It also reflects Council's commitment to supporting community health and wellbeing outcomes, consistent with the Municipal Public Health and Wellbeing Plan, by facilitating opportunities for active transport.

2. Library visits per head of population

The target is based on historical visitation trends and expected demand, aligned with Council Plan objectives to support lifelong learning, social inclusion, and access to community facilities. The measure is part of the measures of success within the Council Plan 2025-2029.

3. Gas usage

The target reflects forecast consumption across Council operations and aligns with Council's Climate Change and Sustainability strategies aimed at improving energy efficiency and reducing emissions over time.

4. Satisfaction with sealed local roads

The target is based on asset condition data and reflects the outcomes of investment levels set in the Asset Plan and long-term Financial Plan.

5. Capital works planning

The target reflects Council's capacity to deliver the adopted Capital Works Program, as set out in the Budget and Financial Plan, supported by project planning and asset management practices.

6. Permanent staff turnover

The target is based on the objective of reducing staff turnover to be lower than the average of other small rural Councils. This measure is included as an indicator of the success of the Council Plan 2025-2029 which is reported on annually.

7. Satisfaction with Council decisions

The target reflects Council Plan commitments to good governance, transparency, and community confidence in decision-making processes.

8. Council planning decisions upheld at VCAT

The target is based on historical performance and reflects alignment with the Planning Scheme, legislative requirements, and sound decision-making practices.

Mandatory Measures

1. **Satisfaction with consultation and engagement**
   The target aligns with Council's Community Engagement Policy and Council Plan objective to improve community participation and engagement in decision-making.
2. **Sealed local roads below intervention level**
   The target is based on asset condition data and reflects the outcomes of investment levels set in the Asset Plan and long-term Financial Plan.
3. **Planning applications decided within required timeframes**
   The target reflects statutory requirements and is aligned with service standards, resourcing, and process improvements identified in Council's planning service delivery framework. The measure as an indicator of success in the Council Plan 2025-2029.

4. **Kerbside collection waste to landfill per serviced property**
   The target is based on historical waste data and assumes implementation of planned waste service changes, including diversion initiatives and regulatory requirements. A reworded target based on previous year's LGPRF measure in included as an indicator of success in the Council Plan 2025-2029.
5. **Current assets compared to current liabilities**
   The target supports maintaining a prudent liquidity position and aligns with Council's Financial Plan and long-term financial sustainability objectives.
6. **Asset renewal and upgrade compared to depreciation**
   The target aligns with Council's Asset Plan and reflects the objective of maintaining the condition and performance of infrastructure over time through appropriate renewal investment.
7. **Rates compared to adjusted underlying revenue**
   The target reflects compliance with rate capping legislation and alignment with Council's Revenue and Rating Plan and Financial Plan.
8. **Expenses per property assessment**
   The target reflects forecast cost pressures and service delivery levels, aligned with assumptions outlined in the Budget and Financial Plan.

06. 10-year financial statements

6.1 Comprehensive Income Statement

	Forecast / Actual 2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000	2035/36 $'000
Income / Revenue											
Rates and charges	29,258	29,554	30,714	31,660	32,629	33,622	34,641	35,685	36,755	37,851	38,987
Statutory fees and fines	908	940	1,080	1,118	1,157	1,197	1,239	1,283	1,328	1,374	1,415
User fees	807	922	865	904	944	987	1,031	1,078	1,126	1,177	1,212
Grants - Operating	5,236	7,639	8,046	8,358	8,682	9,019	9,369	9,733	10,112	10,505	10,820
Grants - Capital	6,603	2,781	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,996
Contributions - monetary	150	170	250	250	250	250	250	250	250	250	250
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	180	313	312	300	290	69	79	69	26	26	50
Other income	1,498	1,562	1,491	1,524	1,558	1,592	1,628	1,664	1,702	1,740	1,792
Total income / revenue	44,640	43,880	44,696	46,051	47,448	48,675	50,176	51,700	53,236	54,860	56,523
Expenses											
Employee costs	16,081	16,371	16,580	17,177	17,795	18,436	19,100	19,787	20,500	21,238	21,875
Materials and services	14,622	13,125	14,413	14,904	15,214	15,646	16,093	16,674	17,034	17,529	18,055
Depreciation	11,835	12,300	10,150	10,445	10,742	11,049	11,409	11,767	12,058	12,322	12,622
Depreciation - right of use assets	165	165	-	-	-	-	-	-	-	-	-
Allow ance for impairment losses	230	6	5	5	5	5	5	5	5	5	-
Borrow ing costs	555	479	403	322	237	109	103	62	24	-	-
Other expenses	930	923	1,031	1,277	1,085	1,127	1,138	1,416	1,195	1,244	1,281
Total expenses	44,417	43,369	42,581	44,130	45,078	46,372	47,848	49,711	50,816	52,338	53,833
Surplus/(deficit) for the year	222	511	2,115	1,921	2,370	2,303	2,328	1,989	2,420	2,522	2,689
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation gain /(loss)	26,242	26,504	26,769	27,037	27,307	27,580	27,856	28,135	28,416	28,700	28,987
Total other comprehensive income	26,242	26,504	26,769	27,037	27,307	27,580	27,856	28,135	28,416	28,700	28,987
Total comprehensive result	26,464	27,015	28,884	28,958	29,677	29,883	30,184	30,124	30,836	31,222	31,676

6.2 Balance Sheet

	Forecast / Actual 2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000	2035/36 $'000
Assets											
Current assets											
Cash and cash equivalents	8,743	9,226	9,674	9,680	10,922	12,932	14,895	15,187	17,589	20,697	23,535
Trade and other receivables	5,341	5,772	5,813	5,855	6,223	6,218	6,213	6,208	6,203	6,198	6,198
Other financial assets	190	190	190	190	190	190	190	190	190	190	190
Inventories	12	12	12	12	12	12	12	12	12	12	12
Other assets	161	161	161	161	161	161	161	161	161	161	161
Total current assets	14,447	15,361	15,850	15,899	17,509	19,513	21,471	21,758	24,155	27,258	30,096
Non-current assets											
Property, infrastructure, plant & equipment	538,887	563,013	589,336	616,099	641,857	668,602	695,989	725,085	752,929	781,049	809,887
Right-of-use assets	853	853	853	853	853	853	853	853	853	853	853
Total non-current assets	539,740	563,866	590,189	616,952	642,710	669,455	696,842	725,938	753,782	781,902	810,740
Total assets	554,186	579,228	606,039	632,850	660,219	688,968	718,313	747,696	777,937	809,160	840,836
Liabilities											
Current liabilities											
Trade and other payables	4,086	4,086	4,086	4,086	4,086	4,086	4,086	4,086	4,086	4,086	4,086
Trust funds and deposits	1,666	1,666	1,697	1,734	1,694	1,694	1,694	1,694	1,694	1,694	1,694
Contract and other liabilities	418	418	418	418	418	418	418	418	418	418	418
Provisions	2,515	2,215	2,215	2,215	2,215	2,215	2,215	2,215	2,215	2,215	2,215
Interest-bearing liabilities	1,896	1,896	1,896	1,896	1,896	1,896	1,057	317	0	0	0
Lease liabilities	135	135	135	135	135	135	135	135	135	135	135
Total current liabilities	10,716	10,416	10,448	10,485	10,445	10,445	9,606	8,866	8,549	8,549	8,549
Non-current liabilities											
Provisions	412	412	412	412	412	412	412	412	412	412	412
Interest-bearing liabilities	9,941	7,967	5,863	3,679	1,410	278	278	278	0	0	0
Lease liabilities	613	613	613	613	613	613	613	613	613	613	613
Other Liabilities	10	10	10	10	10	10	10	10	10	10	10
Total non-current liabilities	10,976	9,002	6,899	4,715	2,446	1,314	1,314	1,314	1,036	1,036	1,036
Total liabilities	21,692	19,418	17,346	15,200	12,891	11,759	10,920	10,180	9,585	9,585	9,585
Net assets	532,494	559,809	588,693	617,651	647,328	677,210	707,393	737,517	768,353	799,576	831,252
Equity											
Accumulated surplus	139,706	140,186	142,252	144,173	146,293	148,596	150,924	152,913	155,333	157,855	160,544
Reserves	392,788	419,623	446,442	473,479	501,036	528,613	556,468	584,604	613,019	641,721	670,708
Total equity	532,494	559,809	588,693	617,651	647,328	677,210	707,393	737,517	768,353	799,576	831,252

6.3 Change in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	$'000	$'000	$'000	$'000
2026 Forecast Actual				
Balance at beginning of the financial year	506,030	139,980	360,022	6,029
Surplus/(deficit) for the year	26,464	222	26,242	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(1,718)	-	1,718
Transfers from other reserves	-	1,222	-	(1,222)
Balance at end of the financial year	**532,494**	**139,707**	**386,264**	**6,524**
2027 Budget				
Balance at beginning of the financial year	532,494	139,707	386,264	6,524
Surplus/(deficit) for the year	27,015	511	26,504	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(1,021)	-	1,021
Transfers from other reserves	-	690	-	(690)
Balance at end of the financial year	**559,509**	**139,887**	**412,768**	**6,855**
2028				
Balance at beginning of the financial year	559,509	139,887	412,768	6,855
Surplus/(deficit) for the year	28,884	2,115	26,769	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(200)	-	200
Transfers from other reserves	-	150	-	(150)
Balance at end of the financial year	**588,393**	**141,952**	**439,537**	**6,905**
2029				
Balance at beginning of the financial year	588,393	141,952	439,537	6,905
Surplus/(deficit) for the year	28,958	1,921	27,037	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**617,350**	**143,873**	**466,574**	**6,905**
2030				
Balance at beginning of the financial year	617,350	143,873	466,574	6,905
Surplus/(deficit) for the year	29,677	2,370	27,307	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(250)	-	250
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**647,028**	**145,993**	**493,881**	**7,155**

2031				
Balance at beginning of the financial year	647,028	145,993	493,881	7,155
Surplus/(deficit) for the year	29,883	29,883	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(250)	-	250
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**676,911**	**175,626**	**493,881**	**7,405**
2032				
Balance at beginning of the financial year	676,911	175,626	493,881	7,405
Surplus/(deficit) for the year	30,184	30,184	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(250)	-	250
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**707,094**	**205,560**	**493,881**	**7,655**
2033				
Balance at beginning of the financial year	707,094	205,560	493,881	7,655
Surplus/(deficit) for the year	30,124	30,124	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**737,218**	**235,684**	**493,881**	**7,655**
2034				
Balance at beginning of the financial year	737,218	235,684	493,881	7,655
Surplus/(deficit) for the year	30,836	30,836	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(500)	-	500
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**768,054**	**266,019**	**493,881**	**8,155**
2035				
Balance at beginning of the financial year	768,054	266,019	493,881	8,155
Surplus/(deficit) for the year	31,222	31,222	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	(500)	-	500
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**799,276**	**296,741**	**493,881**	**8,655**
2036				
Balance at beginning of the financial year	799,276	296,741	493,881	8,655
Surplus/(deficit) for the year	-	-	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	**799,276**	**296,741**	**493,881**	**8,655**

6.4 Cash Flow Statement

	Forecast / Actual 2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000	2035/36 $'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	31,001	28,667	30,668	31,612	32,256	33,622	34,641	35,685	36,755	37,851	38,987
Statutory fees and fines	908	940	1,080	1,118	1,157	1,197	1,239	1,283	1,328	1,374	1,415
User fees	807	922	865	904	944	987	1,031	1,078	1,126	1,177	1,212
Grants - operating	4,168	7,639	8,046	8,358	8,682	9,019	9,369	9,733	10,112	10,505	10,820
Grants - capital	6,242	2,781	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,996
Contributions - monetary	150	170	250	250	250	250	250	250	250	250	250
Interest received	170	200	170	170	170	170	170	170	170	170	170
Rent Received	1,192	1,450	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Other receipts	136	362	121	154	188	222	258	294	332	370	422
Employee costs	(16,081)	(16,371)	(16,580)	(17,177)	(17,795)	(18,436)	(19,100)	(19,787)	(20,500)	(21,238)	(21,875)
Materials and services	(14,622)	(13,125)	(14,376)	(14,862)	(15,251)	(15,646)	(16,093)	(16,674)	(17,034)	(17,529)	(18,055)
Other payments	(930)	(923)	(1,036)	(1,282)	(1,088)	(1,127)	(1,138)	(1,416)	(1,195)	(1,244)	(1,281)
Net cash provided by/(used in) operating activities	13,141	12,712	12,346	12,383	12,651	13,397	13,766	13,754	14,482	14,824	15,261
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(15,441)	(10,502)	(10,261)	(10,621)	(9,548)	(10,837)	(11,653)	(13,352)	(11,717)	(11,973)	(12,473)
Proceeds from sale of property, infrastructure, plant and	180	727	869	750	645	692	792	692	257	257	50
Net cash provided by/ (used in) investing activities	(15,261)	(9,775)	(9,392)	(9,871)	(8,903)	(10,145)	(10,861)	(12,660)	(11,460)	(11,716)	(12,423)
Cash flows from financing activities											
Finance costs	(555)	(479)	(403)	(322)	(237)	(109)	(103)	(62)	(24)	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(1,951)	(1,974)	(2,103)	(2,184)	(2,269)	(1,132)	(839)	(740)	(596)	-	-
Net cash provided by/(used in) financing activities	(2,506)	(2,454)	(2,506)	(2,506)	(2,506)	(1,241)	(942)	(802)	(620)	-	-
Net increase/(decrease) in cash & cash equivalents	(4,625)	483	448	6	1,242	2,011	1,963	292	2,402	3,108	2,838
Cash and cash equivalents at the beginning of the financial year	13,369	8,744	9,226	9,674	9,680	10,921	12,932	14,895	15,187	17,589	20,697
Cash and cash equivalents at the end of the financial	8,744	9,226	9,674	9,680	10,922	12,932	14,895	15,187	17,589	20,697	23,535

6.5 Statement of Capital Works

	Forecast / Actual 2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000	2035/36 $'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	2,819	1,329	1,077	1,104	1,131	1,160	1,189	1,218	1,249	1,280	1,280
Total buildings	2,819	1,329	1,077	1,104	1,131	1,160	1,189	1,218	1,249	1,280	1,280
Total property	2,819	1,329	1,077	1,104	1,131	1,160	1,189	1,218	1,249	1,280	1,280
Plant and equipment											
Plant, machinery and equipment	2,053	1,611	2,222	2,245	2,057	2,674	3,541	2,200	1,071	1,098	1,098
Computers and telecommunications	-	650	215	221	226	232	238	244	250	256	256
Library books	-	63	65	66	68	70	71	73	75	77	77
Total plant and equipment	2,053	2,324	2,502	2,532	2,351	2,976	3,850	2,517	1,396	1,431	1,431
Infrastructure											
Roads	6,401	4,827	4,783	5,646	4,888	5,061	5,239	6,623	7,438	7,587	8,087
Bridges	376	237	1,077	248	255	261	267	1,218	281	288	288
Footpaths and cyclew ays	229	263	215	221	226	232	238	244	250	256	256
Drainage	320	110	106	108	111	114	116	119	122	125	125
Recreational, leisure and community facilities	2,061	1,412	248	237	243	267	273	262	287	294	294
Parks, open space and streetscapes	1,181	0	253	524	343	768	480	1,149	694	712	712
Total infrastructure	10,568	6,849	6,682	6,984	6,066	6,703	6,613	9,615	9,072	9,262	9,762
Total capital works expenditure	15,440	10,502	10,261	10,620	9,548	10,839	11,652	13,350	11,717	11,973	12,473
Represented by:											
New asset expenditure	3,176	198	-	-	-	-	-	-	-	-	-
Asset renew al expenditure	10,955	8,976	10,261	10,620	9,548	10,837	11,653	13,352	11,717	11,973	12,473
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	1,309	1,329	-	-	-	-	-	-	-	-	-
Total capital works expenditure	15,440	10,503	10,261	10,620	9,548	10,837	11,653	13,352	11,717	11,973	12,473
Funding sources represented by:											
Grants	6,604	2,781	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,938	1,996
Contributions	1,372	20	-	-	-	-	-	-	-	-	-
Council cash	7,465	6,312	8,323	8,682	7,610	8,899	9,715	11,414	9,779	10,035	10,477
Borrow ings	-	662	-	-	-	-	-	-	-	-	-
Total capital works expenditure	15,441	9,775	10,261	10,620	9,548	10,837	11,653	13,352	11,717	11,973	12,473

6.6 Statement of Human Resources

6.6 Statement of Human Resources

Staff expenditure	2025/26 $'000	2026/27 $'000	2027/28 $'000	2028/29 $'000	2029/30 $'000	2030/31 $'000	2031/32 $'000	2032/33 $'000	2033/34 $'000	2034/35 $'000	2035/36 $'000
Staff expenditure											
Employee costs - operating	16,081	16,371	16,579	17,179	17,795	18,436	19,100	19,787	20,500	21,238	21,875
Employee costs - capital	1,043	1,534	1,119	1,160	1,201	1,245	1,289	1,336	1,384	1,434	1,477
Total staff expenditure	17,124	17,905	17,698	18,339	18,996	19,681	20,389	21,123	21,884	22,672	23,352

Staff numbers	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE	2029/30 FTE	2030/31 FTE	2031/32 FTE	2032/33 FTE	2033/34 FTE	2034/35 FTE	2035/36 FTE
Staff numbers											
Employees	157	157.8	156.2	156.2	156.2	156.2	156.2	156.2	156.2	156.2	156.2
Total staff numbers	157	157.8	156.2	156.2	156.2	156	156	156	156	156	156

Appendix A: Fees and Charges Schedule

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
COMPLIANCE							
Animals							
Dog – Full Fee	Non-Statutory	Per Dog	N/A	Partial	$174.00	$187.00	$13.00
Dog – Discounted Fee	Non-Statutory	Per Dog	N/A	Partial	$51.00	$62.00	$11.00
Dog - Pension Concession (50% of the category the dog is in)	Non-Statutory	Per Dog	N/A	Partial	$26.00	$31.00	$5.00
Dog - Dangerous/Restricted Breed Fee	Non-Statutory	Per Dog	N/A	Y	$454.00	$474.00	$20.00
Dog - Menacing Dog Fee	Non-Statutory	Per Dog	N/A	Y	$263.00	$275.00	$12.00
Dog - Kept for Breeding at a Registered Domestic Animal Business	Non-Statutory	Per Dog	N/A	Y	$174.00	$182.00	$8.00
Dog - 1st Year Registration (50% of the category the dog is in)	Non-Statutory	Per Dog	N/A	Partial	$87.00	$91.00	$4.00
Dog - 1st Year Registration Free - Discounted fee	Non-Statutory	Per Dog	N/A	N/A	$0.00	$0.00	$0.00
Cat - Full fee	Non-Statutory	Per Cat	N/A	Partial	$156.00	$167.00	$11.00
Cat - Discounted Fee	Non-Statutory	Per Cat	N/A	Partial	$46.00	$56.00	$10.00
Cat - Pension Concession (50% of the category the cat is in)	Non-Statutory	Per Cat	N/A	Partial	$23.00	$28.00	$5.00
Cat - 1st Year Registration (50% of the category the cat is in)	Non-Statutory	Per Cat	N/A	Partial	$78.00	$82.00	$4.00
Cat - 1st Year Registration Free - Discounted fee	Non-Statutory	Per Cat	N/A	N/A	$0.00	$0.00	$0.00
Cat - Kept for Breeding at a Registered Domestic Animal Business	Non-Statutory	Per Cat	N/A	Y	$156.00	$163.00	$7.00
Cat - Cage Deposit Fee	Non-Statutory	Per Hire (Deposit Returned with Return of Cage)	N/A	Y	$50.00	$50.00	$0.00
Replacement Tag	Non-Statutory	Per Tag	N/A	Y	$11.00	$11.50	$0.50
Domestic Animal Business Registration - Renewal	Non-Statutory	Per Registration	N/A	Y	$297.00	$310.00	$13.00
Domestic Animal Business Registration - New Registration	Non-Statutory	Per Registration	N/A	Y	150% of annual registration fee	150% of annual registration fee	$0.00
Animal Reclaim Fee - From Pound	Non-Statutory	Per Reclaim	N/A	Y	$300.00	$314.00	$14.00
Community Foster Care Network Registration	Non-Statutory	Per Registration	N/A	Y	$43.00	$45.00	$2.00
Live Stock Impounding - Agistment Fees							
Medium Animals (Sheep/Goats)	Non-Statutory	Per Day/Per Animal	N/A	Y	$30.00	$31.00	$1.00
Large Animals (Cows/Horses)	Non-Statutory	Per Day/Per Animal	N/A	Y	$50.00	$52.00	$2.00
Sustenance Fees	Non-Statutory	Per Supply	N/A	Y	At Cost	At Cost	$0.00
Identification Tags	Non-Statutory	Per Supply	N/A	Y	At Cost	At Cost	$0.00
Transport Contractor Fees	Non-Statutory	Per Event	N/A	Y	At Cost	At Cost	$0.00
Other Incurred Expenses ie. Vet Care, Euthanasia, Carcass Disposal etc	Non-Statutory	Per Event	N/A	Y	At Cost	At Cost	$0.00
Live Stock Impounding - Release Fees							
Medium Animals (Sheep/Goats)	Non-Statutory	Up to 3 sheep or goats	N/A	Y	$90.00	$94.00	$4.00
		4 + sheep or goats	N/A	Y	$200.00	$209.00	$9.00
Large Animals (Cows/Horses)	Non-Statutory	Up to 3 cows or horses	N/A	Y	$131.00	$137.00	$6.00
		4 + cows or horses	N/A	Y	$355.00	$371.00	$16.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
COMPLIANCE							
Vehicle Fees							
Impounded Vehicle Release Fee	Non-Statutory	Per Vehicle	N/A	Y	$250.00	$300.00	$50.00
Towing Contractor Fees	Non-Statutory	Per Vehicle	N/A	Y	At Contractors Cost	At Contractors Cost	$0.00
Parking Fines							
Overstay Time	Non-Statutory	Per Occurance/Per Day	0.2 Penalty Unit	Y	$40.70	$41.80	$1.10
In No Parking Area	Non-Statutory	Per Occurance/Per Day	N/A	Y	$0.00	$0.00	$0.00
Not Within Parking Bay	Non-Statutory	Per Occurance/Per Day	N/A	Y	$0.00	$0.00	$0.00
Not Completely Within Parking Bay	Non-Statutory	Per Occurance/Per Day	N/A	Y	$0.00	$0.00	$0.00
Stopped in a No Stopping Area	Non-Statutory	Per Occurance/Per Day	1 Penalty Unit	Y	$203.50	$209.10	$5.60
Stopped in a Parking Area for the Charging of Electric Vehicles	Non-Statutory	Per Occurance/Per Day	0.6 Penalty Unit	Y	$122.10	$125.50	$3.40
Stopped in a Parking Area for People with Disabilities	Non-Statutory	Per Occurance/Per Day	1 Penalty Unit	Y	$203.50	$209.10	$5.60
Outdoor Dining and Trading							
Outdoor Dining - Footpath (Policy 19(C))							
Outdoor Dining - Footpath Area Rate (per m^2/Year)	Non-Statutory	Per m^2/Year	N/A	Y	N/A	$35.00	
Outdoor Dining - Footpath Minimum (up to $4m^2$)	Non-Statutory	Per Year Minimum (up to $4m^2$)	N/A	Y	N/A	$140.00	
Outdoor Dining - Open Space (Policy 19(C))							
Outdoor Dining - Open Space Seating Area (per m^2/Year)	Non-Statutory	Per m^2 Per Year	N/A	Y	N/A	$42.00	
Outdoor Dining - Open Space Minimum (up to $4m^2$)	Non-Statutory	Per Year Minimum (up to $4m^2$)	N/A	Y	N/A	$168.00	
Outdoor Dining - Seating							
CBD & Non CBD Seating - Up to 6 Seats	Non-Statutory	Per Year	N/A	Y	$195.00	$0.00	
CBD & Non CBD Seating - 7-12 Seats	Non-Statutory	Per Year	N/A	Y	$357.00	$0.00	
CBD & Non CBD Seating - Over 13 Seats	Non-Statutory	Per Year	N/A	Y	$592.00	$0.00	
Outdoor Dining Administration Fees							
Outdoor Dining/Trading Permit Application Processing Fee - Non - Refundable	Non-Statutory	Per Application	N/A	Y	$0.00	$75.00	
Outdoor Dining/Trading - Open Space - Base Permit Fee	Non-Statutory	All Operators Per Permit Per Year	N/A	Y	$0.00	$150.00	
Mobile & Itinerant Trading							
Mobile Trade Permit - Non Refundable Application Fee (All Permit Types)	Non-Statutory	Per Application	N/A	Y	$0.00	$150.00	$150.00
Mobile Trade Permit - Sausage Sizzle/Bake Sale (not-for-profit organisations only)	Non-Statutory	Per Event	N/A	N/A	$0.00	$0.00	$0.00
Mobile Trade Permit - Annual Permit (12 months) - Commercial Operator	Non-Statutory	Per Permit (12 months)	N/A	Y	$0.00	$1,500.00	$1,500.00
Mobile Trade Permit - Seasonal Permit (6 months) - Commercial Operator	Non-Statutory	Per Permit (6 months)	N/A	Y	$0.00	$800.00	$800.00
Mobile Trade Permit - Weekend Permit (Friday to Sunday Only) - Commercial Operator	Non-Statutory	Per Weekend	N/A	Y	$0.00	$250.00	$250.00
Mobile Trade Permit - Single Day Trade - Commercial Operator	Non-Statutory	Per Day	N/A	Y	$0.00	$100.00	$100.00
Mobile Trade Permit - Roaming Food Vehicle/Ice Cream Van (up to 3 months)	Non-Statutory	Per Permit (up to 3 months)	N/A	Y	$0.00	$400.00	$400.00
Itinerant Trader - Other than Policy 19 - Annual	Non-Statutory	Annual	N/A	Y	$565.00	$600.00	$35.00
Itinerant Trader - Other than Policy 19 - Up to 1 Week	Non-Statutory	Up to 1 Week	N/A	Y	$190.00	$300.00	$110.00
Local Market holders are excluded from Mobile & Itinerant Trading Fees and Charges							

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
COMPLIANCE							
Trading							
A-Frame Signage	Non-Statutory	Per Year	N/A	Y	$100.00	$105.00	$5.00
Goods for Display or Sale - Footpath	Non-Statutory	Per Year	N/A	Y	$163.00	$170.00	$7.00
Goods for Display or Sale - Open Space	Non-Statutory	Per Year	N/A	Y	$0.00	$200.00	$200.00
Wind Barriers CBD & Non CBD	Non-Statutory	Per Year	N/A	Y	$96.00	$100.00	$4.00
Other items - such as Planter Boxes, Heaters, Umbrellas, Decorative Items etc	Non-Statutory	Per Year	N/A	Y	$92.00	$96.00	$4.00
Late Fee - On Renewal of Permits (if Not Received within 14 days of Due Date)	Non-Statutory	Per Renewal	N/A	Y	50% of annual permit fee	50% of annual permit fee	N/A
Skip Bin Permit	Non-Statutory	Per week or part thereof	N/A	Y	$145.00	$152.00	$7.00
Busking Permit - Per Day (Waived for applicants under 18 years)	Non-Statutory	Per Day	N/A	Y	$30.00	$35.00	$5.00
	Non-Statutory	Per Year	N/A	Y	$140.00	$146.00	$6.00
Farm Gate Sale	Non-Statutory	Per Stall	N/A	N/A	$0.00	$0.00	$0.00
Street Stalls	Non-Statutory	Per Day	N/A	Y	$50.00	$80.00	$30.00
Trail Operator (Guided walks, MTB/e-bike tours, wellness tours)							
Commercial Trail Operator Permit - Annual	Non-Statutory	Per Operator/Per Year	N/A	Y	$0.00	$350.00	$350.00
Commercial Trail Operator Permit - Seasonal	Non-Statutory	Per Operater/Per 6 month Period	N/A	Y	$0.00	$220.00	$220.00
Commercial Trail Operator Permit - Single Day/Casual Use	Non-Statutory	Per Day	N/A	Y	$0.00	$75.00	$75.00
Commercial Trail Permit - Amendment Fee	Non-Statutory	Per Amendment	N/A	Y	$0.00	$75.00	$75.00
Hoarding/Fencing/Gantry							
Hoarding/Fencing Permit	Non-Statutory	Per Week or Part Thereof	N/A	Y	$150.00	$250.00	$100.00
Hoarding/Gantry Application Fee	Non-Statutory	Per Application	N/A	Y	$0.00	$150.00	$150.00
Hoarding/Gantry Permit Fee	Non-Statutory	Per Permit	N/A	Y	$0.00	$175.00	$175.00
Hoarding/Gantry Occupation Fee - Without Gantry	Non-Statutory	Per m^2 per day	N/A	Y	$0.00	$3.20	$3.20
Hoarding/Gantry Occupation Fee - With Gantry	Non-Statutory	Per m^2 per day	N/A	Y	$0.00	$2.12	$2.12
Hoarding/Gantry Additional Inspection Fee	Non-Statutory	Per Inspection	N/A	Y	$0.00	$140.00	$140.00
Hoarding/Gantry Out of Hours Inspection Fee	Non-Statutory	Per Inspection	N/A	Y	$0.00	$420.00	$420.00
Hoarding/Gantry Extension or Amendment Fee	Non-Statutory	Per Amendment	N/A	Y	$0.00	$135.00	$135.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
COMPLIANCE							
Other							
Tradesperson Parking Permit	Non-Statutory	Per Day	N/A	Y	$40.00	$42.00	$2.00
Excess Animals Permit	Non-Statutory	Per Application	N/A	Y	$140.00	$146.00	$6.00
Occupation of Road for Works	Non-Statutory	Per Week or Part Thereof	N/A	Y	$150.00	$157.00	$7.00
Roadside Grazing Permit	Non-Statutory	Per Year	N/A	Y	$130.00	$136.00	$6.00
Droving for a Distance	Non-Statutory	>2km	N/A	Y	$200.00	$209.00	$9.00
Realestate Agent Directional Sign	Non-Statutory	Per Franchise Per Year	N/A	Y	$250.00	$261.00	$11.00
Other Advertising Signs - includes event signage, election signage, or other temporary signage	Non-Statutory	Per Event	N/A	Y	$40.00	$42.00	$2.00
Clothing Bins	Non-Statutory	Per Bin	N/A	Y	$150.00	$157.00	$7.00
Open Air Burning	Non-Statutory	Per Day	N/A	Y	$30.00	$31.00	$1.00
Other Local Law Permits (not separately identified) issued in accordance with the provisions of General Local Law No 2	Non-Statutory	Per Permit Application	N/A	Y	$152.00	$159.00	$7.00
Firewood Collection	Non-Statutory	Per Collection	N/A	N/A	$0.00	$0.00	$0.00
Firewood Collection - Non Residents	Non-Statutory	Per Collection	N/A	Y	$34.00	$36.00	$2.00
Planting Vegetation	Non-Statutory	Per Planting Application	N/A	N/A	$0.00	$0.00	N/A
Late Fee - if Application Received with less than 5 business days to Process Permit	Non-Statutory	Per Application	N/A	Y	50% of permit fee	50% of permit fee	N/A
Camping							
Camping in a Public Place	Non-Statutory	Per Day Per Campsite	N/A	Y	$30.00	$45.00	$15.00
Camping on Private Land - includes camping, caravans and removable dwellings	Non-Statutory	For a Period Not Exceeding 12 months	N/A	Y	$250.00	$261.00	$11.00
Temporary Event Campground on Public Ground - Application/Assessment Fee	Non-Statutory	Per Application	N/A	Y	$0.00	$200.00	$200.00
Temporary Event Campground on Public Ground - Campsite Fee	Non-Statutory	Per Campsite/Per Night	N/A	Y	$0.00	$25.00	$25.00
Temporary Event Campground on Public Ground - Additional Inspection Fee	Non-Statutory	Per Inspection	N/A	Y	$0.00	$140.00	$140.00
Temporary Event Campground on Public Ground - After Hours Inspection Fee	Non-Statutory	Per Inspection	N/A	Y	$0.00	$420.00	$420.00
Temporary Event Campground on Public Ground - Bond/Security Deposit	Non-Statutory	Per Event/Refundable	N/A	Y	$0.00	$1,000.00	$1,000.00
Fire Prevention							
Private grass slashing administration fee in addition to the contractor's charge	Non-Statutory	Per Property/Per Event	N/A	Y	$209.00	$295.00	$86.00
Costs of works to clear property	Non-Statutory	Per Property/Per Event	N/A	Y	At Cost	At Cost	$0.00
Failing to comply with notice	Statutory	Per Notice	10 Penalty Units	N	$2,035.10	$2,091.00	$55.90

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
ENVIRONMENTAL HEALTH							
New Registrations							
CLASS 1: High risk unpackaged food supplied to vulnerable people							
Premises include: Child Care, Aged Care and Nursing Homes	Non-Statutory	Per Location	N/A	Y	$1,520.00	$1,588.00	$68.00
CLASS 2: Handling unpackaged high risk potentially hazardous foods							
2(A) Premises include: Large function centres, Manufacturers with broad distribution, Supermarkets, and resturants employing more than 20 staff	Non-Statutory	More than 20 Staff	N/A	Y	$1,034.00	$1,081.00	$47.00
2(B) Premises include: Resturants and takeaways employing less than 20 staff, cafes, caterers, home based manufacturers with small-scale distribution.	Non-Statutory	Less than 20 Staff	N/A	Y	$1,034.00	$1,081.00	$47.00
2(C) Premises include: Prep and cooking of potentially hazardous foods for immediate consumption at accomodation getaway premises.	Non-Statutory	Located at an Accommodation Premises	N/A	Y	$850.00	$888.00	$38.00
2(D) Premises include: Community groups, sporting clubs serving full meals	Non-Statutory	Located at Community Group or Sporting Club	N/A	Y	$265.00	$277.00	$12.00
CLASS 3: Handling and supplying low risk unpackaged foods							
(A) Milk Bars, Convenience Stores, Fruit Stall, Pre-packaged and home based manufacturer.	Non-Statutory	Per Annual Registration	N/A	Y	$400.00	$418.00	$18.00
(B) Seasonal Kiosks, Community Groups, Sporting Clubs (½ Annual Fee of Class 3(A))	Non-Statutory	Per Season/Event	N/A	Y	$265.00	$277.00	$12.00
(C) Food distribution or warehousing, manufacturers with large-scale distribution	Non-Statutory	Per Year	N/A	Y	$1,034.00	$1,081.00	$47.00
CLASS 3A: Handling and supplying low risk unpackaged foods and high risk packaged foods							
(A) (A) Accommodation Getaways - premises who cook and serve potentially hazardous food. Must not be prepared >2hrs in advance	Non-Statutory	Per Annual Registration	N/A	Y	$657.00	$687.00	$30.00
(B) (B) Home based or temporary food premises making chutneys, jams and relishes	Non-Statutory	Per Annual Registration	N/A	Y	$400.00	$418.00	$18.00
CLASS 4: Low risk to public health packaged food (includes Newsagents, Pharmacies, Video Stores) Notification Form required to be completed and submitted to Council.							
Non-Compliant Food Premises – Inspection Fees							
Inspection Fee for Non-Compliant Food Premises – Class 2	Non-Statutory	Per Inspection	N/A	Y	$264.00	$276.00	$12.00
Inspection Fee for Non-Compliant Food Premises – Class 3	Non-Statutory	Per Inspection	N/A	Y	$264.00	$276.00	$12.00
Inspection Fee for Non-Compliant Food Premises – Class 3A	Non-Statutory	Per Inspection	N/A	Y	$264.00	$276.00	$12.00
FoodTrader (Temporary and Mobile Premises)							
Class 2 Food Vehicle or Stall (Community Group)	Non-Statutory	Per Mobile/Temporary Premises	N/A	Y	$250.00	$261.00	$11.00
Class 2 Food Vehicle or Stall (Business)	Non-Statutory	Per Mobile/Temporary Premises	N/A	Y	$550.00	$575.00	$25.00
Class 2 (Second food vehicle or stall of the same nature)	Non-Statutory	Per Mobile/Temporary Premises	N/A	Y	$265.00	$277.00	$12.00
Class 2 (Food vehicle or stall linked to a fixed premises)	Non-Statutory	Per Mobile/Temporary Premises	N/A	Y	$265.00	$277.00	$12.00
Class 3 Food Vehicle or Stall (Business)	Non-Statutory	Per Mobile/Temporary Premises	N/A	Y	$425.00	$444.00	$19.00
Class 3 Food Vehicle or Stall (Community Group)	Non-Statutory	Per Mobile/Temporary Premises	N/A	Y	$190.00	$199.00	$9.00
Short-term Registration Fee - Business (1 event for no more than 2 consecutive days)	Non-Statutory	Per Event (No more than 2 consecutive days)	N/A	Y	$200.00	$209.00	$9.00
Short-term Registration Fee - Community Group/Fundraiser (1 event for no more than 2 consecutive days)	Non-Statutory	Per Group/Per Fundraiser (1 Event no more than 2 consecutive days)	N/A	Y	$60.00	$63.00	$3.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
ENVIRONMENTAL HEALTH							
New Registrations							
Other Fees							
New Business Registration	Non-Statutory	Per Registration	N/A	Y	150% of annual registration fee	150% of annual registration fee	N/A
New Business Fast Track - registration required in 5 business days or less	Non-Statutory	Per Registration	N/A	Y	$500.00	$523.00	$23.00
Food Sampling Fee - requests from businesses and resample of non-compliant samples	Non-Statutory	Per Sample/Review	N/A	Y	$250.00	$261.00	$11.00
Renewal of Registrations							
Failure to Renew from 30 days of expiry	Non-Statutory	Per Failure	5 Penalty Units for a Person & 10 Penalty Units for a Body Corporate	N	Per Calculation	Per Calculation	N/A
CLASS 1: High risk unpackaged food supplied to vulnerable people							
Premises include: Child Care, Kindergartens, Aged Care and Nursing Homes	Non-Statutory	Per Year	N/A	Y	$1,010.00	$1,055.00	$45.00
CLASS 2: Handling unpackaged high risk potentially hazardous foods							
2(A) Premises include: Large function centres, Manufacturers, Supermarkets, and resturants employing more than 20 staff	Non-Statutory	Per Year	N/A	Y	$677.00	$707.00	$30.00
2(B) Premises include: Resturants, cafes, caterers, supermarkets, home based manufacturer, takaway outlets employing less than 20 staff	Non-Statutory	Per Year	N/A	Y	$677.00	$707.00	$30.00
2(C) Premises include: Prep and cooking of potentially hazardous foods for immediate consumption at accomodation getaway premises.	Non-Statutory	Per Year	N/A	Y	$455.00	$475.00	$20.00
2(D) Premises include: Community groups, sporting clubs serving full meals	Non-Statutory	Per Year	N/A	Y	$238.00	$249.00	$11.00
CLASS 3: Handling and supplying low risk unpackaged foods							
(A) Milk Bars, Convenience Stores, Fruit Stall, Pre-packaged and home based manufacturer.	Non-Statutory	Per Year	N/A	Y	$402.00	$420.00	$18.00
(B) Seasonal Kiosks, Community Groups, Sporting Clubs (½ Annual Fee of Class 3(A))	Non-Statutory	Per Year	N/A	Y	$171.00	$179.00	$8.00
(C) Food distribution, manufacturer, large warehouse	Non-Statutory	Per Year	N/A	Y	$624.00	$652.00	$28.00
CLASS 3A: Handling and supplying low risk unpackaged foods and high risk packaged foods							
(A) (A) Accommodation Getaways - premises who cook and serve potentially hazardous food. Must not be prepared >2hrs in advance	Non-Statutory	Per Year	N/A	Y	$455.00	$475.00	$20.00
(B) (B) Home based or temporary food premises making chutneys, jams and relishes	Non-Statutory	Per Year	N/A	Y	$402.00	$420.00	$18.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
ENVIRONMENTAL HEALTH							
Renewal of Registrations							
CLASS 4: Low risk to public health packaged food (includes Newsagents, Pharmacies, Video Stores) (Notification Form required to be completed and submitted to Council)							
Non-Compliant Food Premises – Inspection Fees							
Inspection Fee for Non-Compliant Food Premises – Class 2	Non-Statutory	Per Inspection	N/A	Y	$264.00	$276.00	$12.00
Inspection Fee for Non-Compliant Food Premises – Class 3	Non-Statutory	Per Inspection	N/A	Y	$264.00	$276.00	$12.00
Inspection Fee for Non-Compliant Food Premises – Class 3A	Non-Statutory	Per Inspection	N/A	Y	$264.00	$276.00	$12.00
FoodTrader (Temporary and Mobile Premises)							
Class 2 Food Vehicle or Stall (Community Group)	Non-Statutory	Per Year	N/A	Y	$217.00	$227.00	$10.00
Class 2 Food Vehicle or Stall (Business)	Non-Statutory	Per Year	N/A	Y	$523.00	$547.00	$24.00
Class 2 (Second food vehicle or stall of the same nature)	Non-Statutory	Per Year	N/A	Y	$262.00	$274.00	$12.00
Class 2 (Food vehicle or stall linked to a fixed premises)	Non-Statutory	Per Year	N/A	Y	$262.00	$274.00	$12.00
Class 3 Food Vehicle or Stall (Business)	Non-Statutory	Per Year	N/A	Y	$336.00	$351.00	$15.00
Class 3 Food Vehicle or Stall (Community Group)	Non-Statutory	Per Year	N/A	Y	$167.00	$175.00	$8.00
Business - Per 1 Event	Non-Statutory	Per Business/Per Event/Per 2 Consecutive Days	N/A	Y	$114.00	$119.00	$5.00
Community Group/Fundraiser (1 event for no more than 2 consecutive days)	Non-Statutory	Per Community Group or Fundraiser/Per Event/Per 2 Consecutive Days	N/A	Y	$57.00	$60.00	$3.00
Other Fees							
Late Fee - applicable to renewal of registration if the renewal fee is not received within 14 days of the due date	Non-Statutory	Per Registration Renewal	N/A	Y	50% of annual reg fee	50% of annual reg fee	N/A
Public Health and Wellbeing Act 2008							
Beauty premises/day spa/nails/hair removal premises	Non-Statutory	Per Registration	N/A	Y	$500.00	$523.00	$23.00
Skin Penetration - tattooing and piercing	Non-Statutory	Per Registration	N/A	Y	$500.00	$523.00	$23.00
Prescribed Accommodation – hotels/motels, recreation camps, B&Bs (NOT self contained or exclusive use of Units, Villas, Houses)	Non-Statutory	Per Annual Registration with 1 to 5 Guests	N/A	Y	N/A	$466.00	$466.00
Prescribed Accommodation – hotels/motels, recreation camps, B&Bs (NOT self contained or exclusive use of Units, Villas, Houses)	Non-Statutory	Per Annual Registration with 6 to 10 Guests	N/A	Y	$450.00	$550.00	$100.00
Prescribed Accommodation – hotels/motels, recreation camps, B&Bs (NOT self contained or exclusive use of Units, Villas, Houses)	Non-Statutory	Per Annual Registration with 11 to 20 Guests	N/A	Y	N/A	$750.00	$750.00
Prescribed Accommodation – hotels/motels, recreation camps, B&Bs (NOT self contained or exclusive use of Units, Villas, Houses)	Non-Statutory	Per Annual Registration with 21 to 50 Guests	N/A	Y	N/A	$1,035.00	$1,035.00
Prescribed Accommodation – hotels/motels, recreation camps, B&Bs (NOT self contained or exclusive use of Units, Villas, Houses)	Non-Statutory	Over 50 Persons	N/A	Y	$1,000.00	$2,000.00	$1,000.00
New Hair Dresser Registration	Non-Statutory	Per Registration	N/A	Y	$450.00	$470.00	$20.00
New Business Registration	Non-Statutory	Per Registration	N/A	Y	150% of annual reg fee	150% of annual reg fee	N/A
Transfer of Registration of Public Health and Wellbeing Premises	Non-Statutory	Per Transfer	N/A	Y	50% of annual reg fee	50% of annual reg fee	N/A
Late Fee - applicable to renewal of registration if the renewal fee is not received within 14 days of the due date	Non-Statutory	Per Renewal or Registration	N/A	Y	50% of annual reg fee	50% of annual reg fee	N/A

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
ENVIRONMENTAL HEALTH							
Residential Tenancies Act 1970							
Caravan Parks	Statutory	3 Yearly Fee	5 Fee Units	N	$84.10	$86.30	$2.20
Transfer of Registration	Statutory	Per Transfer	5 Fee Units	N	$84.10	$86.30	$2.20
Public Health and Wellbeing Regulations 2019							
Category 1 Aquatic Facilities Annual Registration Fee	Non-Statutory	Per Registration	N/A	Y	$237.00	$248.00	$11.00
Transfer of Registration Category 1 Aquatic Facilities	Non-Statutory	Per Transfer	N/A	Y	50% of annual reg fee	50% of annual reg fee	N/A
Environment Protection Act 2017							
Special Visit – Pre-purchase inspections	Non-Statutory	Per Visit	N/A	Y	$314.00	$328.00	$14.00
Special Visit – Pre-purchase inspections within 48 hours	Non-Statutory	Per Visit	N/A	Y	$470.00	$491.00	$21.00
New Septic Tank systems - Regulation 196 (1)b	Statutory	Per New Septic System	48.88 Fee Units	N	$821.70	$844.20	$22.50
Major alteration to septic system N/A see New Septic tank systems e.g. increasing wastewater field, replacing an existing system	Statutory	Per Alteration	48.88 Fee Units	N	$821.70	$844.20	$22.50
Minor alteration to septic system. Regulation 196 (1)a e.g. connecting new internal plumbing fixtures	Statutory	Per Alteration	37.25 Fee Units	N	$626.20	$643.30	$17.10
Transfer onsite wastewater management system permit, Regulation 197	Statutory	Per Transfer	9.93 Fee Units	N	$166.90	$171.50	$4.60
Fee to amend onsite wastewater management system permit. Regulation 198	Statutory	Per Amendment	10.38 Fee Units	N	$174.50	$179.30	$4.80
Exception Fee for onsite wastewater management system permit. Regulation 199	Statutory	Per Exception	14.67 Fee Units	N	$246.60	$253.40	$6.80
If Council assessment exceeds 2.6 hours, an additional fee of 5.94 fee units for each hour os assessment over. Regulation 199	Statutory	Per Additional Hour	5.94 Fee Units	N	$99.85	$102.60	$2.75
Renewal Fee for onsite wastewater management system permit Regulation 200	Statutory	Per Renewal	8.31 Fee Units	N	$139.70	$143.50	$3.80
Extension of Time for Septic Permit	Non-Statutory	Per Request	N/A	Y	$316.00	$330.00	$14.00
General Fees							
Property Enquiries/Plan Search – Commercial (site history/copies of permits/copies of endorse plans/etc)	Non-Statutory	Per Enquiry	N/A	Y	$259.00	$271.00	$12.00
Property Enquiries/Plan Search – Residential (site history/copies of permits/copies of endorse plans/etc)	Non-Statutory	Per Enquiry	N/A	Y	$117.00	$122.00	$5.00
Written Request for General Advice	Non-Statutory	Per Request	N/A	Y	$314.00	$328.00	$14.00
Special Request for Inspection – Septic, Food Premises	Non-Statutory	Per Request	N/A	Y	$314.00	$328.00	$14.00
Council applies a pro-rata application fee based on the annual calendar for any new premises application after 1 April.							

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST Included	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
TOWN PLANNING							
Fees for amendment to Planning Scheme (Regulation 6)							
Stage 1							
For: a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment	Statutory	Per Amendment	206	N	$3,462.86	$3,557.60	$94.74
Stage 2							
a) Considering:							
(i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Statutory	Per 10 Submissions for Amendment or Panel Referal	1021	N	$17,163.01	$17,632.70	$469.69
(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Statutory	Per 11-20 Submissions for Amendment or Panel Referal	2040	N	$34,292.40	$35,230.80	$938.40
(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	Statutory	Per 20+ Submissions for Amendment or Panel Referal	2727	N	$45,840.87	$47,095.30	$1,254.43
b) providing assistance to a panel in accordance with section 158 of the Act; and c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and d) considering the panel's report in accordance with section 27 of the Act; and e) after considering submissions and the panel's report, abandoning the amendment.	Statutory	At Cost	N/A	N	At Cost	At Cost	N/A
Stage 3							
For: a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	Statutory	Per Amendment Adoption/Submission or Notice of Approval	32.5	N	$546.33	$561.30	$14.98

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST Included	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
Applications for Permits under Section 47 of the Planning and Environment Act (Regulation 9)							
CLASS 1 - Amendment to a permit to change the use of land allowed by the permit or allow a new use of land.	Statutory	Per Permit Amendment	89	N	$1,496.10	$1,537.00	$40.90
CLASS 2 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is $10,000 or less.	Statutory	Per Lot Developed	13.5	N	$226.90	$233.10	$6.20
CLASS 3 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than $10,000 but not more than $100,000.	Statutory	Per Lot Developed	42.5	N	$714.40	$734.00	$19.60
CLASS 4 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than $100,000 but not more than $500,000.	Statutory	Per Lot Developed	87	N	$1,462.50	$1,502.50	$40.00
CLASS 5 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than $500,000 but not more than $1,000,000.	Statutory	Per Lot Developed	94	N	$1,580.10	$1,623.40	$43.30
CLASS 6 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than $1,000,000 but not more than $2,000,000.	Statutory	Per Lot Developed	101	N	$1,697.80	$1,744.30	$46.50
CLASS 7 - VicSmart application if the estimated cost of development is $10,000 or less.	Statutory	Per Application	13.5	N	$226.90	$233.10	$6.20
CLASS 8 - VicSmart application if the estimated cost of development is more than $10,000.	Statutory	Per Application	29	N	$487.50	$500.80	$13.30
CLASS 9 - VicSmart application to subdivide or consolidate land.	Statutory	Per Application	13.5	N	$226.90	$233.10	$6.20
CLASS 10 - VicSmart application other than class 7, class 8 or class 9 permit.	Statutory	Per Application	13.5	N	$226.90	$233.10	$6.20
CLASS 11 - To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than $100,000.	Statutory	Per Development	77.5	N	$1,302.80	$1,338.40	$35.60

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST Included	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
TOWN PLANNING							
Applications for Permits under Section 47 of the Planning and Environment Act (Regulation 9)							
CLASS 12 - To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $100,000 and not more than $1,000,000.	Statutory	Per Development	104.5	N	$1,756.60	$1,804.70	$48.10
CLASS 13 - To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $1,000,000 and not more than $5,000,000.	Statutory	Per Development	230.5	N	$3,874.70	$3,980.70	$106.00
CLASS 14 - To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $5,000,000 and not more than $15,000,000.	Statutory	Per Development	587.5	N	$9,875.90	$10,146.10	$270.20
CLASS 15 - To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $15,000,000 and not more than $50,000,000.	Statutory	Per Development	1732.5	N	$29,123.30	$29,920.30	$797.00
CLASS 16 - To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than $50,000,000.	Statutory	Per Development	3894	N	$65,458.10	$67,249.40	$1,791.30
CLASS 17 - To subdivide an existing building (other than a class 9 permit).	Statutory	Per Subdivision	89	N	$1,496.10	$1,537.00	$40.90
CLASS 21 - To: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	Statutory	Per creation, variation or removal	89	N	$1,496.10	$1,537.00	$40.90
Applications to amend permits under Section 72 of the Planning and Environment Act 1987 (Regulation 11)							
CLASS 1 - Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	Statutory	Per Amendment	89	N	$1,496.10	$1,537.00	$40.90
CLASS 2 - Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.	Statutory	Per Amendment	89	N	$1,496.10	$1,537.00	$40.90
CLASS 3 - Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is $10,000 or less.	Statutory	Per Amendment	13.5	N	$226.90	$233.10	$6.20

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST Included	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
TOWN PLANNING							
Applications to amend permits under Section 72 of the Planning and Environment Act 1987 (Regulation 11)							
CLASS 4 - Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than $10,000 but not more than $100,000.	Statutory	Per Amendment	42.5	N	$714.40	$734.00	$19.60
CLASS 5 - Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than $100,00 but not more than $500,000.	Statutory	Per Amendment	87	N	$1,462.50	$1,502.50	$40.00
CLASS 6 - Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than $500,000.	Statutory	Per Amendment	94	N	$1,580.10	$1,623.40	$43.30
CLASS 7 - Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is $10,000 or less.	Statutory	Per Amendment	13.5	N	$226.90	$233.10	$6.20
CLASS 8 - Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is more than $10,000.	Statutory	Per Amendment	29	N	$487.50	$500.80	$13.30
CLASS 9 - Amendment to a class 9 permit.	Statutory	Per Amendment	13.5	N	$226.90	$233.10	$6.20
CLASS 10 - Amendment to a class 10 permit.	Statutory	Per Amendment	13.5	N	$226.90	$233.10	$6.20
CLASS 11 - Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of the additional development to be permitted by the amendment is $100,000 or less.	Statutory	Per Amendment	104.5	N	$1,756.60	$1,804.70	$48.10
CLASS 12 - Amendment to a class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than $100,000 but not more than $1,000,000.	Statutory	Per Amendment	230.5	N	$3,874.70	$3,980.70	$106.00
CLASS 13 - Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than $1,000,000	Statutory	Per Amendment	89	N	$1,496.10	$1,537.00	$40.90
CLASS 14 - Amendment to a class 17 permit	Statutory	Per Amendment	89	N	$1,496.10	$1,537.00	$40.90
CLASS 15 - Amendment to a class 18 permit	Statutory	Per Amendment	89	N	$1,496.10	$1,537.00	$40.90
CLASS 16 - Amendment to a class 19 permit	Statutory	Per Amendment	89	N	$1,496.10	$1,537.00	$40.90
CLASS 17 - Amendment to a class 20 permit	Statutory	Per Amendment	89	N	$1,496.10	$1,537.00	$40.90
CLASS 18 - Amendment to a class 21 permit	Statutory	Per Amendment	89	N	$1,496.10	$1,537.00	$40.90
CLASS 19 - Amendment to a class 22 permit	Statutory	Per Amendment	89	N	$1,496.10	$1,537.00	$40.90

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST Included	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
TOWN PLANNING							
Other Statutory Fees							
Regulation 10 - For combined permit applications	Statutory	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.					
Regulation 12 - Amend an application for a permit or an application to amend a permit	Statutory	**a)** Under Section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at Regulation 9. **b)** Under Section 57A(3)(a) of the Act the fee to ammend an application to ammend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at Regulation 11 and any additional fee under c) below **c)** The fee for a request to amend an application for a permit after notice of the application has been given under section 52 of the Act is: - 40% of the application fee for that class of permit (Reg 12(1) and (2)); and - If the amendment results in a higher class of application/fee, the application must also pay the difference between 40% of the original class fee and the fee for the new class of application. (Reg 12(3)).					
Regulation 13 - For a combined application to amend permit	Statutory	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.					
Regulation 14 - For a combined permit and planning scheme amendment	Statutory	Under Section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate appplications were made.					
Regulation 15 -For a certificate of compliance	Statutory	Per Certificate	22	N	$369.80	$379.90	$10.10
Regulation 16 - For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Statutory	Per Agreement	44.5	N	$748.00	$768.50	$20.50
Regulation 17 - For application for planning certificate	Statutory	Per Non-Electronic Certificate	1.5	N	$25.20	$25.90	$0.70
	Statutory	Per Electronic Certificate	0.49	N	$8.20	$8.50	$0.30
Regulation 18 -Determining whether anything has been done to the satisfaction of a person or body.	Statutory	Per Request	22	N	$369.80	$379.90	$10.10

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST Included	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
TOWN PLANNING							
Part 2: Administrative Charges (Non Statutory Fees)							
Enquiries							
Written request for Heritage Control advice.	Non-Statutory	Per Request	N/A	Y	$194.00	$203.00	$9.00
Written request for Demolition Control advice (Section 29A – Form 8).	Non-Statutory	Per Request	N/A	Y	$194.00	$203.00	$9.00
Written request for General Planning advice.	Non-Statutory	Per Request	N/A	Y	$194.00	$203.00	$9.00
Request a copy of a planning permit (on site archives - From 2012 onwards).	Non-Statutory	Per Permit	N/A	Y	$60.00	$63.00	$3.00
Request a copy of a planning permit (off site archives - Pre 2012).	Non-Statutory	Per Permit	N/A	Y	$347.00	$363.00	$16.00
Pre application advice including written response.	Non-Statutory	Per Application	N/A	Y	$250.00	$261.00	$11.00
Pre-application meeting (Single dwelling/building, or works, or business)	Non-Statutory	Per Meeting	N/A	Y	N/A	$200.00	$200.00
Pre-application meeting (2-4 dwellings/lots)	Non-Statutory	Per Meeting	N/A	Y	N/A	$250.00	$250.00
Pre-application meeting (5 or more dwellings/lots & other)	Non-Statutory	Per Meeting	N/A	Y	N/A	$400.00	$400.00
Extension of Time							
First request.	Non-Statutory	Per Request	N/A	Y	$318.00	$332.00	$14.00
Second request.	Non-Statutory	Per Request	N/A	Y	$473.00	$494.00	$21.00
Third and subsequent requests.	Non-Statutory	Per Request	N/A	Y	$708.00	$743.00	$35.00
Refunds							
Cancellation/withdrawal of application when no work carried out.	Non-Statutory	Per Request	N/A	Y	Refund of 1/2 of application fee.	Refund of 1/2 of application fee.	N/A
Cancellation/withdrawal after direction to advertise but before commenced.	Non-Statutory	Per Request	N/A	Y	Refund of 1/2 of application fee.	Refund of 1/2 of application fee.	N/A
Cancellation/withdrawal after advertising commenced.	Non-Statutory	Per Request	N/A	Y	No Refund	No Refund	$0.00
Cancellation/withdrawal due to prohibited proposal (written planning advice will be provided).	Non-Statutory	Per Request	N/A	Y	$183.00	$191.00	$8.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST Included	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
TOWN PLANNING							
Part 2: Administrative Charges (Non Statutory Fees)							
Other fees							
Condition Plan Assessment (plans submitted for endorsement as required by conditions of a planning permit).	Non-Statutory	First Submission	N/A	Y	$0.00	$0.00	$0.00
Condition Plan Assessment (plans submitted for endorsement as required by conditions of a planning permit).	Non-Statutory	Second and Subsequent Submissions	N/A	Y	$120.00	$125.00	$5.00
Preparation and registration of section 173 agreement.	Non-Statutory	Per Agreement	N/A	Y	At Cost	At Cost	$0.00
Review of Section 173 Agreement not prepared by Council.	Non-Statutory	At Cost	N/A	Y	Invoice to applicant	Invoice to applicant	$0.00
Secondary Consent.	Non-Statutory	First Request	N/A	Y	$318.00	$332.00	$14.00
Secondary Consent.	Non-Statutory	Subsequent Requests	N/A	Y	$467.00	$488.00	$21.00
Miscellaneous Planning Consent.	Non-Statutory	Per Consent	N/A	Y	$473.00	$494.00	$21.00
Advertising							
Advertising – A3 Notice.	Non-Statutory	Per Advertisement	N/A	Y	$318.00	$332.00	$14.00
Advertising – Letters to adjoining owners.	Non-Statutory	Per Application/Advertisement	N/A	Y	$69.00	$72.00	$3.00
Advertising – Notice in Newspaper.	Non-Statutory	At Cost	N/A	Y	Invoice to applicant	Invoice to applicant	$0.00
NOTES TO PLANNING FEES & CHARGES							
Statutory Fees							
These fees are cumulative unless otherwise stated.							
If your application or request falls into several categories the highest fee and half the lower fee are payable.							
Administrative Charges for Photocopying and Printing							
These charges are in accordance with those published by Hepburn Shire Council and subject to amendment.							
Please contact the Planning Customer Service for the list of charges.							
The preceding sections are a summary of the fees prescribed under the Planning and Environment (Fees) Regulations 2016, and is not a complete representation of these Regulations or other legislative provisions. Reference should be made to the Regulations to obtain the complete wording of individual fee Regulations and other Regulations (which include waiving and rebating provisions). Please visit www.planning.vic.gov.au for more details on the Planning and Environment (Fees) Regulations 2016 setting out the new fees and the Planning and Environment Act 1987.							
Statutory fees as determined by legislation and therefore subject to any change in legislation.							
Fee for amending a planning permit application depends on the Schedule of fees as per the Planning & Environment Regulations (Fees).							
Fee for lodging amended subdivision plans at certification stage depends on the schedule of fees as per the Planning & Environment Regulations (Fees).							
The non-statutory fees are above the benchmark for the surrounding municipalities. A policy is to be formed to determine future non statutory fee rises.							

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
BUILDING SERVICES							
Dwellings, associated buildings and swimming pools							
Alterations & additions up to $50,000 - Class 1	Non-Statutory	Per Application	N/A	Y	$1,802.00	$2,043.00	$241.00
Alterations and additions over $50,000 - Class 1	Non-Statutory	Per Application	N/A	Y	$1,802.00	$2,297.00	$495.00
Dwelling, relocation of dwellings, and units (per individual unit), additions and alterations >$150,000.00	Non-Statutory	Per Application	N/A	Y	$1,802.00	$2,678.00	$876.00
Outbuildings, garages, sheds - Class 10	Non-Statutory	Per Application	N/A	Y	$1,802.00	$1,200.00	($602.00)
Relocation of dwellings - security deposit	Non-Statutory	Per Application	N/A	Y	$0.00	$10,000.00	$10,000.00
Class 10 - Fences, masts & miscellaneous structures	Non-Statutory	Per Application	N/A	Y	$0.00	$804.70	$804.70
Swimming Pools	Non-Statutory	Per Permit	N/A	Y	$719.00	$1,100.00	$381.00
Restumping and underpinning	Non-Statutory	Per Permit	N/A	Y	$454.00	$1,050.00	$596.00
Conducting an assessment for compliance under AS3959 (Bushfire Code)	Non-Statutory	Per Assessment	N/A	Y	$398.00	$416.00	$18.00
Commercial/Industrial							
Works valued up to $50,000	Non-Statutory	Per Application	N/A	Y	$1,082.00	$1,974.00	$892.00
Works valued over $50,000 to $150,000	Non-Statutory	Per Application	N/A	Y	$2,164.00	$2,286.00	$122.00
Works valued over $150,000	Non-Statutory	Per Application	N/A	Y	$2,164.00	$2,665.00	$501.00
Lodgement Fees - Commercial/Industrial	Statutory	Per Lodgement	2.75	N	$46.20	$47.50	$1.30
Demolition							
Demolition/removal - Class 1 and 10 building	Statutory	Per Application ($782 plus Section 29A Fee)	4.6	N	$859.30	$861.40	$2.10
Demolition/removal - Class 2 to 9 building	Statutory	Per Application ($1,252 plus Section 29A Fee)	4.6	N	$1,329.30	$1,331.40	$2.10
Change of Use and Occupy a Place of Public Entertainment (POPE)							
Change of use - Class 1A to class 1B buildings	Non-Statutory	Per Request	N/A	Y	$0.00	$1,200.00	$1,200.00
Change of use - Class 10A to class 1A buildings	Non-Statutory	Per Request	N/A	Y	$0.00	$1,500.00	$1,500.00
Change of use - Class 2 to Class 9 Buildings	Non-Statutory	Per Request	N/A	Y	$0.00	$2,100.00	$2,100.00
Occupancy Permit Place of Public Entertainment-community based organisations > 5000 attendees	Non-Statutory	Per Permit	N/A	Y	$0.00	$475.00	$475.00
Occupancy Permit Place of Public Entertainment less than 5000 attendees	Non-Statutory	Per Permit	N/A	Y	$0.00	$950.00	$950.00
Occupancy Permit Place of Public Entertainment more than 5000 attendees	Non-Statutory	Per Permit	N/A	Y	$0.00	$1,150.00	$1,150.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
BUILDING SERVICES							
Other Permits/Services							
Report & Consent under Part 5 of the Regulations - siting variation	Statutory	Per Request	27.45	N	$461.40	$474.10	$12.70
Report & Consent under Part 6, 10 of the Regulations - Approval of temporary occupation of a building	Statutory	Per Request	19.61	N	$329.60	$338.70	$9.10
Report & Consent under Part 7 of the Regulations - siting variation	Statutory	Per Request	19.9	N	$0.00	$343.70	$343.70
Report & Consent under Part 8 of the Act - Build Over Easement	Statutory	Per Request	27.45	N	$461.40	$474.10	$12.70
Report & Consent - Consent under Section 29A of the Act (Demolition) - Form A	Statutory	Per Request	5.75	N	$0.00	$99.30	$99.30
Building Permits - Private Lodgement	Statutory	Per Request	8.23	N	$0.00	$142.10	$142.10
Permit - Extension of Time	Non-Statutory	Per Permit	N/A	Y	$318.00	$350.00	$32.00
Building Permit - Amendment to Permit Only	Non-Statutory	Per Variation	N/A	Y	$348.00	$249.50	$98.50
Building Permit - Variation to approved documents - works up to $5,000	Non-Statutory	Per Variation	N/A	Y	$348.00	$249.50	$98.50
Building Permit - Variation to approved documents - works over $5,000	Non-Statutory	Per Variation	N/A	Y	$348.00	$450.00	$102.00
Inspection Associated with Lapsed Permits	Non-Statutory	Per Inspection	N/A	Y	$254.00	$350.00	$96.00
Rectification of Illegal Works (as per new works fee structure)	Non-Statutory	Per Application	N/A	Y	$254.00	$350.00	$96.00
State Government Building Levy - Cost recovery of levy	Statutory	Per application/Per $1,000 of Construction Value	N/A	N	$1.28	$1.28	$0.00
Approval of temporary occupation of a building	Non-Statutory	Per Building	N/A	Y	$0.00	$430.20	$430.20
Temporary Structures	Non-Statutory	Per Application	N/A	Y	$348.00	$430.20	$82.20
Lodgement Fees - Payable on Council & Private Building Surveyor Projects	Statutory	Per Lodgement	8.23	N	$138.35	$142.10	3.75
Occupancy Permit Place of Public Entertainment - Community based organisation	Non-Satutory	>5000 attendees	N/A	Y	$0.00	$475.00	$475.00
Occupancy Permit Place of Public Entertainment	Non-Satutory	<5000 attendees	N/A	Y	$0.00	$950.00	$950.00
Occupancy Permit Place of Public Entertainment	Non-Satutory	>5000 attendees	N/A	Y	$0.00	$1,150.00	$1,150.00
Requests for Information							
Property Certificates (Last 10 Years Information) - Building Regulation 51 Certificate	Statutory	Per Application	3.19	N	$53.60	$55.10	$1.50
Copies of Plans from Building files	Non-Statutory	Per Application	N/A	Y	$254.00	$101.05	($152.95)
	Non-Statutory	Staff Time Per Hour	N/A	Y	N/A	$120.00	$120.00
Use of Council Building Inspector/Building Surveyor	Non-Statutory	Per Hour of Building Staff Time	N/A	Y	N/A	$171.15	$171.15
Use of Council Staff to assist with applications to Building Appeals Board	Non-Statutory	Per Hour of Building Staff Time	N/A	Y	N/A	$237.70	$237.70
Use of Council Municipal Building Surveyor	Non-Statutory	Per Hour of Building Staff Time	N/A	Y	N/A	$260.80	$260.80
Swimming Pools and Spas - Registration & Certificates							
Pool or Spa Registration Fee	Statutory	Per Registration	2.15	N	$36.10	$37.10	$1.00
Lodgement - Certificate of Compliance	Statutory	Per Certificate	1.38	N	$23.20	$23.80	$0.60
Lodgement - Certificate of Non-Compliance	Statutory	Per Certificate	26	N	$437.10	$449.00	$11.90
Other Fees							
Issue - Building Notice	Non-Satutory	Per Notice	N/A	Y	No Charge	No Charge	$0.00
Issue - Building Order	Non-Satutory	Per Order	N/A	Y	$941.00	$983.00	$42.00
2026/27 BUILDING FEES & CHARGES SCHEDULE ALIGNS WITH MOUNT ALEXANDER SHIRE COUNCIL'S FEES AND CHARGES, IN RECOGNITION OF THE SHARED SERVICES AGREEMENT							
NOTES:							
1. Cost of works determined by Relevant Building Surveyor, unless contract applies.							
2. All fees quoted (unless determined by legislation) are a minimum basis.							
Statutory fees are determined by legislation and therefore subject to any change in legislation.							

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
INFRASTRUCTURE							
Residential - Asset Protection/Road Opening Permit	Non-Statutory	Per Application	N/A	Y	$0.00	$220.00	$220.00
Commercial - Asset Protection/Road Opening Permit	Non-Statutory	Per Application	N/A	Y	$0.00	$330.00	$330.00
Legal Point of Discharge							
Legal Point of Discharge	Statutory	Per Property	14.17	N	$238.20	$244.70	$6.50
Consent to Work on Road where speed greater than 50 kph							
Works on road, shoulder or pathway (max speed greater than 50 kph)	Statutory	Per Application	43.1	N	$724.50	$744.30	$19.80
Road but **NOT** on roadway, shoulder or pathway	Statutory	Per Application	23.5	N	$395.00	$405.80	$10.80
Minor works but **NOT** on a road, shoulder or pathway	Statutory	Per Application	6	N	$100.90	$103.60	$2.70
Consent to Work on Road where speed not more than 50 kph							
Works on road, shoulder or pathway	Statutory	Per Application	23.5	N	$395.00	$405.80	$10.80
Road but **NOT** on roadway, shoulder or pathway	Statutory	Per Application	6	N	$100.90	$103.60	$2.70
Minor works on a road, shoulder or pathway	Statutory	Per Application	9.3	N	$156.30	$160.60	$4.30
Minor works but **NOT** on a road, shoulder or pathway	Statutory	Per Application	6	N	$100.90	$103.60	$2.70
Road Discontinuance Fee							
Road Discontinuance Fee	Non-Statutory	Per Application	N/A	Y	$784.00	$819.00	$35.00
Street Signage (Non-Council)							
Blade supply and installation	Non-Statutory	Per Sign	N/A	Y	$277.00	$430.00	$153.00
Blade plus pole supply and installation	Non-Statutory	Per Sign	N/A	Y	$348.00	$700.00	$352.00
Other - On application	Non-Statutory	Per Sign	N/A	Y	N/A	On Application	N/A
Land Use Activity Agreements (LUAA)							
Facilitation fee - Advisory	Non-Statutory	Per Application	N/A	Y	$451.00	$471.00	$20.00
Facilitation fee - Negotiation and other	Non-Statutory	Per Application	N/A	Y	$1,688.00	$1,764.00	$76.00
Water Sensitive Urban Design Contribution (WSUD)							
Low density subdivision (>2000 sq/m)	Non-Statutory	Per Square Metre	N/A	Y	$1.10	$1.15	$0.05
					Minimum Contribution		$1,670
Standard sizes subdivision (450 sq/m to 2000 sq/m)	Non-Statutory	Per Square Metre	N/A	Y	$8.70	$9.00	$0.30
					Minimum Contribution		$1,670
Industrial/Commercial Development	Non-Statutory	Per Square Metre	N/A	Y	$10.90	$11.30	$0.40
					Minimum Contribution		$1,670
Minimum contribution fee (Including when a partial contribution is made)	Non-Statutory	Per Subdivision	N/A	Y	$1,600.00	$1,670.00	$70.00
Partial contributions will be based on the amount of treatment that will not be met with proposed stormwater treatment infrastructure. For example, if a treatment will achieve 80% then the partial contribution will be 20% of the rate based on the development type.	Non-Statutory	Per Subdivision	N/A	Y	N/A	N/A	N/A

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
WASTE							
Standard Garbage Bag	Non-Statutory	Ratepayer/Resident Approximately 120 Litres	N/A	Y	$12.00	$12.00	$0.00
	Non-Statutory	Non-Ratepayer/Resident Approximately 120 Litres	N/A	Y	$12.00	$14.00	$2.00
240 Litre Wheelie Bin	Non-Statutory	Ratepayer/Resident Approximately 240 Litres	N/A	Y	$17.50	$19.00	$1.50
	Non-Statutory	Non-Ratepayer/Resident Approximately 240 Litres	N/A	Y	$17.50	$28.00	$10.50
Car/Boot Load	Non-Statutory	Ratepayer/Resident (½ m^3 max)	N/A	Y	$35.00	$38.00	$3.00
	Non-Statutory	Non-Ratepayer/Resident (½ m^3 max)	N/A	Y	$35.00	$56.00	$21.00
Utility/Small Trailer	Non-Statutory	Ratepayer/Resident (1.0 m^3 max)	N/A	Y	$70.00	$76.00	$6.00
	Non-Statutory	Non-Ratepayer/Resident (1.0 m^3 max)	N/A	Y	$70.00	$113.00	$43.00
Other Loads that are non-commercial	Non-Statutory	Ratepayer/Resident Per m^3	N/A	Y	$70.00	$90.00	$20.00
	Non-Statutory	Non-Ratepayer/Resident Per m^3	N/A	Y	$70.00	$113.00	$43.00
Commercial or Industrial Waste	Non-Statutory	Not Accepted	N/A	Y	Not Accepted	Not Accepted	N/A
Clean Green Waste	Non-Statutory	Ratepayer/Resident Up to 240L Bin	N/A	Y	$8.00	$8.50	$0.50
	Non-Statutory	Non-Ratepayer/Resident Up to 240L Bin	N/A	Y	$8.00	$10.50	$2.50
Clean Green Waste	Non-Statutory	Ratepayer/Resident Up to ½ m^3	N/A	Y	$16.00	$17.00	$1.00
	Non-Statutory	Non-Ratepayer/Resident Up to ½ m^3	N/A	Y	$16.00	$21.00	$5.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
WASTE							
Clean Green Waste	Non-Statutory	Ratepayer/Resident Per m^3	N/A	Y	$32.00	$34.00	$2.00
	Non-Statutory	Non-Ratepayer/Resident Per m^3	N/A	Y	$32.00	$42.50	$10.50
Food Organics	Non-Statutory	Ratepayer/Resident Up to 12L Bucket	N/A	Y	$6.00	$6.00	$0.00
	Non-Statutory	Non-Ratepayer/Resident Up to 12L Bucket	N/A	Y	$6.00	$7.50	$1.50
Food Organics	Non-Statutory	Ratepayer/Resident 120L Bin	N/A	Y	$8.00	$8.00	$0.00
	Non-Statutory	Non-Ratepayer/Resident 120L Bin	N/A	Y	$8.00	$10.00	$2.00
Woody Weeds	Non-Statutory	Per m^3	N/A	Y	Not Accepted	Not Accepted	N/A
Comingled recyclables	Non-Statutory	Ratepayer/Resident Up to 240L bin	N/A	Y	$12.00	$12.00	$0.00
	Non-Statutory	Non-Ratepayer/Resident Up to 240L bin	N/A	Y	$12.00	$15.00	$3.00
Comingled recyclables	Non-Statutory	Ratepayer/Resident Per ½ m^3	N/A	Y	$23.00	$24.00	$1.00
	Non-Statutory	Non-Ratepayer/Resident Per ½ m^3	N/A	Y	$23.00	$30.00	$7.00
Comingled recyclables	Non-Statutory	Ratepayer/Resident Per m^3	N/A	Y	$46.00	$48.00	$2.00
	Non-Statutory	Non-Ratepayer/Resident Per m^3	N/A	Y	$46.00	$60.00	$14.00
Glass	Non-Statutory	Ratepayer/Resident Up to 120L	N/A	Y	$6.00	$0.00	($6.00)
	Non-Statutory	Non-Ratepayer/Resident Up to 120L	N/A	Y	$6.00	$6.00	$0.00
Separated recyclable cardboard & paper	Non-Statutory	Ratepayer/Resident Per m^3	N/A	Y	No Charge	No Charge	$0.00
	Non-Statutory	Non-Ratepayer/Resident Per m^3	N/A	Y	$0.00	$30.00	$30.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
WASTE							
Tyres							
Car	Non-Statutory	Ratepayer/Resident Per Tyre	N/A	Y	$12.00	$13.00	$1.00
	Non-Statutory	Non-Ratepayer/Resident Per Tyre	N/A	Y	$12.00	$16.00	$4.00
Light Truck	Non-Statutory	Ratepayer/Resident Per Tyre	N/A	Y	$40.00	$42.00	$2.00
	Non-Statutory	Non-Ratepayer/Resident Per Tyre	N/A	Y	$40.00	$52.50	$12.50
Truck	Non-Statutory	Ratepayer/Resident Per Tyre	N/A	Y	$78.00	$80.00	$2.00
	Non-Statutory	Non-Ratepayer/Resident Per Tyre	N/A	Y	$78.00	$100.00	$22.00
Tractor – Small	Non-Statutory	Ratepayer/Resident Per Tyre	N/A	Y	$161.00	$166.00	$5.00
	Non-Statutory	Non-Ratepayer/Resident Per Tyre	N/A	Y	$161.00	$207.50	$46.50
Tractor – Large	Non-Statutory	Ratepayer/Resident Per Tyre	N/A	Y	$247.00	$255.00	$8.00
	Non-Statutory	Non-Ratepayer/Resident Per Tyre	N/A	Y	$247.00	$318.00	$71.00
Rims only	Non-Statutory	Ratepayer/Resident Per Tyre	N/A	Y	No Charge	No Charge	$0.00
	Non-Statutory	Non-Ratepayer/Resident Per Tyre	N/A	Y	No Charge	No Charge	$0.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
WASTE							
Other							
Paint 4L container or smaller #	Non-Statutory	Ratepayer/Resident Per 4L container or smaller	N/A	Y	$5.00	$5.50	$0.50
	Non-Statutory	Non-Ratepayer/Resident Per 4L container or smaller	N/A	Y	$5.00	$7.00	$2.00
Paint 5L container or smaller #	Non-Statutory	Ratepayer/Resident Per 5L container or smaller	N/A	Y	$8.00	$8.50	$0.50
	Non-Statutory	Non-Ratepayer/Resident Per 5L container or smaller	N/A	Y	$8.00	$10.50	$2.50
Empty paint containers - Recyclable	Non-Statutory	Ratepayer/Resident Per Recyclable Container	N/A	Y	No Charge	No Charge	$0.00
	Non-Statutory	Non-Ratepayer/Resident Per Recyclable Container	N/A	Y	No Charge	No Charge	$0.00
Oil	Non-Statutory	Ratepayer/Resident Per Litre	N/A	Y	No Charge	No Charge	$0.00
	Non-Statutory	Non-Ratepayer/Resident Per 10 Litre	N/A	Y	No Charge	$2.00	$2.00
Batteries	Non-Statutory	Per Unit	N/A	N/A	No Charge	No Charge	$0.00
Scrap steel	Non-Statutory	Per Unit	N/A	N/A	No Charge	No Charge	$0.00
Non ferrous metals	Non-Statutory	Per Unit	N/A	N/A	No Charge	No Charge	$0.00
Car bodies	Non-Statutory	Per Unit	N/A	N/A	No Charge	No Charge	$0.00
Refrigerators and freezers (Degassed/Gassed)	Non-Statutory	Ratepayer/Resident Per Unit	N/A	Y	$25.00	$26.00	$1.00
	Non-Statutory	Non-Ratepayer/Resident Per Unit	N/A	Y	$25.00	$31.00	$6.00
Televisions / Computer	Non-Statutory	Ratepayer/Resident Per Unit	N/A	N/A	No Charge	No Charge	$0.00
	Non-Statutory	Non-Ratepayer/Resident Per Unit	N/A	Y	No Charge	$2.00	$2.00
Other E-Waste Item	Non-Statutory	Ratepayer/Resident Per Unit	N/A	N/A	No Charge	No Charge	$0.00
	Non-Statutory	Non-Ratepayer/Resident Per Unit	N/A	Y	No Charge	$1.00	$1.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
WASTE							
Other							
Concrete Rubble	Non-Statutory	Ratepayer/Resident Per Cubic Metre	N/A	Y	$87.00	$90.00	$3.00
	Non-Statutory	Non-Ratepayer/Resident Per Cubic Metre	N/A	Y	$87.00	$113.00	$26.00
Cot Mattresses	Non-Statutory	Ratepayer/Resident Per Unit	N/A	Y	$36.00	$11.00	($25.00)
	Non-Statutory	Non-Ratepayer/Resident Per Unit	N/A	Y	$36.00	$14.00	($22.00)
Mattresses/Couches Single	Non-Statutory	Ratepayer/Resident Per Unit	N/A	Y	$36.00	$27.00	($9.00)
	Non-Statutory	Non-Ratepayer/Resident Per Unit	N/A	Y	$36.00	$34.00	($2.00)
Mattresses Double and Larger	Non-Statutory	Ratepayer/Resident Per Unit	N/A	Y	$36.00	$32.00	($4.00)
	Non-Statutory	Non-Ratepayer/Resident Per Unit	N/A	Y	$36.00	$40.00	$4.00
Bed Bases	Non-Statutory	Ratepayer/Resident Per Unit	N/A	Y	$36.00	$28.00	($8.00)
	Non-Statutory	Non-Ratepayer/Resident Per Unit	N/A	Y	$36.00	$35.00	($1.00)
Polystyrene	Non-Statutory	Ratepayer/Resident Per m^3	N/A	Y	$0.00	$0.00	$0.00
	Non-Statutory	Non-Ratepayer/Resident Per m^3	N/A	Y	$0.00	$20.00	$20.00
Please note loads are charged pro-rata based on cubic cost							
#Council has delegated to the CEO the ability to reduce charges for paint drop off to zero subject to a suitable paint disposal scheme being implemented. This change would be reflected in the salvaging guidelines.							

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
SWIMMING POOLS							
Child	Non-Statutory	Day Entry	N/A	Y	$0.00	$0.00	$0.00
Adults	Non-Statutory	Day Entry	N/A	Y	$0.00	$0.00	$0.00
Spectators	Non-Statutory	Day Entry	N/A	Y	$0.00	$0.00	$0.00
Private Function	Non-Statutory	Per Day	N/A	Y	$1,200.00	$1,255.00	$55.00
School Entry	Non-Statutory	Per Student	N/A	Y	$5.20	$5.40	$0.20

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
FUNCTIONS IN COUNCIL RESERVES & FACILITIES							
INSURANCE							
Insurance administration fee is incurred if no Insurance Certificate of Currency is provided. This fee is charged once per annum for regular users. Events are not eligible under this insurance administration fee.							
Insurance admin fee - if no Certificate of Currency is provided - charged once per annum for regular users - Community	Non-Statutory	Per User/Per Annum	N/A	Y	$71.00	$76.00	$5.00
Insurance admin fee - if no Certificate of Currency is provided - charged once per annum for regular users - Not for Profit/Government	Non-Statutory	Per User/Per Annum	N/A	Y	$71.00	$76.00	$5.00
Insurance admin fee - if no Certificate of Currency is provided - charged once per annum for regular users - Private or Commercial	Non-Statutory	Per User/Per Annum	N/A	Y	$71.00	$76.00	$5.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
HIRING							
DOUG LINDSAY RESERVE							
No fee waiver is applicable to the hire of this venue - refer Council Policy 48							
Pavilion (Includes Commercial Kitchen) - Local Community	Non-Statutory	Per Hour	N/A	Y	$20.00	$30.00	$10.00
Pavilion (Includes Commercial Kitchen) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$45.00	$45.00	$0.00
Pavilion (Includes Commercial Kitchen) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$50.00	$60.00	$10.00
Pavilion (No Commercial Kitchen) - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$25.00	$25.00
Pavilion (No Commercial Kitchen) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$37.50	$37.50
Pavilion (No Commercial Kitchen) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$50.00	$50.00
Kitchen Only - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$20.00	$20.00
Kitchen Only - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$30.00	$30.00
Kitchen Only - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$40.00	$40.00
Oval - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$10.00	$10.00
Oval - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Oval - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$20.00	$20.00
Soccer Pitch (Main) - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$7.50	$7.50
Soccer Pitch (Main) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$11.25	$11.25
Soccer Pitch (Main) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Soccer Pitch (Alternative) - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$7.50	$7.50
Soccer Pitch (Alternative) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$11.25	$11.25
Soccer Pitch (Alternative) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Netball Court 1 - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$7.50	$7.50
Netball Court 1 - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$11.25	$11.25
Netball Court 1 - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Netball Court 2 - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$7.50	$7.50
Netball Court 2 - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$11.25	$11.25
Netball Court 2 - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Entire Reserve (Not Creswick Bowling Club or Soccer Pavilion) - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$50.00	$50.00
Entire Reserve (Not Creswick Bowling Club or Soccer Pavilion) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$75.00	$75.00
Entire Reserve (Not Creswick Bowling Club or Soccer Pavilion) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$100.00	$100.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
FUNCTIONS IN COUNCIL RESERVES & FACILITIES							
HIRING							
VICTORIA PARK DAYLESFORD							
No fee waiver is applicable to the hire of this venue - refer Council Policy 48							
Pavilion (Includes Commercial Kitchen) - Local Community	Non-Statutory	Per Hour	N/A	Y	$20.00	$30.00	$10.00
Pavilion (Includes Commercial Kitchen) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$30.00	$45.00	$15.00
Pavilion (Includes Commercial Kitchen) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$50.00	$60.00	$10.00
Pavilion (No Commercial Kitchen) - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$25.00	$25.00
Pavilion (No Commercial Kitchen) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$37.50	$37.50
Pavilion (No Commercial Kitchen) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$50.00	$50.00
Commercial Kitchen Only - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$20.00	$20.00
Commercial Kitchen Only - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$30.00	$30.00
Commercial Kitchen Only - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$40.00	$40.00
Netball Court - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$7.50	$7.50
Netball Court - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$11.25	$11.25
Netball Court - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Oval - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$10.00	$10.00
Oval - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Oval - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$20.00	$20.00
Soccer Pitch - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$10.00	$10.00
Soccer Pitch - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Soccer Pitch - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$20.00	$20.00
Showgrounds - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$10.00	$10.00
Showgrounds - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Showgrounds - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$20.00	$20.00
Entire Reserve - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$50.00	$50.00
Entire Reserve - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$75.00	$75.00
Entire Reserve - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$100.00	$100.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
FUNCTIONS IN COUNCIL RESERVES & FACILITIES							
HIRING							
WOMBAT HILL BOTANIC GARDENS							
Wedding - Local Community	Non-Statutory	Per Hour	N/A	Y	$100.00	$100.00	$0.00
Wedding - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$100.00	$100.00	$0.00
Wedding - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$100.00	$100.00	$0.00
LAKE DAYLESFORD FORESHORE							
Wedding - Local Community	Non-Statutory	Per Hour	N/A	Y	$100.00	$100.00	$0.00
Wedding - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$100.00	$100.00	$0.00
Wedding - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$100.00	$100.00	$0.00
CRESWICK TOWN HALL							
Town Hall with Commercial Kitchen - Community	Non-Statutory	Per Hour	N/A	Y	$10.00	$30.00	$20.00
Town Hall with Commercial Kitchen - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$20.00	$45.00	$25.00
Town Hall with Commercial Kitchen - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$50.00	$60.00	$10.00
Town Hall without Kitchen - Community	Non-Statutory	Per Hour	N/A	Y	N/A	$20.00	$20.00
Town Hall without Kitchen - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$30.00	$30.00
Town Hall without Kitchen - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$40.00	$40.00
Commercial Kitchen Only - Community	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Commercial Kitchen Only - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$22.50	$22.50
Commercial Kitchen Only - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$30.00	$30.00
CLUNES TOWN HALL							
Town Hall with Commercial Kitchen - Community	Non-Statutory	Per Hour	N/A	Y	$10.00	$30.00	$20.00
Town Hall with Commercial Kitchen - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$20.00	$45.00	$25.00
Town Hall with Commercial Kitchen - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$50.00	$60.00	$10.00
Town Hall without Kitchen - Community	Non-Statutory	Per Hour	N/A	Y	$10.00	$20.00	$10.00
Town Hall without Kitchen - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$20.00	$30.00	$10.00
Town Hall without Kitchen - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$50.00	$40.00	($10.00)
Commercial Kitchen Only - Community	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Commercial Kitchen Only - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$22.50	$22.50
Commercial Kitchen Only - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$30.00	$30.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
FUNCTIONS IN COUNCIL RESERVES & FACILITIES							
HIRING							
THE MECHANICS TRENTHAM							
Community Hall & Kit's Kitchen - Community	Non-Statutory	Per Hour	N/A	Y	$40.00	$50.00	$10.00
Community Hall & Kit's Kitchen - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$60.00	$75.00	$15.00
Community Hall & Kit's Kitchen - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$100.00	$100.00	$0.00
Loddon River Room (Bulatjal Yaluk) - Community	Non-Statutory	Per Hour	N/A	Y	$16.00	$20.00	$4.00
Loddon River Room (Bulatjal Yaluk) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$25.00	$30.00	$5.00
Loddon River Room (Bulatjal Yaluk) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$40.00	$40.00	$0.00
Campaspe River Room (Yaluk) - Community	Non-Statutory	Per Hour	N/A	Y	$11.00	$11.00	$0.00
Campaspe River Room (Yaluk) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$16.00	$16.50	$0.50
Campaspe River Room (Yaluk) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$21.00	$22.00	$1.00
Coliban River Room (Dindilong Yaluk) - Community	Non-Statutory	Per Hour	N/A	Y	$10.00	$15.00	$5.00
Coliban River Room (Dindilong Yaluk) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$15.00	$22.50	$7.50
Coliban River Room (Dindilong Yaluk) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$30.00	$30.00	$0.00
Puggles Room (Bupuwuk Yulawila) - Community	Non-Statutory	Per Hour	N/A	Y	$11.00	$11.00	$0.00
Puggles Room (Bupuwuk Yulawila) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$16.00	$16.50	$0.50
Puggles Room (Bupuwuk Yulawila) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$21.00	$22.00	$1.00
Kit's Kitchen (Kitchen Hire with Room Hire) - Community	Non-Statutory	Per Hour	N/A	Y	$10.00	$10.00	$0.00
Kit's Kitchen (Kitchen Hire with Room Hire) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$10.00	$15.00	$5.00
Kit's Kitchen (Kitchen Hire with Room Hire) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$20.00	$20.00	$0.00
Kit's Kitchen (Kitchen Hire Only) - Community	Non-Statutory	Per Hour	N/A	Y	$16.00	$20.00	$4.00
Kit's Kitchen (Kitchen Hire Only) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$25.00	$30.00	$5.00
Kit's Kitchen (Kitchen Hire Only) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$40.00	$40.00	$0.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
FUNCTIONS IN COUNCIL RESERVES & FACILITIES							
HIRING							
DAYLESFORD TOWN HALL							
Town Hall - Community	Non-Statutory	Per Hour	N/A	Y	$25.00	$30.00	$5.00
Town Hall - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$35.00	$45.00	$10.00
Town Hall - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$50.00	$60.00	$10.00
Senior Citizens Room - Community	Non-Statutory	Per Hour	N/A	Y	$10.00	$20.00	$10.00
Senior Citizens Room - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$20.00	$30.00	$10.00
Senior Citizens Room - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$40.00	$40.00	$0.00
Town Hall & Senior Citizens Rooms (Combined) - Community	Non-Statutory	Per Hour	N/A	Y	$35.00	$45.00	$10.00
Town Hall & Senior Citizens Rooms (Combined) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$55.00	$67.50	$12.50
Town Hall & Senior Citizens Rooms (Combined) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$90.00	$90.00	$0.00
PA System - Community	Non-Statutory	Per Hour	N/A	Y	$10.00	$10.00	$0.00
PA System - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$20.00	$21.00	$1.00
PA System - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$30.00	$31.00	$1.00
CLUNES COMMUNITY CENTRE							
No fee waiver is applicable to the hire of this venue - refer Council Policy 48							
Pavilion (Includes Kitchen) - Local Community	Non-Statutory	Per Hour	N/A	Y	$20.00	$25.00	$5.00
Pavilion (Includes Kitchen) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$30.00	$37.50	$7.50
Pavilion (Includes Kitchen) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$50.00	$50.00	$0.00
Pavilion (No Commercial Kitchen) - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$20.00	$20.00
Pavilion (No Commercial Kitchen) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$30.00	$30.00
Pavilion (No Commercial Kitchen) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$40.00	$40.00
Pavilion (Commercial Kitchen Only) - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Pavilion (Commercial Kitchen Only) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$22.50	$22.50
Pavilion (Commercial Kitchen Only) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$30.00	$30.00
Oval - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$10.00	$10.00
Oval - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00
Oval - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$20.00	$20.00
Netball Court - Local Community	Non-Statutory	Per Hour	N/A	Y	N/A	$7.50	$7.50
Netball Court - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	N/A	$11.25	$11.25
Netball Court - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	N/A	$15.00	$15.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
FUNCTIONS IN COUNCIL RESERVES & FACILITIES							
HIRING							
CRESWICK HUB - MEETING ROOM (OFFICE HOURS ONLY)							
Meeting Room - Local Community	Non-Statutory	Per Hour	N/A	Y	$20.00	$25.00	$5.00
Meeting Room - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$30.00	$37.50	$7.50
Meeting Room - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$40.00	$50.00	$10.00
THE WAREHOUSE - CLUNES							
Ullumburra Meeting Room - Local Community	Non-Statutory	Per Hour	N/A	Y	$33.00	$25.00	($8.00)
Ullumburra Meeting Room - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$49.00	$37.50	($11.50)
Ullumburra Meeting Room - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$65.00	$50.00	($15.00)
Esmond Gallery - Local Community	Non-Statutory	Per Hour	N/A	Y	$33.00	$37.50	$4.50
Esmond Gallery - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$49.00	$56.25	$7.25
Esmond Gallery - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$65.00	$75.00	$10.00
GROUP/PERSONAL TRAINING (SUBJECT TO LONG TERM AGREEMENT)							
Group/Personal Training (Subject to Long Term Agreement) - Local Community	Non-Statutory	Per Hour	N/A	Y	$27.00	$15.00	($12.00)
Group/Personal Training (Subject to Long Term Agreement) - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$27.00	$22.50	($4.50)
Group/Personal Training (Subject to Long Term Agreement) - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$27.00	$30.00	$3.00
ALL OTHER FACILITIES NOT LISTED							
Standard - Local Community	Non-Statutory	Per Hour	N/A	Y	$20.00	$32.50	$12.50
Standard - Not for Profit/Government	Non-Statutory	Per Hour	N/A	Y	$30.00	$48.75	$18.75
Standard - Private or Commercial	Non-Statutory	Per Hour	N/A	Y	$40.00	$65.00	$25.00
*** Community refers to groups located outside Hepburn Shire Council boundaries.**							

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
DJUWANG BARING EVENTS							
Community Event (any number of participants)							
Event Application Fee	Non-Statutory	Per Event	N/A	Y	$65.00	$65.00	$0.00
Community Event - Peak Season (September-April)	Non-Statutory	Per Event	N/A	Y	$0.00	$0.00	$0.00
Community Event - Low Season (May to August) (subject to seasonal closure)	Non-Statutory	Per Event	N/A	Y	$0.00	$0.00	$0.00
Commercial Event (Up to 200 Participants)							
Event Application Fee	Non-Statutory	Per Event	N/A	Y	$200.00	$200.00	$0.00
Peak Season (September-April)	Non-Statutory	Per Event	N/A	Y	$2,000.00	$2,000.00	$0.00
Low Season (May to August) (subject to seasonal closure)	Non-Statutory	Per Event	N/A	Y	$1,000.00	$1,000.00	$0.00
Commercial Event (Over 200 participants)							
Event Application Fee	Non-Statutory	Per Event	N/A	Y	$400.00	$400.00	$0.00
Peak Season (September-April)	Non-Statutory	Per Event	N/A	Y	$5,000.00	$5,000.00	$0.00
Low Season (May to August) (subject to seasonal closure)	Non-Statutory	Per Event	N/A	Y	$3,000.00	$3,000.00	$0.00
Major Event - National/State							
Event Application Fee - Peak Season (September-April)	Non-Statutory	Per Event	N/A	Y	$450.00	$450.00	$0.00
Peak Season (September-April)	Non-Statutory	Per Event	N/A	Y	$10,000.00	$10,000.00	$0.00
Low Season (May to August) (subject to seasonal closure)	Non-Statutory	Per Event	N/A	Y	$8,000.00	$8,000.00	$0.00
	No increase for the 2026/2027 financial year.						

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
MEETING ROOM HIRE							
CRESWICK HUB							
MEETING ROOM (OFFICE HOURS ONLY)							
Community - Regular	Non-Statutory	Per Hour	N/A	Y	$20.00	$21.00	$1.00
Community - Casual	Non-Statutory	Per Hour	N/A	Y	$33.00	$34.00	$1.00
Community - Saturday Morning (Not Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$39.00	$41.00	$2.00
Not for Profit/Government - Regular	Non-Statutory	Per Hour	N/A	Y	$30.00	$31.00	$1.00
Not for Profit/Government -Casual	Non-Statutory	Per Hour	N/A	Y	$49.00	$51.00	$2.00
Not for Profit/Government - Saturday Morning (Not Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$58.00	$61.00	$3.00
Private or Commercial - Regular	Non-Statutory	Per Hour	N/A	Y	$40.00	$42.00	$2.00
Private or Commercial - Casual	Non-Statutory	Per Hour	N/A	Y	$65.00	$68.00	$3.00
Private or Commercial - Saturday Morning (Not Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$78.00	$82.00	$4.00
No fee waiver is applicable to the hire of this venue - refer Council Policy 48							
THE WAREHOUSE - CLUNES							
MEETING ROOM - ULLUMBURRA							
Community - Regular	Non-Statutory	Per Hour	N/A	Y	$20.00	$21.00	$1.00
Community - Casual	Non-Statutory	Per Hour	N/A	Y	$33.00	$34.00	$1.00
Community - Weekend (Friday Evenings, Saturday, Sunday & Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$39.00	$41.00	$2.00
Not for Profit/Government - Regular	Non-Statutory	Per Hour	N/A	Y	$30.00	$31.00	$1.00
Not for Profit/Government - Casual	Non-Statutory	Per Hour	N/A	Y	$49.00	$51.00	$2.00
Not for Profit/Government - Weekend (Friday Evenings, Saturday, Sunday & Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$58.00	$61.00	$3.00
Private or Commercial - Regular	Non-Statutory	Per Hour	N/A	Y	$40.00	$42.00	$2.00
Private or Commercial - Casual	Non-Statutory	Per Hour	N/A	Y	$65.00	$68.00	$3.00
Private or Commercial - Weekend (Friday Evenings, Saturday, Sunday & Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$78.00	$82.00	$4.00

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
MEETING ROOM HIRE							
THE WAREHOUSE - CLUNES							
ACTIVITY ROOM - ESMOND GALLERY							
Community - Regular	Non-Statutory	Per Hour	N/A	Y	$20.00	$21.00	$1.00
Community - Casual	Non-Statutory	Per Hour	N/A	Y	$33.00	$34.00	$1.00
Community - Weekend (Friday Evenings, Saturday, Sunday & Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$39.00	$41.00	$2.00
Community - Weekly Hire	Non-Statutory	Per Week	N/A	Y	$1,436.00	$1,501.00	$65.00
Not for Profit/Government - Regular	Non-Statutory	Per Hour	N/A	Y	$30.00	$31.00	$1.00
Not for Profit/Government - Casual	Non-Statutory	Per Hour	N/A	Y	$49.00	$51.00	$2.00
Private or Commercial - Regular	Non-Statutory	Per Hour	N/A	Y	$40.00	$42.00	$2.00
Private or Commercial - Casual	Non-Statutory	Per Hour	N/A	Y	$65.00	$68.00	$3.00
Private or Commercial - Weekend (Friday Evenings, Saturday, Sunday & Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$78.00	$82.00	$4.00
Private or Commercial - Weekly Hire	Non-Statutory	Per Week	N/A	Y	$2,872.00	$3,001.00	$129.00
No fee waiver is applicable to the hire of this venue - refer Council Policy 48							
ALL OTHER FACILITIES NOT PREVIOUSLY LISTED							
Community - Regular	Non-Statutory	Per Hour	N/A	Y	$20.00	$21.00	$1.00
Community - Casual	Non-Statutory	Per Hour	N/A	Y	$33.00	$34.00	$1.00
Community - Weekend (Friday Evenings, Saturday, Sunday & Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$39.00	$41.00	$2.00
Not for Profit/Government - Regular	Non-Statutory	Per Hour	N/A	Y	$30.00	$31.00	$1.00
Not for Profit/Government - Casual	Non-Statutory	Per Hour	N/A	Y	$49.00	$51.00	$2.00
Not for Profit/Government - Weekend (Friday Evenings, Saturday, Sunday & Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$58.00	$61.00	$3.00
Private or Commercial - Regular	Non-Statutory	Per Hour	N/A	Y	$40.00	$42.00	$2.00
Private or Commercial - Casual	Non-Statutory	Per Hour	N/A	Y	$65.00	$68.00	$3.00
Private or Commercial - Weekend (Friday Evenings, Saturday, Sunday & Public Holidays)	Non-Statutory	Per Hour	N/A	Y	$78.00	$82.00	$4.00
Community refers to groups located outside Hepburn Shire Council boundaries. A minimum hire of one hour will be charged to allow for set up and pack up.							

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
LIBRARIES							
Inter Library Loans	Non-Statutory	Per Loan Plus Other Charges Incurred	N/A	Y	$4.91	$5.10	$0.19
Inter Library Loans - Universities	Non-Statutory	Per Loan	N/A	Y	$28.00	$29.30	$1.30
Scanning	Non-Statutory	Per Side	N/A	Y	Free	Free	$0.00
Lost or damaged items	Non-Statutory	Replacement cost plus processing fee	N/A	Y	At Cost	At Cost	$0.00
Processing fee for lost or damaged items	Non-Statutory	Per Item	N/A	Y	$8.00	$8.40	$0.40
Library Book Club	Non-Statutory	Per person per year	N/A	Y	$73.15	$76.40	$3.25
PHOTOCOPYING/PRINTING							
A4 – Black & White	Non-Statutory	Per Side	N/A	Y	$0.35	$0.50	$0.15
A4 – Colour	Non-Statutory	Per Side	N/A	Y	$0.55	$0.70	$0.15
A3 – Black & White	Non-Statutory	Per Side	N/A	Y	$0.65	$0.80	$0.15
A3 – Colour	Non-Statutory	Per Side	N/A	Y	$1.10	$1.20	$0.10

Description of Charge	Statutory/ Non-Statutory	Measurement	Fee Unit/ Penalty Units	GST	Fee Charge 2025/2026	Fee Charge 2026/2027	Increase $
COPYING							
A4 – Black & White	Non-Statutory	Per Side	N/A	Y	$0.40	$0.50	$0.10
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WATER TECHNOLOGY
WATER, COASTAL & ENVIRONMENTAL CONSULTANTS

Final Report

Creswick Flood Mitigation Study

Hepburn Shire Council

9 April 2026

Document Status

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GLOSSARY OF TERMS

Afflux	Refers to the difference in water level (or depth) between two modelling scenarios, usually measured in metres and a change in extent (e.g. "was wet now dry")
Annual Exceedance Probability (AEP)	Refers to the probability or risk of a flood of a given size occurring or being exceeded in any given year. A 90% AEP flood has a high probability of occurring or being exceeded; it would occur quite often and would be relatively small. A 1% AEP flood has a low probability of occurrence or being exceeded; it would be fairly rare but it would be of extreme magnitude.
Australian Height Datum (AHD)	A common national surface level datum approximately corresponding to mean sea level. Introduced in 1971 to eventually supersede all earlier datums.
Cadastre, cadastral base	Information in map or digital form showing the extent and usage of land, including streets, lot boundaries, water courses etc.
Catchment	The area draining to a site. It always relates to a particular location and may include the catchments of tributary streams as well as the main stream.
Design flood	A design flood is a probabilistic or statistical estimate, being generally based on some form of probability analysis of flood or rainfall data. An average recurrence interval or exceedance probability is attributed to the estimate.
Discharge	The rate of flow of water measured in terms of volume over time. It is to be distinguished from the speed or velocity of flow, which is a measure of how fast the water is moving rather than how much is moving.
Flood	Relatively high stream flow which overtops the natural or artificial banks in any part of a stream, river, estuary, lake or dam, and/or overland runoff before entering a watercourse and/or coastal inundation resulting from elevated sea levels and/or waves overtopping coastline defences.
Flood Frequency Analysis (FFA)	A statistical analysis of observed flood magnitudes to determine the probability of a given flood magnitude.
Flood hazard	Potential risk to life and limb caused by flooding. Flood hazard combines the flood depth and velocity.
Floodplain	Area of land which is subject to inundation by floods up to the probable maximum flood event, i.e. flood prone land.
Flood storages	Those parts of the floodplain that are important for the temporary storage, of floodwaters during the passage of a flood.

Geographical information systems (GIS)	A system of software and procedures designed to support the management, manipulation, analysis and display of spatially referenced data.
Hydraulics	The term given to the study of water flow in a river, channel or pipe, in particular, the evaluation of flow parameters such as stage and velocity.
Hydrograph	A graph that shows how the discharge changes with time at any particular location.
Hydrology	The term given to the study of the rainfall and runoff process as it relates to the derivation of hydrographs for given floods.
Intensity frequency duration (IFD) analysis	Statistical analysis of rainfall, describing the rainfall intensity (mm/hr), frequency (probability measured by the AEP), duration (hrs). This analysis is used to generate design rainfall estimates.
LiDAR	Spot land surface heights collected via aerial light detection and ranging (LiDAR) survey. The spot heights are converted to a gridded digital elevation model dataset for use in modelling and mapping.
Peak flow	The maximum discharge occurring during a flood event.
Probability	A statistical measure of the expected frequency or occurrence of flooding. For a fuller explanation see Average Recurrence Interval.
Probable Maximum Flood	The flood that may be expected from the most severe combination of critical meteorological and hydrologic conditions that are reasonably possible in a particular drainage area.
RORB	A hydrological modelling tool used in this study to calculate the runoff generated from historic and design rainfall events.
Runoff	The amount of rainfall that actually ends up as stream or pipe flow, also known as rainfall excess.
Stage hydrograph	A graph that shows how the water level changes with time. It must be referenced to a particular location and datum.
Topography	A surface which defines the ground level of a chosen area.

EXECUTIVE SUMMARY

Water Technology were engaged by Hepburn Shire Council to deliver the Creswick Flood Mitigation Study. The project funding was sourced from a combination of Government opportunities and budget allocations from Council.

The study reviewed the available flood data for Creswick Creek and produced flood modelling and mapping in line with current industry best practices and the recommendations of Australian Rainfall and Runoff 2019. Flood modelling and mapping was produced for the 20%, 10%, 5%, 2%, 1%, 0.5%, 0.2%, 0.1% and Probable Maximum Flood (PMF) events.

In addition to the flood modelling and mapping, mitigation options and flood intelligence products detailing the flood behaviour and impacts in Creswick was developed and included in a draft update to the Hepburn Shire Municipal Flood and Storm Emergency Sub Plan (MFSEP).

Flood Mitigation Options focusing on riverine and stormwater inundation were investigated at six key flooding hotspot areas as part of a pre-feasibility assessment. The mitigation options were then refined and ranked against each of the options assessed. The options investigated at each of the six locations were:

- Location 1: Building a 1.8-hectare retarding basin upstream of Pasco Street and redirecting overland flow along Johns Road using new culverts and a levee. It also involves upgrading drainage from Clunes Road to Davies Street and adding a new pipe between 1 and 1A Davies Street.
- Location 2: Enhance the existing Cambridge Retention Basin by increasing its volume, testing a pumped outlet and adding a one-way outlet to Creswick Creek. An additional scenario assessed connecting the Pearman Street drain directly to the basin.
- Location 3: Constructing a 0.5m levee on an existing bluestone wall and an upstream retarding basin with twin outlets. Additionally, Hyde Park Road was lowered further upstream.
- Location 4: Upgrading the existing 525mm culvert north of Bald Hills Road to a twin 900x600mm box culvert. Constructing an upstream embankment to function as a retarding basin at near Cassels Lane.
- Location 5: Council pumping station at North Parade to reduce stormwater inundation behind the Creswick Creek Levee.
- Location 6: Installing new pipes and pits to direct stormwater from White Hills Road, Caddy Drive, and Wright Court to Nuggetty Gully. A cutoff drain behind 31 Gardiner Street to divert runoff into the drainage network.

Modelling and assessment for each mitigation options suggest that Mitigation 6 and Mitigation 1 would provide the best value to mitigate flooding, followed by Mitigation 3 and 5. Mitigation 2 and 4 ranked as the lower of the options assessed, however refinement options and further work may indicate them as feasible strategies to improve flood risk in Creswick.

Non-structural mitigation in the form of planning scheme mapping was also developed (in draft format) and is recommended for inclusion in the Hepburn Shire Planning Scheme. The mapping is based on the 1% AEP flood with projected increased rainfall intensity to 2100 under a Shared Socioeconomic Pathway (SSP) 5 -8.5 Climate Scenario. The extent of the mapping extends on the current flood related controls within Creswick.

Flood intelligence products developed throughout the study include the following:

- A rating table for the existing manual read gauge on Creswick Creek at the Water Street bridge;
- Summaries of flood behaviour and impacts in concise tables for design flood events and gauge heights at the Water Street gauge;
- Flood peak timing estimates from the beginning of rainfall;
- A simple tool to link rainfall to potential flood impacts, and;
- Recommended Flood Class Levels for the Water Street gauge in line with the Bureau of Meteorology's Flood Class definitions.

Additional components to improve the flood warning capability for Creswick were recommended, with a sub-daily rainfall gauge within the catchment and a streamflow gauge along Slaty Creek upstream of the confluence with Creswick Creek proposed to improve the town's flood monitoring capacity.

The study outputs aim to support drainage and floodplain management in Creswick into the future by providing a sound basis for the implementation of riverine and stormwater flooding mitigation options. The extension of the current planning controls aims to ensure development within the town is appropriate and responds to the risk. Future flood events can be responded to in a more proactive way through utilisation of the intelligence products produced.

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1 INTRODUCTION

1.1 Overview

Water Technology was commissioned by Hepburn Shire Council (Council) to undertake the Creswick Flood Mitigation Study. The investigation area covers the Creswick Creek and tributaries in the township of Creswick, as shown in Figure 1-1. The study was to produce updated draft planning controls, and complete a detailed investigation into drainage issues in Creswick as identified as a High Priority in the North Central Regional Floodplain Management Strategy (2018).

The outcomes of the Creswick Flood Mitigation Study are documented in a series of reports detailing each stage of the analysis:

- R01 – Return Brief
- R02 - Hydrology & Hydraulic Modelling Report.
- R03 - Priority Project Mitigation Evaluations Assessment Report.
- R04 – Flood Intelligence and Warning Report
- **R05 - Final Study Report - This Report**

Further to these reports and as part of the emergency management deliverables, Water Technology produced flood intelligence and consequence information for use by emergency services.

Previous flood investigations covering Creswick include Council and NCCMA investigations undertaken in 2012. The 2012 study focussed on the flood behaviour along Creswick Creek and Nuggetty Gully and used the Australian Rainfall and Runoff (ARR 1987) guidelines[1]. This project also investigated stormwater inundation across the town, not just riverine flooding associated with these creeks. The hydrology parameters developed for the urban stormwater mitigation assessments are discussed in an earlier report (R03).

As recommended in the Return Brief (R01), the hydrology model was updated in line with the current Australian Rainfall and Runoff Guidelines[2] (ARR 2019), considering the Victorian Specification Information[3] commissioned by Melbourne Water and DEECA regarding application of pre-burst rainfall. A thorough review of the hydrology model was undertaken, particularly focusing on the design rainfall and storm losses. Design flows were compared with the previous investigation flows and validated against a long-term streamflow gauge record (at Clunes) and several empirical estimation methods. Additional investigation into the rating curve of the Creswick Creek at Clunes gauge was undertaken to provide justification for the use of a rating curve prior to 2015 which saw a significant change in flow ratings following a rating curve update. The development of a hydraulic model at Clunes was undertaken to provide further validation of this approach. The report also provides details of the hydrology model, selection of representative temporal patterns and discussion on the design results.

---

[1] Water Technology 2012, Creswick Flood Study, developed for North Central CMA.

[2] ARR 2019 - Ball J, Babister M, Nathan R, Weeks W, Weinmann E, Retallick M, Testoni I, (Editors) Australian Rainfall and Runoff: A Guide to Flood Estimation, C Commonwealth of Australia (Geoscience Australia), 2019.

[3] Victorian Specification Information: http://data.arr-software.org/vic_specific

Further to the initial scope of the project and the details in the return brief, an assessment of the design hydrology under different climate change scenarios was completed, responding to the release of ARR v4.2 during the delivery of this study. This involved updates to the design baseline rainfall IFDs to assess the current day/near-term risk in 2024, as well as a future year 2100 scenario. Design modelling referring to 'existing conditions' throughout the report is in reference to scaled up rainfall IFDs for the current day/near-term (2024). Where the baseline IFDs were used to verify design flows, these were referred to as 'baseline' conditions.

The modelling completed in 2012 is the basis for the current Land Subject to Inundation Overlay (LSIO1 ad LSIO2) in the Hepburn Planning Scheme. The modelling within this study was carried out to ensure that the planning scheme mapping accurately reflects flood hazard and to ensure that growth in Creswick is managed appropriately into the future and considers climate change.

In addition, the study produced flood intelligence information for use in emergency management situations, assessed the current flood impact/exposure in terms of annual average damages caused by flooding in Creswick, investigated structural and non-structural mitigation options to reduce damages, investigated and made recommendations for establishing a flood warning system for the town.

1.2 Objectives and Outputs

The Creswick Flood Mitigation Study outputs are required to meet several floodplain management objectives as highlighted in the project brief prepared by Hepburn Shire Council. The objectives of the investigation are described below:

- Evaluate and re-model the areas of the catchment where flood risks have been identified by either formal or empirical observations.
- Identify other areas of flood risk and evaluate mitigation methods;
- Evaluate (inclusive of calculations, high-level design, costings, and prioritisations) mitigations measures identified across several known flooding hotspots;
- Assist in the preparation of community flood awareness and education products; and
- Assess feasibility for improved flood warning arrangements.
- The priority areas for the current investigation are shown in Figure 1-2.

1.3 Modelling Approach

This study focusses on both the riverine flood risk through Creswick as well as the stormwater flood risk from runoff of local catchments throughout the town. Within the town and peri-urban areas, a rain on grid modelling approach was adopted. This compliments the direct inflow approach used for Creswick Creek and several other tributaries which used flow hydrographs developed in RORB. This approach also allowed for investigation of mitigation options related to stormwater inundation to be assessed within the same model. Details of the hydrology and hydraulic models are provided in the following sections.

Local stormwater inundation was observed across Creswick in the January 2022 storm event. This was largely due to an isolated storm burst to the south-west of the Creswick township within the Nuggety Gully catchment. Stormwater runoff impacted the Caddy Drive and Wright Street area significantly, as runoff made its way towards Nuggety Gully and the Creswick township.

The hydrology approach was undertaken in line with the latest ARR guidelines as well as the latest Climate Change modelling recommendations released during the project (ARRV4.2). A summary of the modelling approach is listed below.

- Existing RORB model review and updates
- Joint Calibration
  - September 2016, January 2022, October 2022
  - September 2010 and January 2011 (hydrology calibration only)
- Update hydrology to ARR2019 (including 2016 IFDs and temporal patterns)
- Verification to FFA
  - Rating Table Review due to gauging discrepancy
- Climate Change Modelling
  - Near Term/Present Day Scenario
  - Long Term (2100) Scenario

1.4 Study Area

The township of Creswick is located in central Victoria, approximately 18 km north of Ballarat. Creswick is within the North Central CMA boundary and is a major town within Hepburn Shire Council.

Creswick Creek is the main watercourse flowing through the township. Slaty Creek, Sawpit Gully (also known as Spring Gully) and Nuggetty Gully are major tributaries of Creswick Creek. Other tributaries within the upper catchment include Adekate Creek, Slattery Creek, Glendonald Creek, Reedy Creek, Glendanuel Creek and Kilkenny Creek, alongside numerous small streams and gullies which also feed into Creswick Creek. Two notable water storages are located upstream of Creswick on Creswick Creek, these include Cosgrave Reservoir and St Georges Lake. The Creswick Creek catchment and other waterways are shown in Figure 1-1.

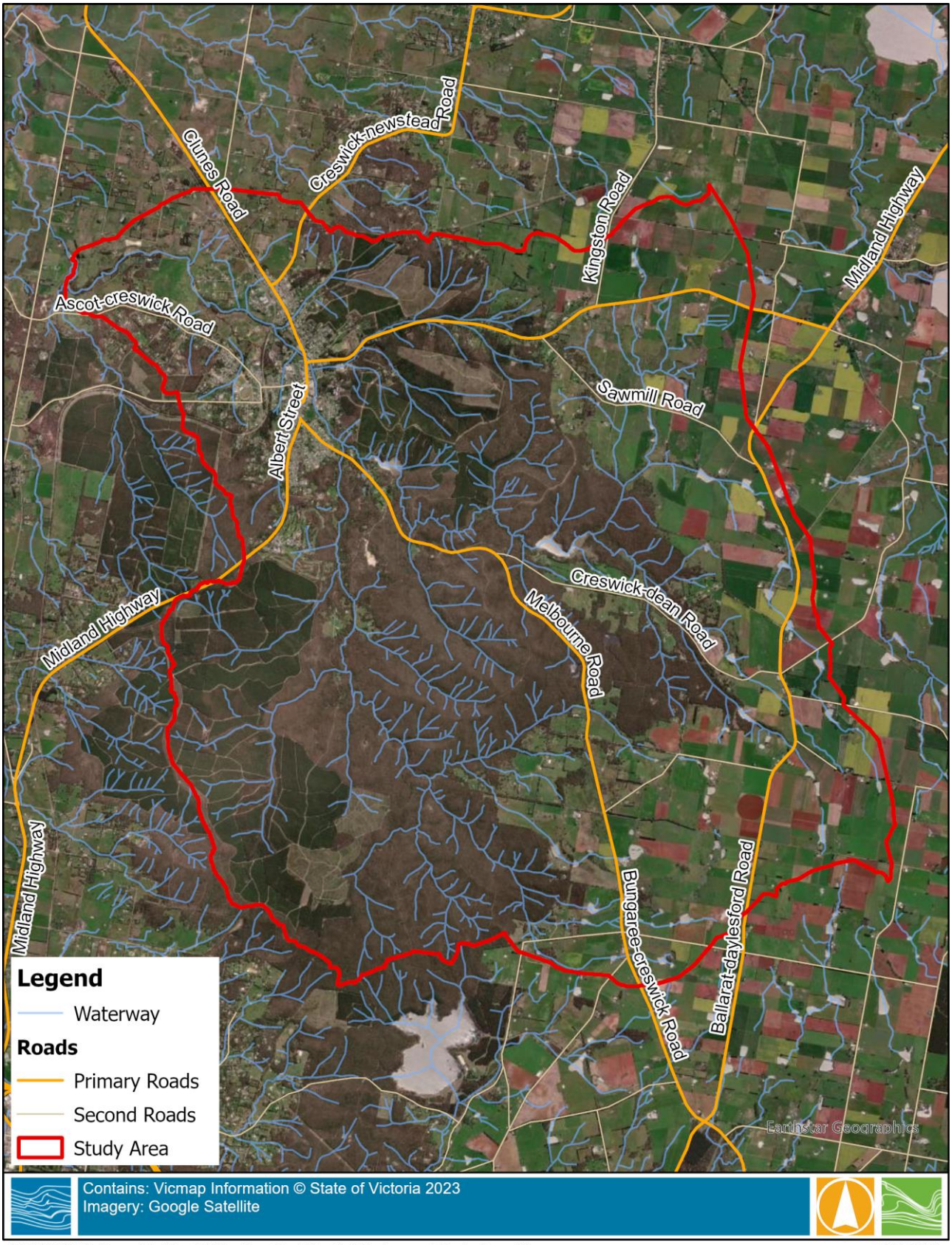

Figure 1-1 Creswick Creek Catchment

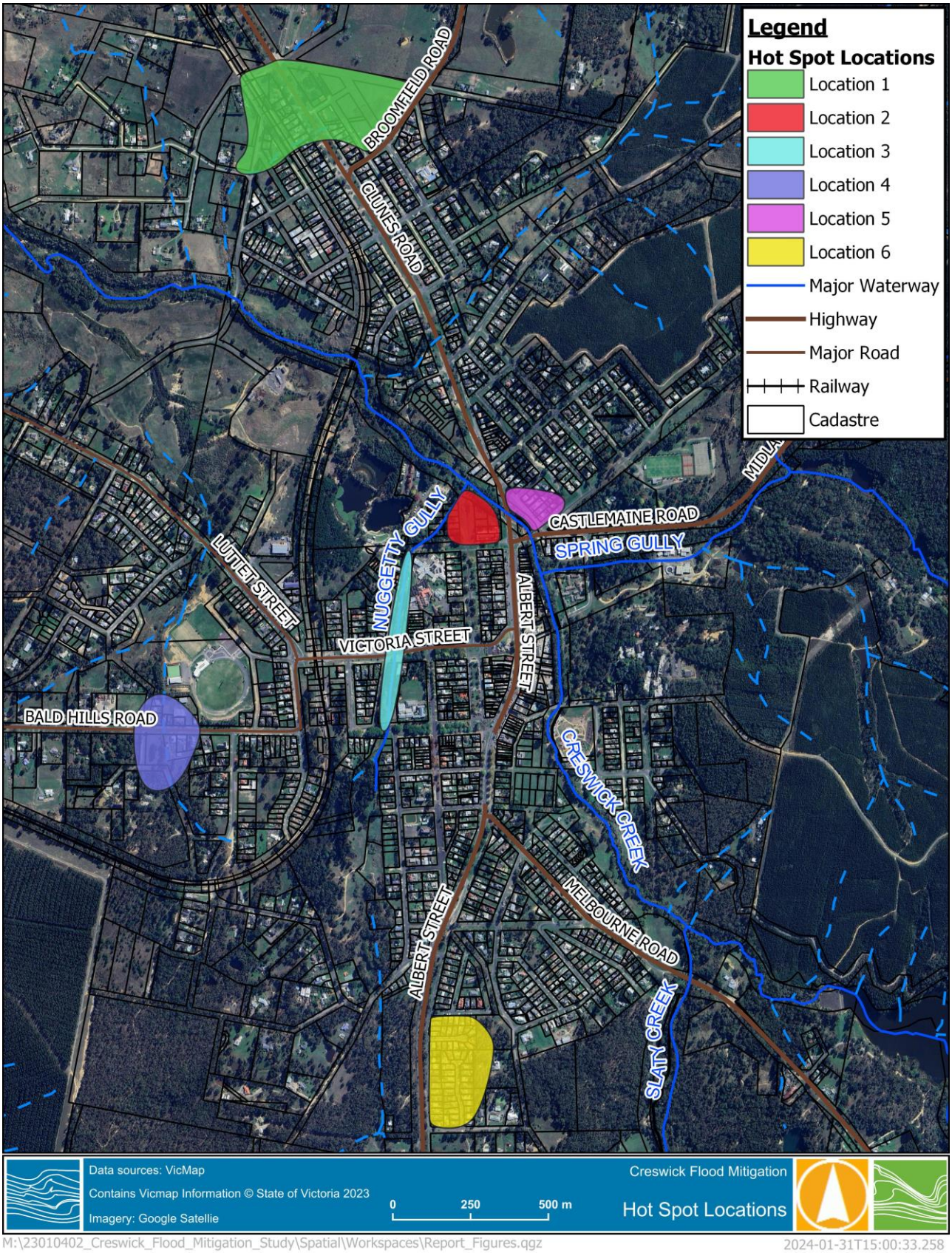

Figure 1-2 Priority Investigation Areas

2 DATA COLLATION AND REVIEW

The first stage of the project included the collation and review of available data relevant to flooding in Creswick. This included the following:

Previous flood studies and reports covering the area (see Table 2-1 below)

Table 2-1 Flood related studies completed in Creswick and Creswick Creek Region

Related Studies	Author	Year
Victorian Flood Data Transfer Project (2001)	DNRE/SKM	2001
Creswick Flood Mitigation and Urban Drainage Plan	Water Technology	2012
Creswick Flood Mitigation and Urban Drainage Plan Summary	Water Technology	2011

Historical flood events and accompanying anecdotal evidence:

- The NCCMA captured flood heights following the January and October 2022 flood events.
- Water Technology, Council and NCCMA also gathered anecdotal evidence from the two 2022 flood events. This information was used in the validation modelling based on the information available.

Recorded streamflow:

- There are no streamflow gauges along the Creswick Creek through Creswick. There are four active streamflow gauges located within the Creswick Creek catchment (three relatively short record gauges upstream around the major storages and a long-term gauge downstream of the study area at Clunes) as shown in Table 2-2. The Creswick at Clunes gauge was previously used to calibrate hydrology models within the study area. The gauges upstream of Creswick, at and upstream of Cosgrave Reservoir gauge, are relatively new with a short period of record and have primarily been used to provide information for the 2022 floods.

Table 2-2 Streamflow Gauge Data

Station Name	Station No.	Start
Creswick Creek at Clunes	407214	11/08/1943
Creswick Creek at Cosgrave Reservoir	407324	04/09/2018
Creswick Creek U/S Cosgrave Reservoir	407237	14/04/2010
Adekate Creek at Creswick	407238	14/04/2010

Recorded rainfall

- Historic daily and sub daily rainfall data was used for the hydrologic and hydraulic model calibration. Daily rainfall gauges were used to provide a representation of spatial rainfall variation while sub daily gauges provide a representation of timing of the rainfall distribution.
- Table 2-3 summarises the active daily rainfall information available within or near the Creswick Creek catchment. The locations of the rainfall gauges and several non-active gauges are shown in Figure 2-1.
- There are no sub daily rainfall gauges located within the Creswick Creek catchment. The closest sub-daily gauges are located at Mt Hope (located southeast of the catchment) and Ballarat Aerodrome (southwest of the catchment).

Table 2-3 Daily Rainfall Station Information

Station Name	Dist. From Creswick	Station No.	Start	End
Creswick	0 km	088019	1949	Current
Glen Park	10.17 km S	089048	1953	Current
Ballarat Aerodrome	12.61 km SW	089002	1908	Current
Smeaton	13.16 km N	088113	1968	Current
Ballarat Hopetoun Rd	13.72 S	089111	2004	Current
Bungaree	13.9 km S	087014	1881	Current
Wilsons Reservoir	14.58 km SE	087067	1896	Current
Clunes	17 km NW	088015	1879	Current
Addington	19.23 km W	089106	1956	Current
Moorabool Reservoir	19.35 km SE	087045	1912	Current

Road and drainage infrastructure

- Drainage data was supplied by council with gaps infilled by survey for major structures and site visits for minor structures with a key focus on capturing culvert/pipe diameters.

Topographic data

Multiple LiDAR data sets were available and were verified against survey captured for the project. The key dataset used in the development of the hydraulic model DEM and catchment delineation was the **2020-21 Golden Plains LiDAR Data – DEECA**. This dataset covers the entire study area with a reported Vertical accuracy 0.1m.

LiDAR data was verified in order to ensure the hydraulic model can accurately replicate flood behaviour within the study area. The capture of ground survey at three locations within the study area was commissioned to assist with verification of the available LiDAR datasets. The survey captured transects along the crest of roadways. The 2021 Golden Plains LiDAR was verified with comparison to surveyed road transects (captured at three road locations). Comparison to cross section survey was completed in two ways; on a point by point basis to create a statistical distribution of the differences, and as transects to get a visual comparison of the reliability of the data. A total of 62 surveyed crest points were available across the road transects, each of the surveyed levels was compared to the level determined in the LiDAR data with the difference between the two calculated. Of the 62 points compared, all were within 0.05m while 57 were within 0.03m. The average difference across the three transects is less than 1cm and indicates a high degree of accuracy and that the LiDAR is suitable for use in the development of the Digital Elevation Model (DEM) for the hydraulic modelling.

Additionally, floor level survey of 102 properties was captured to complement the existing 131 floor level surveyed in 2012. The top and toe of several levees within Creswick were captured and incorporated into the hydraulic model.

The Data Collation Report (R01) also confirmed and detailed the modelling methodology for the following stages of the project.

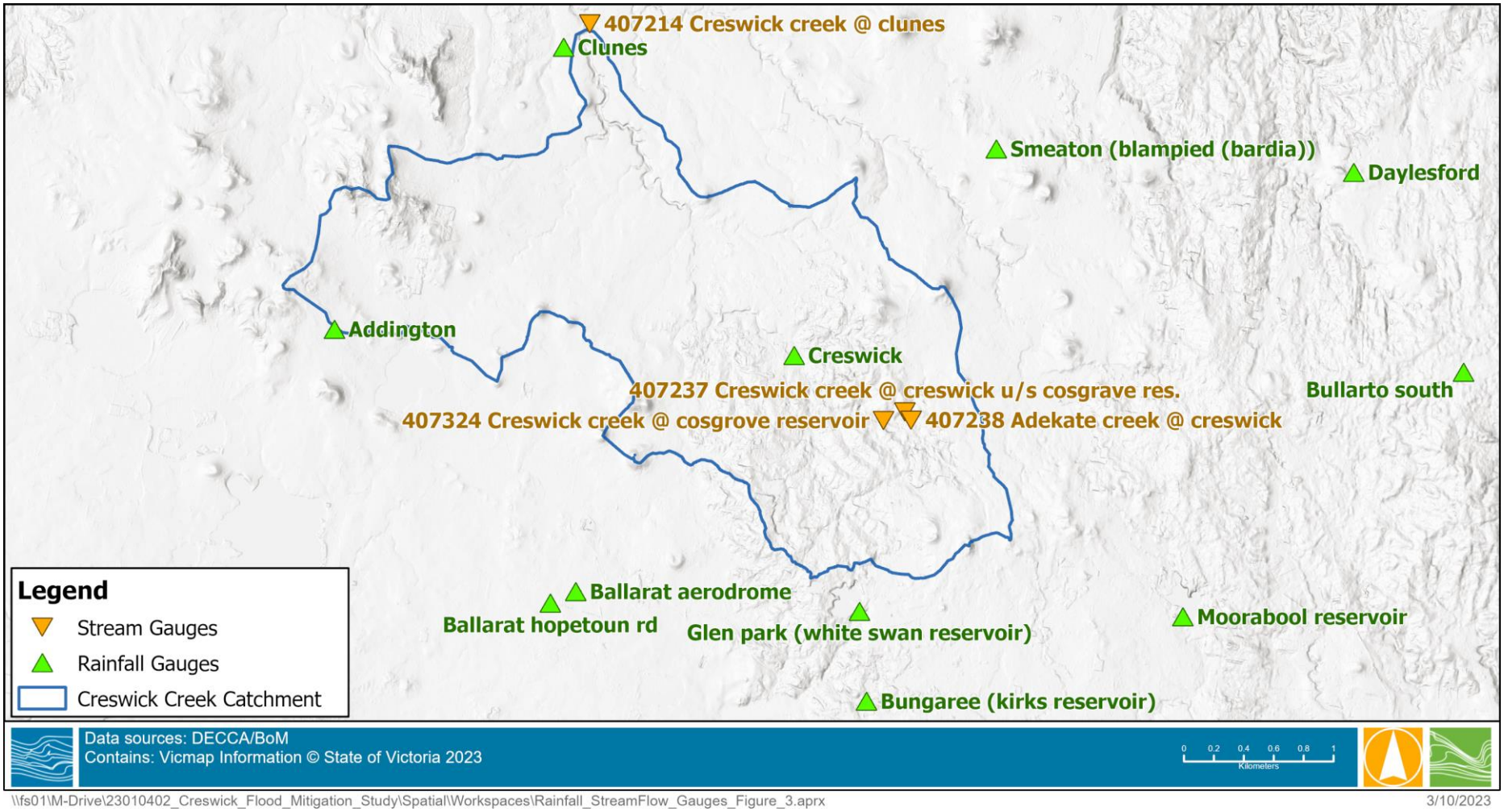

Figure 2-1 Streamflow and Rainfall Gauge Locations

2.1 Rating Curve Review

When investigating the calibration of the 2016 and 2022 flood events as well as undertaking the Flood Frequency Analysis (FFA), it was noted that the reported streamflow discharges for mid to high flows were significantly higher than values previously reported for similar water levels (particularly for 2016 and 2022 flood events). The rating curve which was updated around 2015 suggests the peak flow at Clunes in the October 2022 flood event (344 m^3/s) was double the peak flow rate in September 2010 (177 m^3/s) and significantly higher than January 2011 (222 m^3/s). The 2011 flood event resulted in over 50 buildings flood above floor in Clunes. In the October 2022 flood event, it is understood no above floor flooding occurred in Clunes.

Information from the hydrographers indicated that changes to the Creswick Creek in the vicinity of the Clunes streamflow gauge (the significant removal of vegetation), were likely the result of the significant change in the rating table. While the changes to the vegetation within Creswick Creek may have reduced the associated drag/roughness and result in lower levels for equivalent flows prior to the works, it is not expected to impact flood levels as much as suggested by the hydrographers. An image of the Creswick Creek at Clunes gauge (captured in May 2024) is shown in Figure 2-2.

Figure 2-2 Creswick Creek at Clunes gauge (May 11, 2024)

Further investigation into the gauge discrepancies assessed streamflow gauges further down the catchment. Creswick Creek flows into Tullaroop Creek downstream of Clunes. The Tullaroop Creek at Clunes streamflow gauge located 10 km downstream of Clunes indicates the September 2016 (315 m^3/s) and October 2022 (433 m^3/s) flood events were of significantly less magnitude than September 2010 (544 m^3/s) and January 2011 (573 m^3/s). Creswick Creek contributes around 53% of the total catchment area to this point and flows at Clunes are likely to be generally reflective of the Tullaroop Creek at Clunes peak flows.

Additional testing of the changes at the Clunes gauge through the development of a small hydraulic model using TUFLOW software, indicated the application of the latest rating curve may over-estimates flows. The

hydraulic model initially utilised the January 2011 flow hydrograph based on pre 2016 rating table (Rating 978) and was modelled using three roughness scenarios.

- The first scenario adopted the surface roughness values and delineation used in the 2012 flood study.
- The second scenario adopted a uniform Mannings n value of 0.04 (used to represent a Main Channel with clean, winding, some pools and shoals[4]).
- The third scenario adopted a more detailed roughness assessment.

The results (Figure 2-3) plotted against the recorded gaugings and the two rating curves (pre and post 2016) show the current rating curve results in significantly higher flows in large events compared with model results for either the calibrated roughness or a smooth channel using a Mannings n value 0.04.This indicates the previous rating curve (pre-2016) better represents high flow events and should be adopted for the development of the annual series and hydrologic calibration. It is noted that the 2010 event is not well matched for either model and indicates further refinement of the rating table may be necessary. For the purposes of the investigation, we have adopted the previous rating table (Rating 978) for comparison of flows.

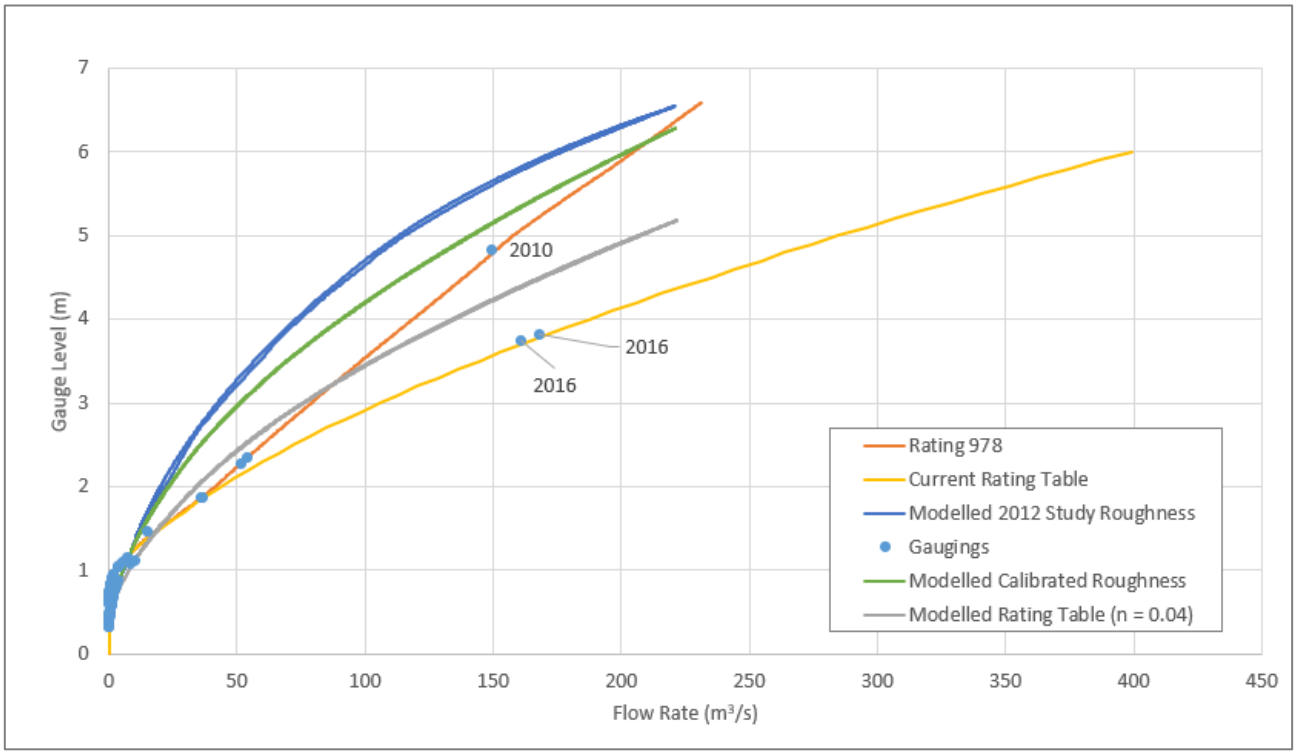

Figure 2-3 Modelled rating curves compared with gaugings and derived rating curves

As an additional verification, the October 2022 event was modelled using the flows from the pre 2016 rating table (Rating 978) and the latest rating table. The modelled water levels at the Clunes gauge were compared to the recorded water level shown in Figure 2-4. The revised flows based on the Rating 978 rating table show a good fit to the recorded levels, while the current published rating table flows show the modelled level is over two metres higher than the recorded levels. This provides further verification to adopt the pre 2016 rating table (Rating 978) for the hydrology assessment.

[4] Chow (1958), Manning's n values for Channels, Closed Conduits Flowing Partially Full, and Corrugated Metal Pipes.

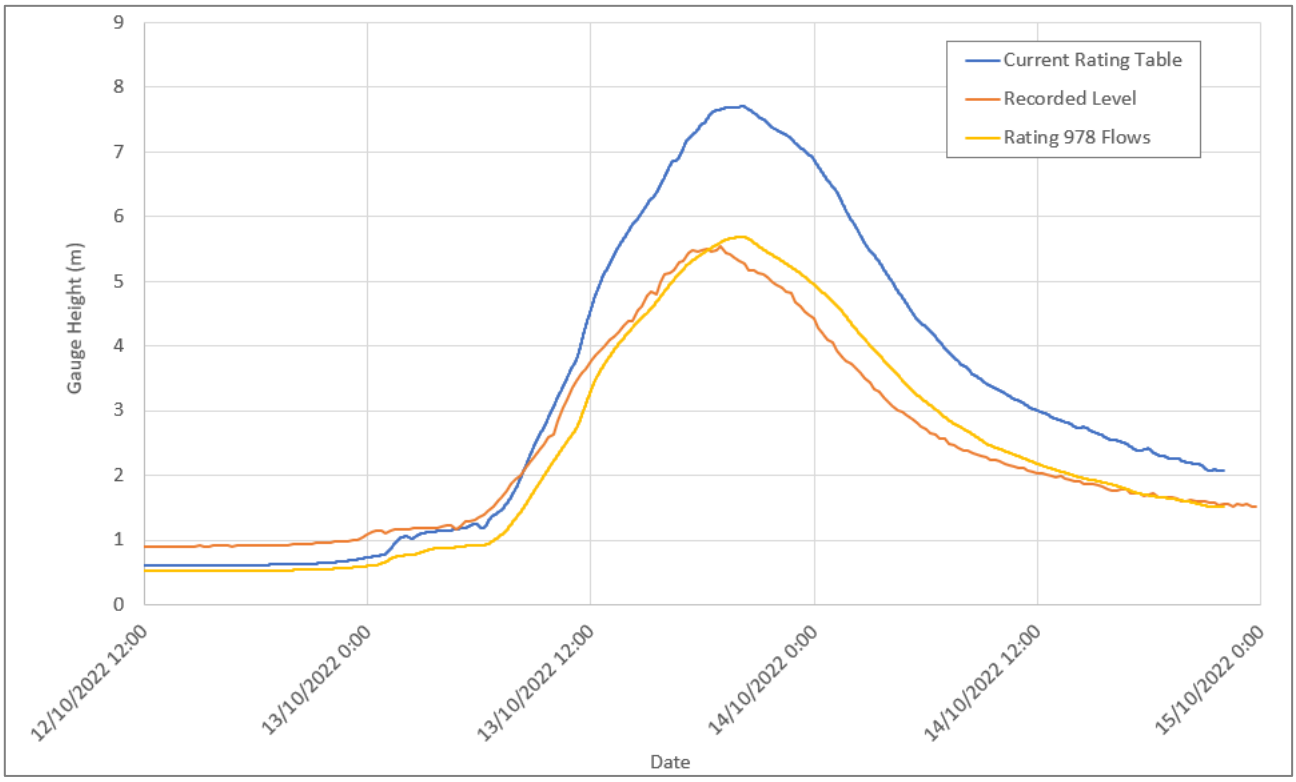

Figure 2-4 Modelled water levels compared with recorded water levels for the current published rating table (Rating 31.02) and Rating 978 for October 2022 event.

3 HYDROLOGY MODELLING

3.1 Overview

The Hydrology and Hydraulic Modelling Report (R02) describes in detail the hydrologic (RORB) and hydraulic (TUFLOW) model builds and parameter selection adopted for the study. The report also details the hydrology calibration of historic flood events (2010, 2011, 2016, January 2022 and October 2022) along with hydraulic model calibration of the 2022 floods. Model performance and alignment with the calibration evidence was utilised to determine the RORB routing parameter kc for the catchment. These parameters were selected based in consideration of values from nearby flood studies and regional approximations with a key focus in conjunction with local data.

3.2 RORB Summary

3.2.1 Model Build

The hydrologic model for the 2012 Study was developed using RORB, a non-linear rainfall runoff and streamflow routing model for calculating flow hydrographs in drainage and stream networks. The catchment was divided into 114 sub-areas, connected by the reach network presented in Figure 3-5.

Modifications to the RORB model setup for this study included:

- The addition of the gauging interstation areas for the following gauges for calibration to the October 2022 event:
  - Creswick Creek at Creswick US Cosgrave Reservoir and
  - Adekate Creek at Creswick
- The further delineation of several smaller sub-areas for Nuggety Gully and several unnamed tributaries around the Creswick township to allow for the mapping of these waterways as part of the flood study.
- The application of excavated unlined type reaches along Creswick Creek from just upstream of Creswick through to Clunes. This recognises the quicker routing of the waterway to provide an improved fit of historic flood events at Clunes.
- Flow hydrographs were extracted at the following locations for input into the hydraulic model:
  - Creswick Creek; (downstream of St Georges) Lake
  - Slaty Creek (upstream of Melbourne Road);
  - Spring Gully (at Sawpit Rd); and
  - Unnamed tributary, upstream of Pascoe St (flows into Creswick Creek upstream of the railway crossing).
- Additionally, design flow hydrographs were extracted along Creswick Creek at Creswick and Clunes (gauge location) for comparison of calibration and design flows as outlined in the reporting from the 2012 Study.

3.2.2 Calibration

The RORB model developed for the 2012 flood study was used to undertake a calibration of two major flood events that occurred between the studies as well as validation to a major storm event (January 2022) along with the events previously calibrated during the 2012 flood study.

As part of the hydrology calibration, further investigation was conducted on the Creswick Creek at Clunes Rating Table. As discussed in Section 2.1, the current rating table shows a significant discrepancy between

the rating table used in the 2012 Flood study, with peak flows increasing almost double that previously quoted for the same flood level. Flow rates quoted using the current rating table were not achievable in the RORB model when applying losses in the expected range at the Clunes gauge. As such, calibration to the previous rating table (rating 978) was undertaken.

Additionally, the October 2022 and January 2022 events were calibrated in the hydraulic model. The current day/near-term AEP for each calibration event based off the revised design event modelling for the Creswick Creek at Clunes streamflow gauge (discussed further in the report) is shown in Table 3-1.

Table 3-1 Calibration Event Magnitude for Creswick Creek at Clunes gauge

Calibration Event	AEP (approximation)
October 2022	2%
January 2022	5%
September 2016	5%
January 2011	1%
September 2010	4%

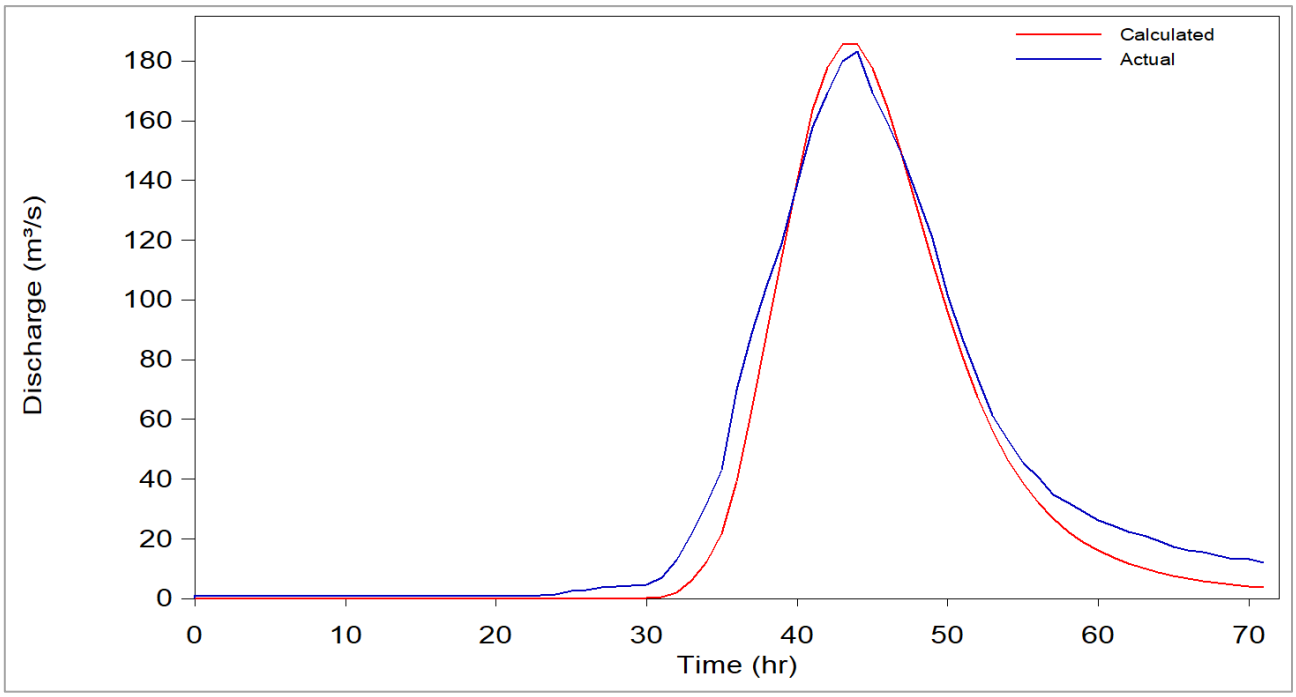

Figure 3-1 Creswick Creek at Clunes – October 2022

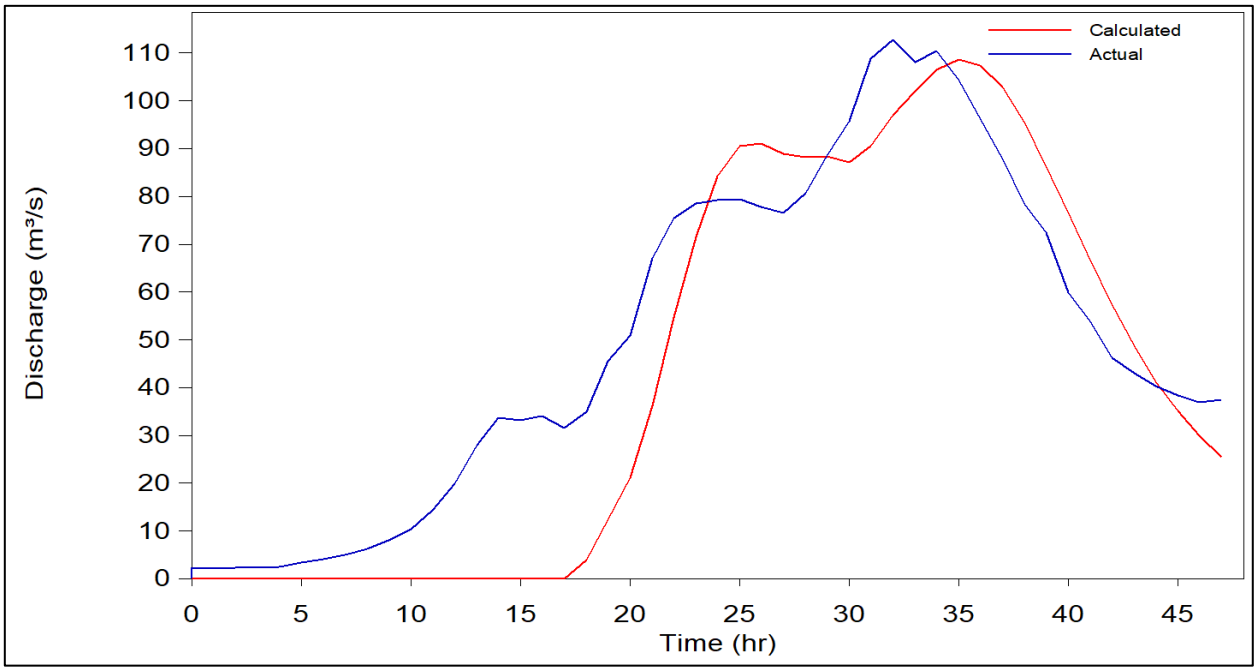

Figure 3-2 Creswick Creek at Clunes – September 2016

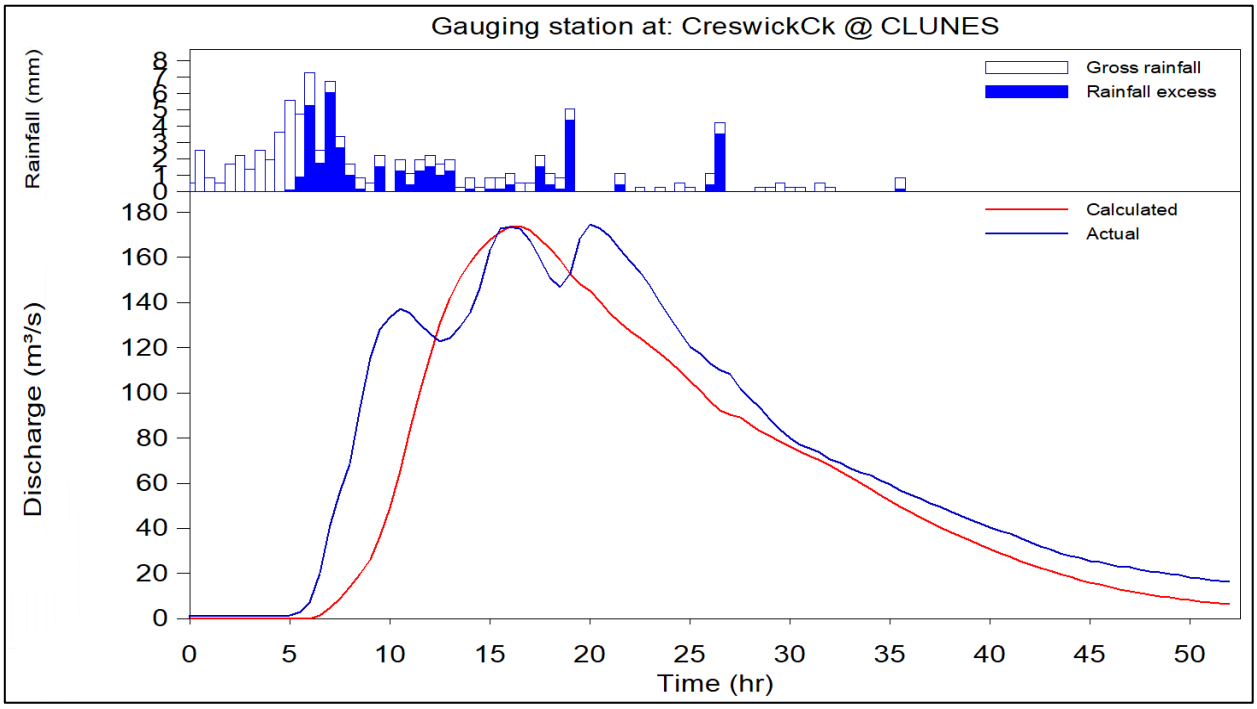

Figure 3-3 Creswick Creek at Clunes – September 2010

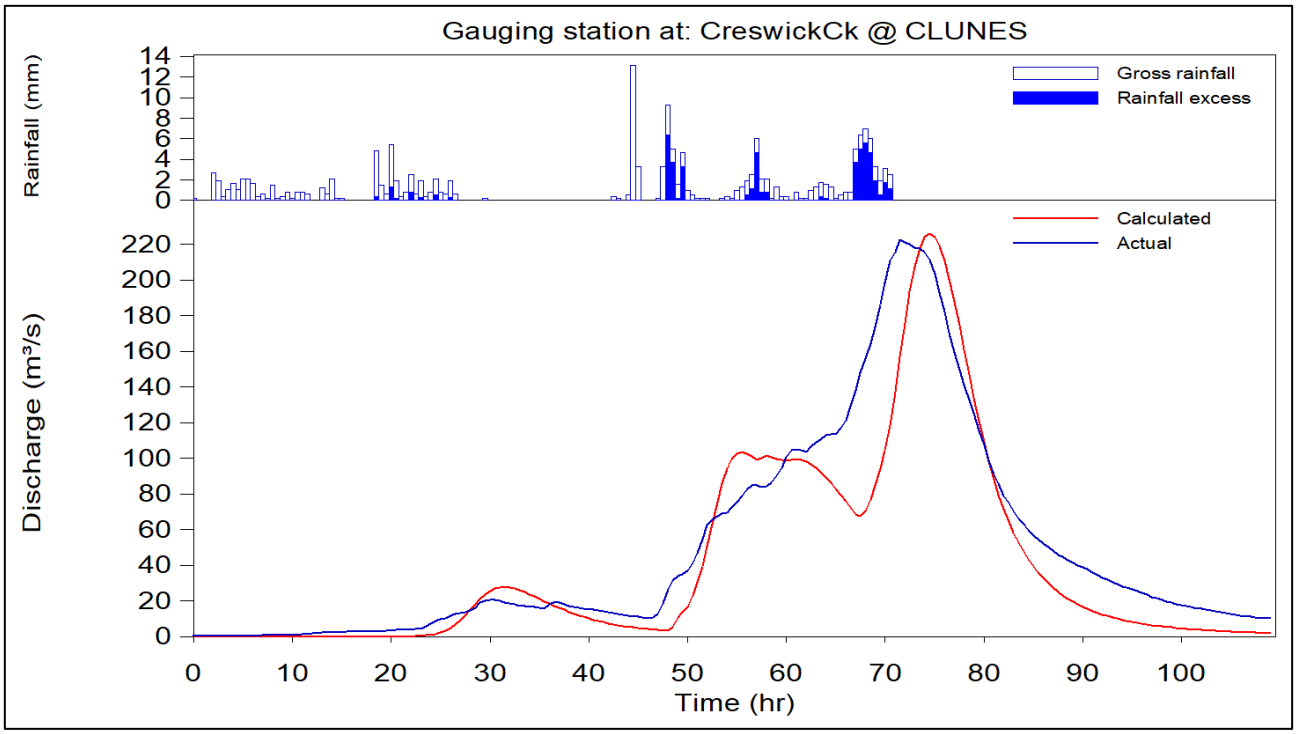

Figure 3-4 Creswick Creek at Clunes – January 2011

The hydrology model developed as part of the 2012 study was updated and calibrated to the October 2022 flood event at the Creswick Creek at Creswick US Cosgrave Reservoir, Adekate Creek at Creswick and the Creswick Creek at Clunes streamflow gauges. The parameters were then used to validate to the September 2016 and January 2022 flood event as well as the September 2010 and January 2011 events. The model parameters adopted for each of the calibration runs are provided in Table 3-2. The values are considered similar for each of the events allowing for the application of values within this range for design modelling.

The additional inter-stations included in the updated RORB model change the average distance (d_{av}) of the single interstation model (22.4 km), with multiple average routing distances from 1.2 km at Nuggetty Gully through to Clunes from down to 21.07 km. While not directly transferable due to changes to the RORB model setup, the k_c value was applied to fit calibration events showed a comparable k_c/d_{av} relationship.

The January 2022 event provided a reasonable match to the peak flow at Clunes (modelled flow of 113 m^3/s compared to recorded flow 118 m^3/s), however the timing and fit to the other gauges was not as well represented as the other events. This is likely due to the isolated bursts across the catchment that may not have been well represented at the daily rainfall gauges used for spatial variation. Overall, the RORB model was able to replicate several significant flood events well, with model parameters within an expected range of acceptable values. The flows developed in the RORB model were used as inflow boundaries for the hydraulic calibration.

Table 3-2 Hydrology calibration parameters

Event	Interstation	k_c	m	IL (mm)	CL (mm/hr)
October 2022	Creswick Ck US Cosgrave	12.00	0.80	20.0	2.50
	Adekate Ck at Creswick	3.22	0.80	20.0	2.50
	Nuggetty Gully	1.63	0.80	20.0	2.00
	Bald Hills Road	1.48	0.80	20.0	2.00
	Creswick Ck at Clunes	24.60	0.80	20.0	2.10
September 2016	Creswick Ck US Cosgrave	12.00	0.80	25.0	2.00
	Adekate Ck at Creswick	3.22	0.80	25.0	2.00
	Nuggetty Gully	1.63	0.80	25.0	2.00
	Bald Hills Road	1.48	0.80	25.0	2.00
	Creswick Ck at Clunes	24.60	0.80	25.0	2.00
January 2022	Creswick Ck US Cosgrave	12.00	0.80	30.0	4.00
	Adekate Ck at Creswick	3.22	0.80	40.0	4.00
	Nuggetty Gully	1.63	0.80	30.0	4.00
	Bald Hills Road	1.48	0.80	30.0	4.00
	Creswick Ck at Clunes	24.60	0.80	30.0	4.00
September 2010	Creswick Ck US Cosgrave	12.00	0.80	31.5	1.5
	Adekate Ck at Creswick	3.22	0.80	31.5	1.5
	Nuggetty Gully	1.63	0.80	31.5	1.5
	Bald Hills Road	1.48	0.80	31.5	1.5
	Creswick Ck at Clunes	24.60	0.80	31.5	1.5
January 2011	Creswick Ck US Cosgrave	12.00	0.80	42 | 25*	3.5 | 3.0*
	Adekate Ck at Creswick	3.22	0.80	42 | 25*	3.5 | 3.0*
	Nuggetty Gully	1.63	0.80	42 | 25*	3.5 | 3.0*
	Bald Hills Road	1.48	0.80	42 | 25*	3.5 | 3.0*
	Creswick Ck at Clunes	24.60	0.80	42 | 25*	3.5 | 3.0*

* Dual burst applied. Value showing *1st burst initial/continuing loss* | *2nd burst initial/continuing loss*

3.2.3 Design Events

The RORB model was used to simulate a range of design storm events, namely the 20%, 10%, 5%, 2%, 1%, 0.5% and 0.1% Annual Exceedance Probability (AEP) as well as the Probable Maximum Flood (PMF) event. Design modelling was undertaken based on current day/near-term conditions to assess existing risk along with design modelling for a climate change scenario based on the year 2100 for climate scenario SSP5-8.5.

The design modelling process involved the use of event based calibration to provide a range of RORB model parameters. The RORB model losses were then reconciled to a flood frequency analysis (FFA) at the Creswick Creek at Clunes gauge. The reconciled design losses were then used with the scaled IFDs for current day/near-term risk assessment (2024) and 2100 under SSP5-8.5 in accordance with the equations supplied in the draft chapter. Scaled IFDs were checked to ensure that the curve of one duration does not cross the curve of another.

RORB was then run with the new IFDs and losses for both 2024 and 2100, and the resultant critical flows applied to TUFLOW. The 2024 flows were adopted as the present day and the 2100 SSP5-8.5 flows as the future climate change scenario to be run in TUFLOW. A PMP storm event was also modelled in RORB and the PMF flows run through TUFLOW. The ARR2019 temporal and spatial patterns and areal reduction factors from the ARR datahub were used for all design scenarios.

Baseline design rainfall depths for the range of AEPs and durations were downloaded from the Bureau of Meteorology's IFD (Intensity-Frequency-Duration) Design Rainfall Data System[5]. Given the size of the catchment, spatial variation in design rainfall was considered by deriving the spatial pattern in accordance with the method shown in section 6.5.4 of ARR2019 Book 2 Chapter 6.

3.2.4 Climate Change Design Rainfall (Current day/near-term 2024)

The baseline 2016 IFDs were scaled up to Current day/near-term totals based on the recently updated Climate Change ARR chapter. As outlined earlier, guidance on the increase in rainfall intensities is provided for four climate scenarios. SSP5-8.5 has been adopted for the Current-Day timelines to assess current day/near-term risk. This results in an increase in rainfall intensity of between 12% (24 hour and longer durations) up to 22% for durations shorter than 1 hour compared to the baseline 2016 IFDs.

3.2.5 Climate Change Design Rainfall (Long Term 2100)

The baseline 2016 IFDs were scaled up to totals reflecting a year 2100 timeline based on the recently updated Climate Change ARR chapter SSP5-8.5 results in an increase in rainfall intensity of between 41% (24 hour and longer durations) up to 88% for durations shorter than 1 hour.

3.2.6 Design Temporal Patterns and Areal Reduction Factors

The temporal patterns used to distribute the design rainfall depths were obtained from the ARR Datahub[6]. Unlike in the 2012 Study, where a single design storm was used, 10 temporal patterns (point patterns) were used for storm durations up to 9 hours. Areal temporal patterns were adopted when the catchment area exceeds 75 km^2, 10 areal temporal patterns were added to the analysis for storms 12 hours in duration and longer. Areal Reduction Factors (ARF) convert point rainfall to areal estimates and are used to account for the variation of rainfall intensities over a large catchment. Several ARF's were applied to the RORB model when assessing and generating flow hydrographs throughout the model. This included an ARF of 0.94 for hydraulic model inflows, 0.92 for the RORB assessment at Creswick and 0.87 for the RORB assessment at Clunes.

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[5] http://www.bom.gov.au/water/designRainfalls/revised-ifd/
[6] https://data.arr-software.org/

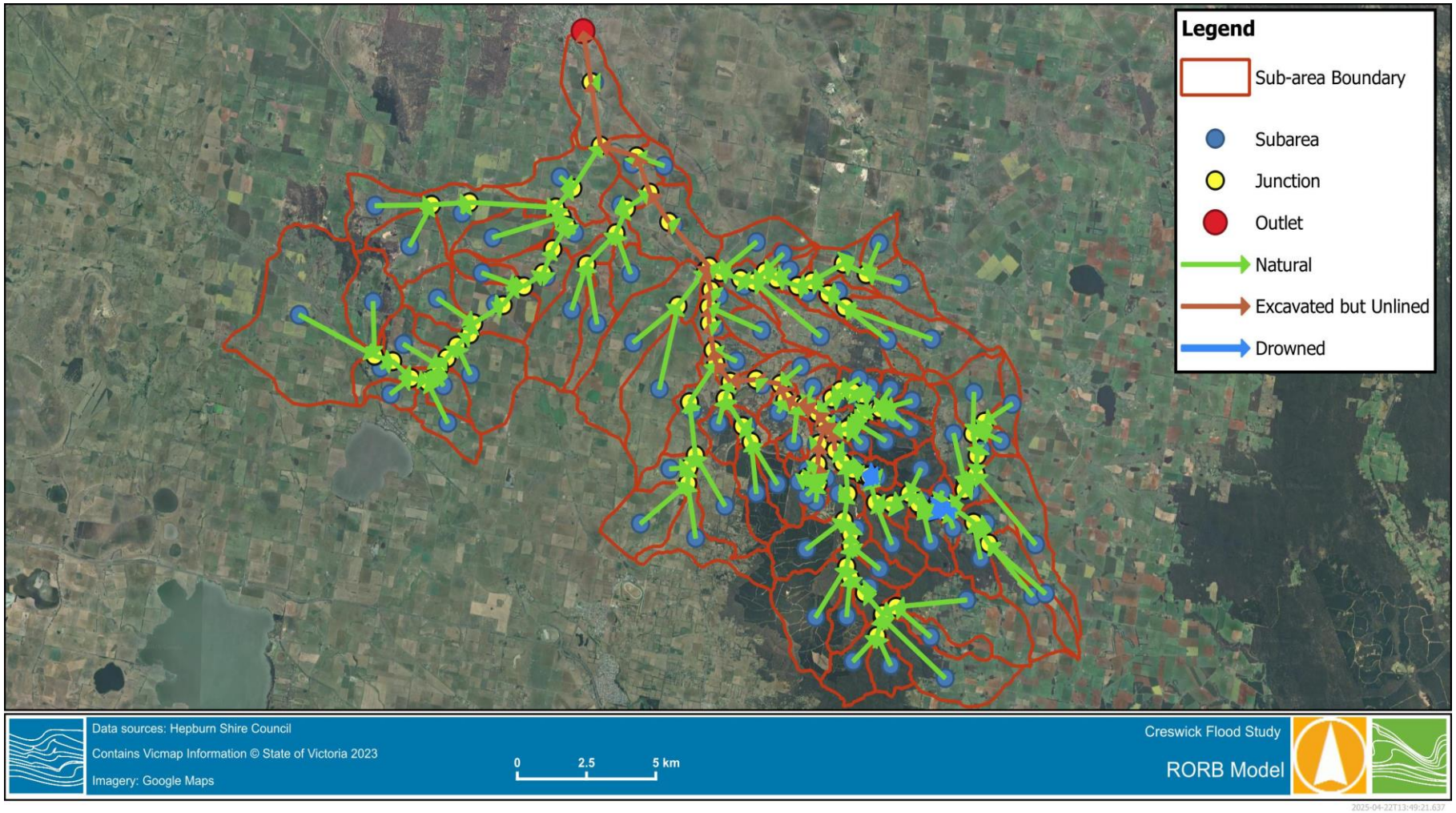


Figure 3-5 RORB model layout

4 HYDRAULIC MODELLING

4.1.1 Model Parameters and Design

The TUFLOW model design and parameter selection is described in detail in R02 – Joint Validation Report. A short summary of the modelling logic and selected parameters is provided below however readers wishing to know more about the model build should refer to the full report.

The key TUFLOW model parameters, along with the design approach for key components of the model, are shown in Table 4-1 below. The TUFLOW model extent and boundary areas are shown in Figure 4-1 below.

Table 4-1 Key TUFLOW model parameters

Parameter	Value/Approach
Model Build	2023-03-AA-iSP-w64
Model Precision	Single Precision
Grid Cell Size	3 metres
Sub Grid Sampling	Not adopted
Solution Scheme	HPC
Inflows	Source-Area boundaries coupled with streamlines
Outflow	Height-Flow Slope of 0.3% based on waterway slope
Hydraulic Roughness	Manning's 'n', varies with land use
1-Dimensional elements	Culverts and pipes linked to 2-D domain
Topography	2021 LiDAR dataset utilised after comparison and validation
Extent	The model extent was set such that the entire floodplain in Creswick would be captured and main flow boundaries would be a sufficient distance from the town to have no influence on model results within the town
Roughness	Assigned based on land use (planning zones), see Table 4-2
Hydraulic Structures	Culverts and pipes were represented as 1-dimensional elements linked to the 2-dimensional domain Bridges were represented as layered flow constrictions within the 2-dimensional domain based on survey captured as part of the

Table 4-2 Hydraulic Roughness

Land use / Topographic description	Roughness coefficient (Manning's n)
Pasture and Grasses	0.05
Sealed Roads (entire reserve)	0.02
Unsealed Roads (entire reserve)	0.03
Township Zone (Residential Lots)	0.20
Low Density Residential	0.06
Medium Density Bushland	0.08
Vegetated Ephemeral Waterway (Creswick Creek)	0.07

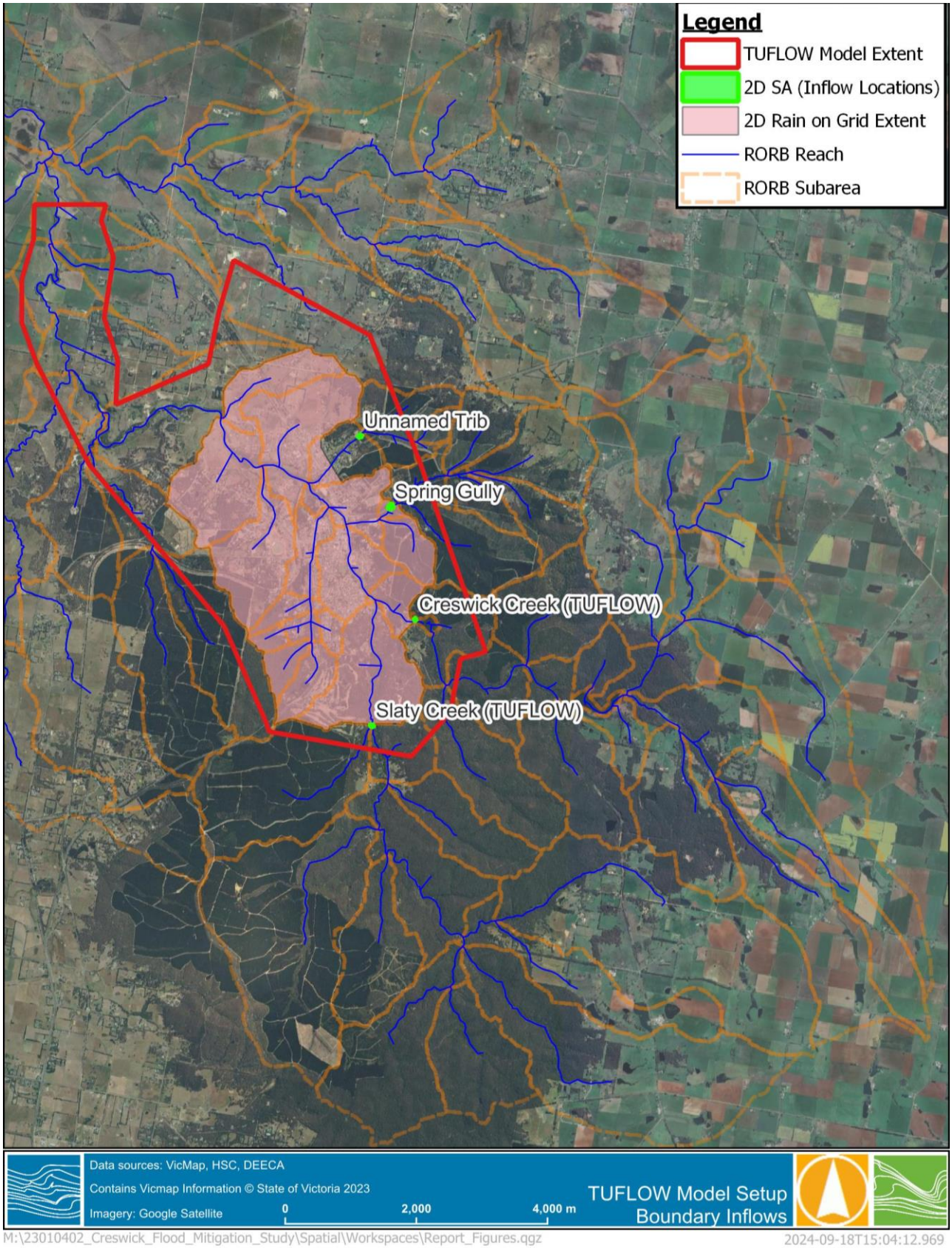


Figure 4-1 TUFLOW Extent and Model Boundaries

4.2 Hydraulic Model Calibration

The hydraulic model calibration process was undertaken using available flood level survey from the January and October 2022 flood events. Anecdotal evidence from the January 2022 flood event was also captured by NCCMA and Council as part of flood recovery works in March 2022.

4.2.1 October 2022

A riverine flooding event (Creswick Creek) occurred in October 2022 which saw parts of the town evacuated and roads overtopped as a result of flooding from Creswick Creek. The rainfall totals experienced were not extreme, highlighting the saturated nature of the catchment.

Three flood levels were surveyed following the event. The modelled results show a good match for two of the three locations. The third location shows the model over estimating levels by around 230 mm. This area located behind a levee on North Parade where a temporary pump is understood to have been installed during the event. The pump has not been modelled in this event due to the lack of information regarding the pump size and time it was connected to the drainage system.

Photos captured during the event were used to verify the flood mapping. These are shown in Figure 4-3, with a good verification to the flood depths.

4.2.2 January 2022

The modelled flood depths through Creswick are shown in Figure 4-2. Fourteen flood levels were surveyed through the town and along Creswick Creek following the January 2022 flood event. The modelled flood level was compared with the surveyed flood level. The results showed the model matches surveyed levels well (within 100mm), with the exception of three points. The surveyed level immediately downstream of Water St is around 300mm lower than the modelled level. The two survey locations located along Creswick Creek (upstream of the Midland Highway) are higher than the modelled flood level. Information collected following the flood event indicated there was considerable debris along Pearman Street which may have contributed to localised flood levels and flood debris marks used to capture flood levels. Levels along Nuggetty Gully and the breakout through the school into the town match well as outlined in Figure 4-4.

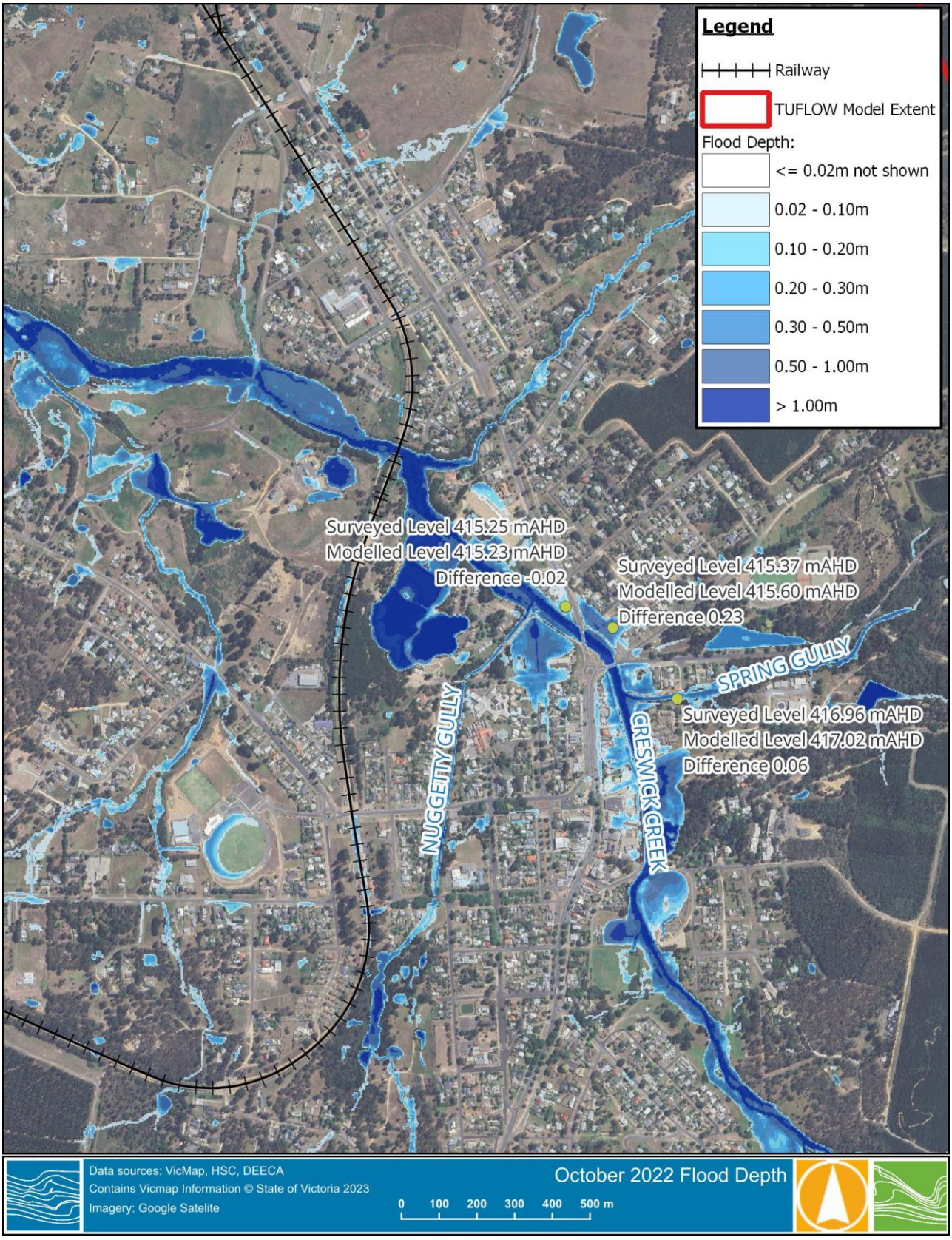


Figure 4-2 October 2022 Flood Depths and Surveyed Flood Level Difference

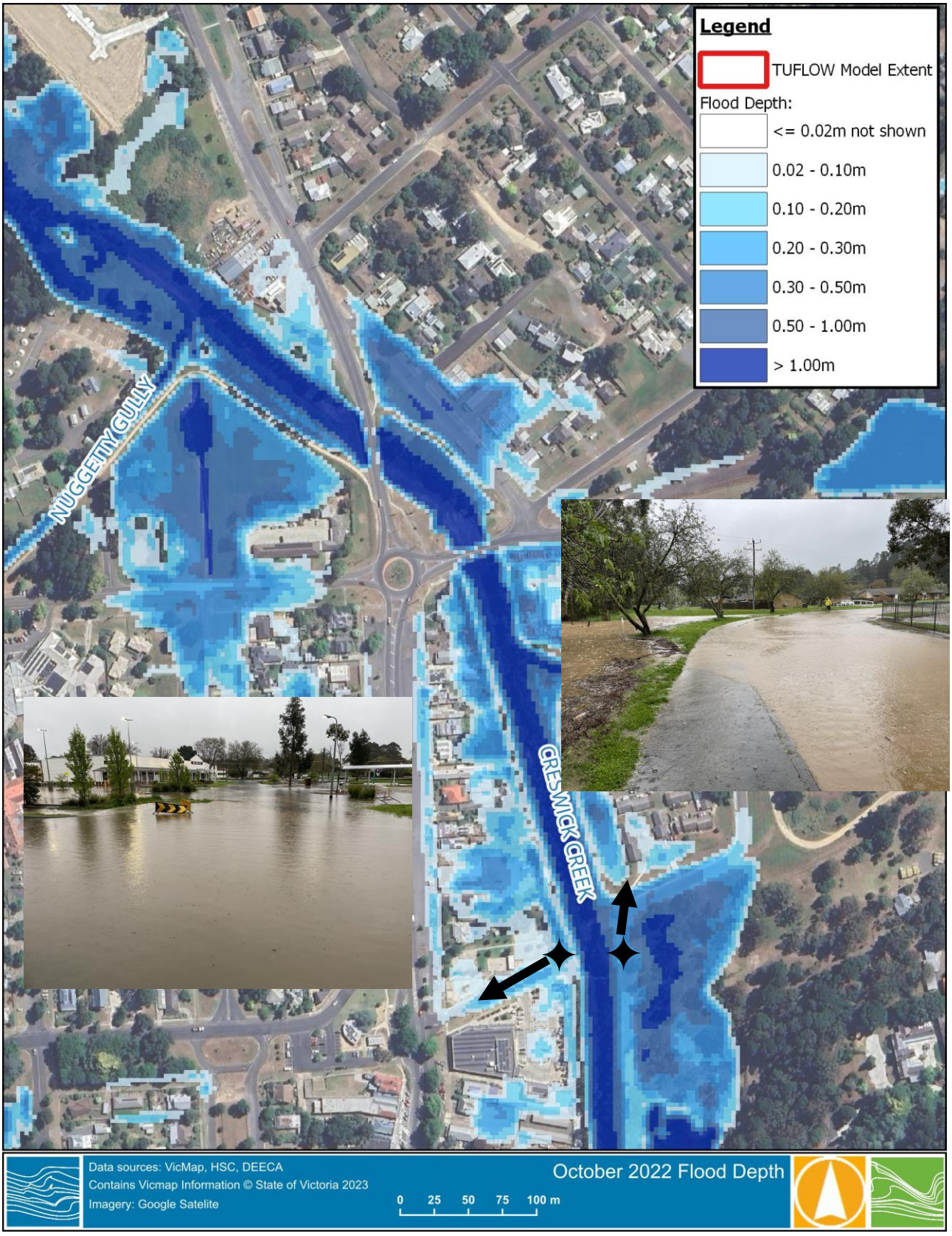


Figure 4-3 October 2022 Flood photography comparison (arrow denotes direction of photo)

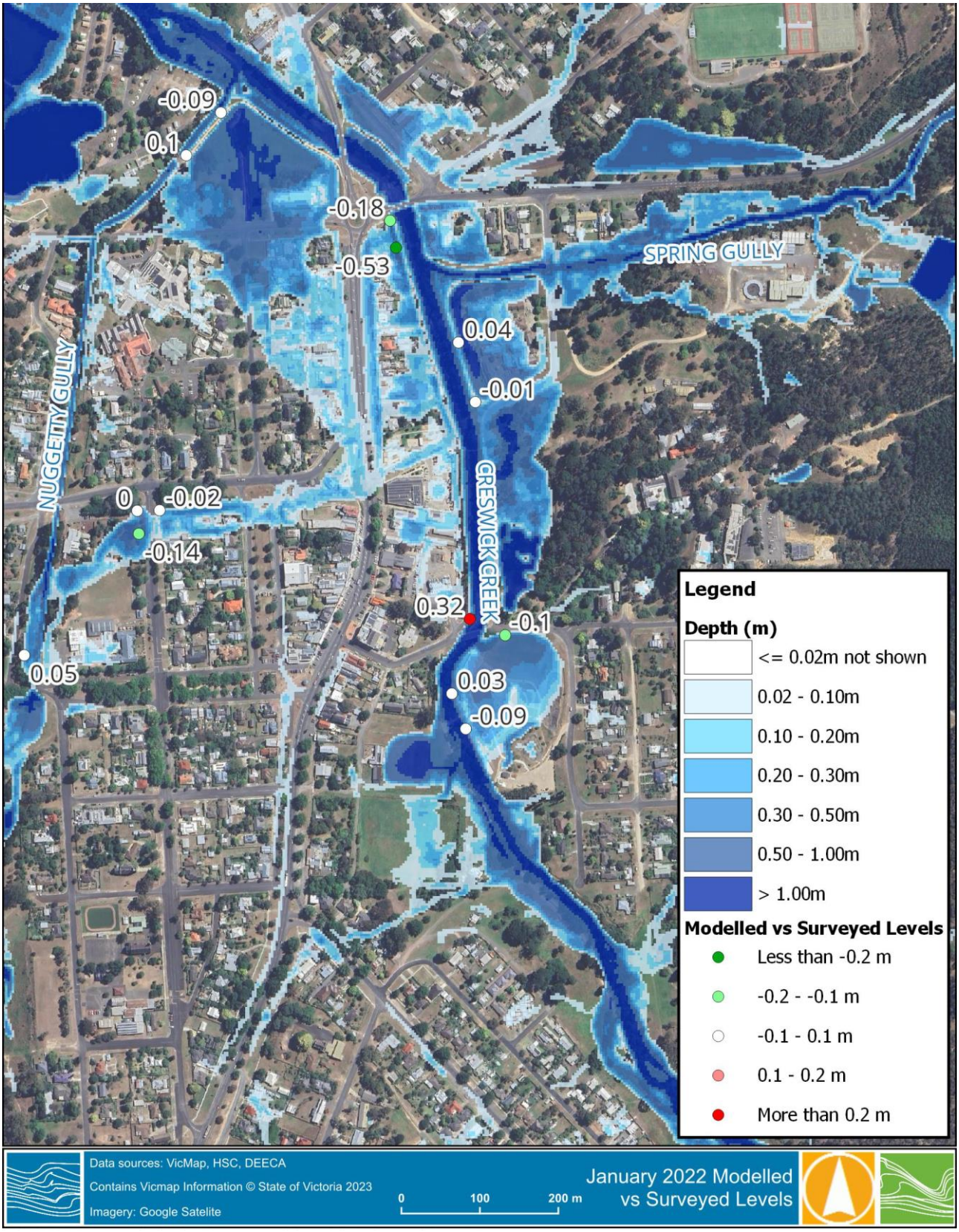


Figure 4-4 January 2022 Flood Depths and Surveyed Flood Level Difference

5 DESIGN MODELLING

5.1 Flood Frequency Analysis

A FFA was undertaken using recorded streamflow and water levels at gauge 407214 Creswick Creek at Clunes. The period from 1945 to 2024 was analysed. The software package FLIKE was used for conducting the FFA. It is an extreme value analysis package that calculates the probability of flood events based on historical records. Log Pearson III (LP III) and Generalised Pareto (GP) distributions generally aligned well and provided the best fit with the annual series flow data. It was noted that a number of the data series points between a 1 in 5 and 1 in 20 AEP were not within the confidence limits of either distribution. Filtering of low flows (up to 10 m^3/s) was tested, however did not provide improved results between the 1 in 5 and 1 in 20 AEP series. Both the GP and LPIII distribution produced similar results, the GP was selected as it produced slightly closer fit to the RORB design flows.

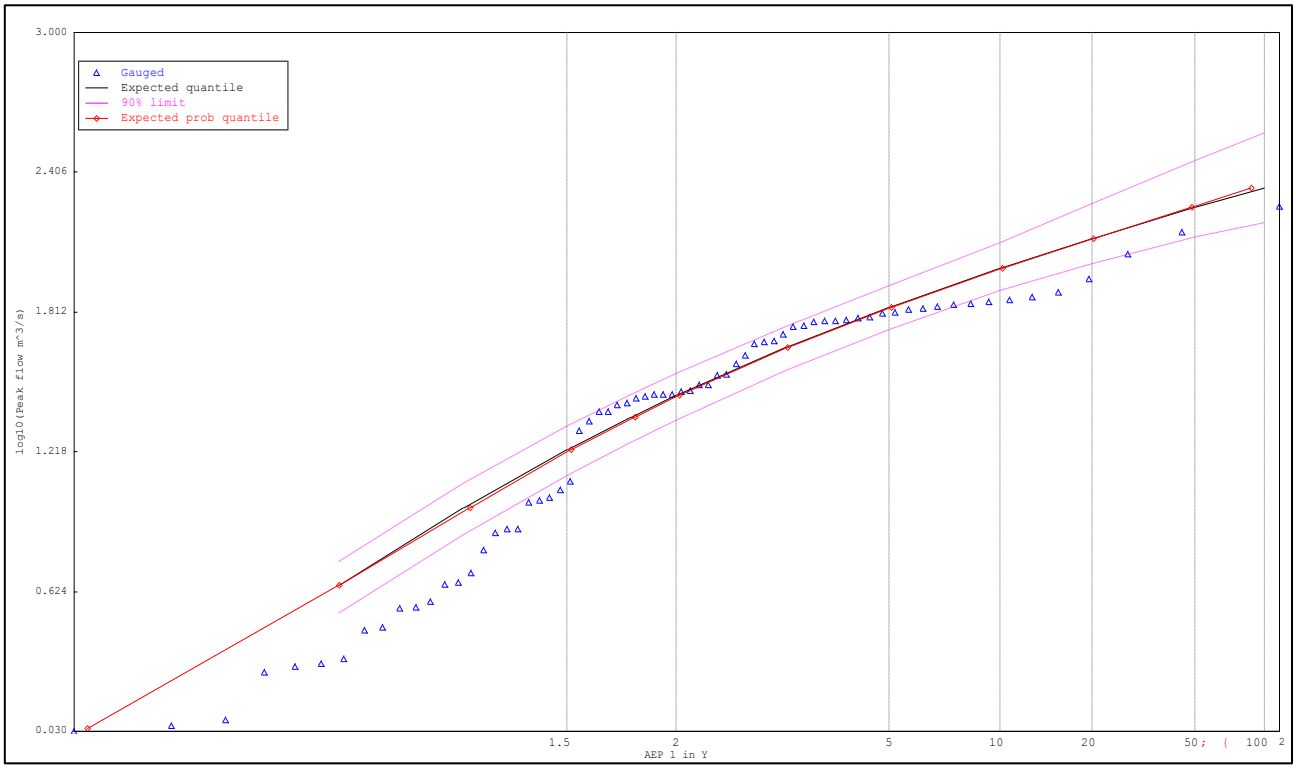


Figure 5-1 Generalised Pareto FFA (filtered below 1m^3/s) – Creswick Creek at Clunes

Table 5-1 Peak Design Flows (m^3/s) from FFA for gauge 407214 Creswick Creek at Clunes

AEP %	Generalised Pareto	Generalised Extreme Value	Log Pearson III	Log-Normal	Gumbel
20%	**45.7**	41.7	43.7	38.5	47.9
10%	**99.6**	103.8	102.3	121.6	83.6
5%	**133.0**	158.5	136.7	198.8	102.7
2%	**180.1**	265.7	180.6	345.6	127.4
1%	**218.1**	385.9	211.9	499.7	145.9
0.5%	**258.2**	555.2	241.1	700.2	164.3

5.2 Design Model Parameters

Following the release of ARR2019, jurisdictional guidance in relation to design flow estimation for Victoria was developed. The guidance highlighted a variety of approaches are available, and loss estimates can be obtained by one or more of the following approaches with the use of Flood Frequency Analysis (FFA) as the most defensible approach to design flow estimation in the following order.[7].

1. *Reconciliation with at-site flood frequency quantiles*: initial and continuing losses are varied within their expected range to achieve a reasonable level of agreement between estimates derived from rainfall-based modelling and flood frequency analysis.
2. *Reconciliation using within-catchment transposed flood quantiles*: streamflow observations are commonly available at gauging stations upstream or downstream of the site of interest, and flood quantiles derived from these sites can be transposed to the site of interest and used for reconciliation as described in approach 1.
3. *Event-based calibration*: continuing losses obtained from calibration of historical events provide some indication of typical design values, noting that past historical events are biased towards wet catchment conditions; initial losses from historical events are highly variable and information from a small sample of events are of low utility (and therefore some form of reconciliation with other sources of information is recommended).
4. *Reconciliation using nearby catchment transposed flood quantiles*: regional flood quantiles derived using RFFE and other procedures (Section 3, Book 3, ARR2019) can be used for reconciliation as described in approach 1.
5. *Transposition of losses*: initial and continuing loss estimates validated on nearby catchments which are considered to be hydrologically similar.
6. *Regional losses (ARR Data Hub)*: unmodified initial and continuing loss estimates obtained from the Data Hub losses can be adopted in data poor areas, noting that in loss region 3 these should be combined with 75th percentile pre-burst values.

The design hydrology approach was derived in the following manner:

- *Event-based calibration* to determine a range of design loss and routing parameters.
- *Reconciliation with at-site flood frequency quantiles*: Creswick Creek at Clunes gauge
- *Reconciliation using within-catchment transposed flood quantiles:* The Creswick Creek at Creswick catchment requires the adoption of a smaller ARF compared to the catchment to Clunes).

Following the verification of the Baseline period 1961-1990 design flows (2016 IFDs), the IFDs and reconciled design losses were then scaled to the year 2024 for current day/near-term risk assessment (existing conditions 2024) and finally the Long Term (2100) assessment.

[7] Australian Rainfall and Runoff – Victorian Specification Information https://data.arr-software.org/vic_specific

5.2.1 Design Losses

In identifying a suitable set of design losses for this study, a range of design losses were developed in the calibration process. Table 5-2 shows the range of initial storm loss and continuing losses adopted for the calibration events as well as previous study losses and the Data Hub values. For the design modelling, losses were determined by reconciliation of the modelled peak flows to the Creswick Creek at Clunes gauge. A variable loss factor depending on event frequency and storm duration (Table 5-3) was then applied. It is noted that the continuing loss from the datahub is higher than the calibration losses, however the application of these losses provide a suitable comparison to the design flows developed in the Flood Frequency Analysis.

Table 5-2 Estimated design rainfall losses.

Source	Storm Initial Loss (mm)	Continuing Loss (mm/hr)
2012 Study – ARR 1987	20	2.5
Data Hub – ARR 2019	25	4.5
September 2016 Validation Event	25	2.0
October 2022 Calibration Event	20	2.0-2.5
January 2022 Validation Event	30-40	4.0
2011 Validation Event	42 | 25	3.5 | 3.0
2010 Validation Event	31.5	1.5
Adopted Design Loss	25mm then factored per duration (See Table 5-3)	2.5-4.3 (See Table 5-5)

Variable losses per duration

The median pre-burst rainfall was subtracted from the initial loss used to reconcile the FFA at the Creswick Creek at Clunes streamflow gauge. In RORB, this was implemented by using Loss Factors provided in DataHub. The pre-burst loss values for 1% AEP were applied to 0.5%, 0.2% and 0.1% AEP as well.

Table 5-3 Calculated variable rainfall initial losses for different storm durations and AEP (Data Hub initial loss minus median preburst)

Duration	20% AEP	10% AEP	5% AEP	2% AEP	1% AEP
1 hour	22.6	22.8	23	23.1	23.6
1.5 hour	22.2	22.2	22.2	22.3	23.2
2 hour	22.4	22.6	22.7	22.9	22.7
3 hour	22.8	22.7	22.5	22.4	20.6
12 hour	23.7	23	22.6	22.1	21.3
18 hour	24.9	24.1	23.6	23.1	21.7
24 hour	25	24.7	24.6	24.4	23.7
30 hour	25	25	24.9	24.9	24.8
36 hour	25	25	25	25	25
48 hour	25	25	25	25	25
72 hour	25	25	25	25	25

5.2.2 Design Routing Parameters

The routing parameters adopted for the design modelling are shown in Table 5-4. These values have been based on sitting within a range of values derived from the event based calibration and then fitted to the Flood Frequency Analysis discussed in Section 5.1. The variable continuing loss values per AEP are provided in Table 5-5. Note the losses discussed in the design validation are for baseline assessment.

Table 5-4 Design Event - Routing Parameters

Interstation	k_c	m	Initial Loss (mm)
Creswick Ck US Cosgrave Reservoir	12.00	0.8	25.0
Adekate Ck at Creswick	3.23	0.80	25.0
Nuggetty Gully	1.63	0.80	25.0
Bald Hills Road	1.48	0.80	25.0
Creswick Ck at Clunes	24.60	0.80	25.0

Table 5-5 Design continuing loss values

AEP	50%	20%	10%	5%	2%	1%- 0.1%	0.5%- 0.1%
CL (mm/hr)	2.50	3.00	3.25	3.50	4.00	4.30	4.50

5.2.3 Validation to FFA

The peak flows derived in RORB were validated to the FFA flows. Given the key focus of this study was to provide design flood mapping, the validation approach was focussed on the 1% AEP flows. The peak flows estimated with GP and LP-III for the 1% AEP and 2% AEP events are similar to those obtained from the analysis with the RORB model (within the confidence bounds). When comparing the 1% AEP event, the RORB flow (223 m^3/s) sits between the LP-III and GP value (Figure 5-2). When adopting a constant continuing loss for each AEP, flows produced by the RORB model were too low compared with the FFA at frequent AEPs. The continuing loss was therefore varied by AEP, with the loss increasing as AEP increased. Conceptually, this is similar to a proportional loss model (i.e. runoff coefficient) where the amount of rainfall lost to infiltration and other mechanisms increases with the volume of rainfall.

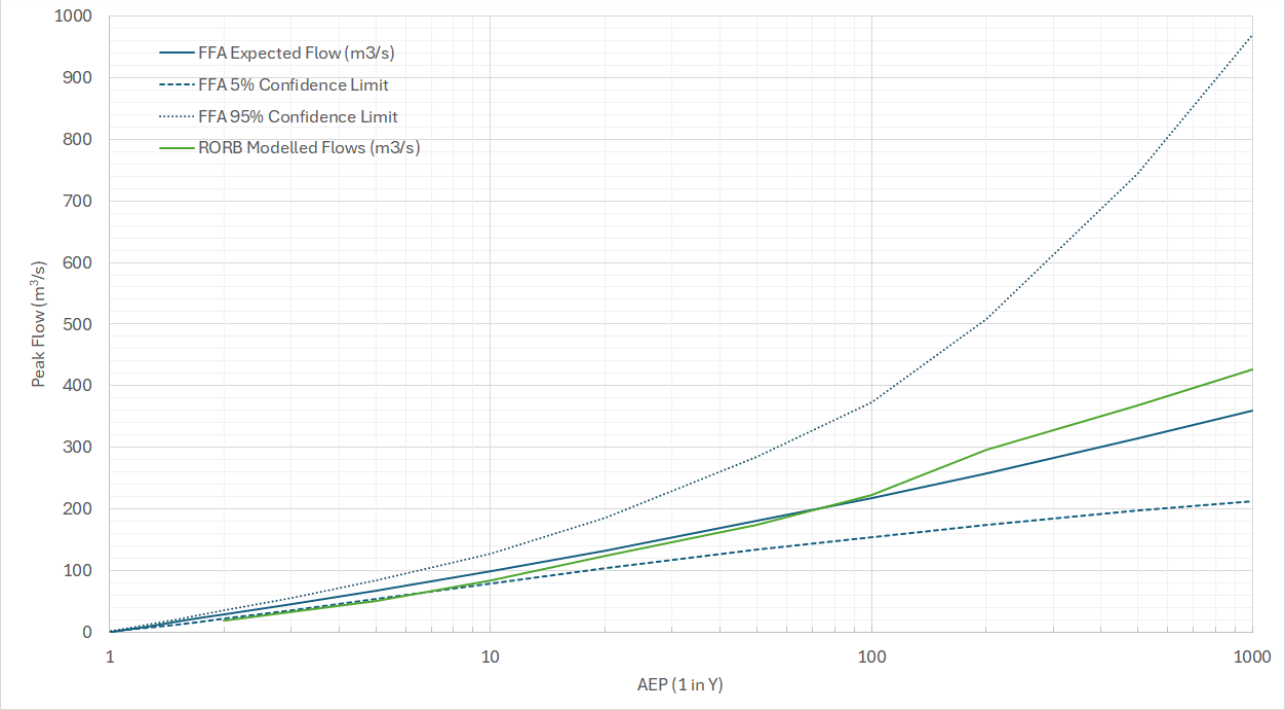


Figure 5-2 RORB and FFA Results

The model results shown in Table 5-6 indicate that the 1% AEP flows under an SSP5-8.5, 2100 scenario are increased 61% at Creswick and 55% at Clunes compared to current day/near-term (2024) conditions. These Long-Term (2100) climate projections highlight the increasing flood risk that many of our flood prone communities across Australia are facing.

Table 5-6 Comparison of peak design flows with baseline period (1961-1990), current day/near-term (2024) and climate change (2100) scenario

AEP%	Creswick Creek at Creswick			Creswick Creek at Clunes		
	Baseline period 1961-1990 Flow (m^3/s)	Current day/near-term (2024) Flow (m^3/s)	Climate Change (2100) Flow (m^3/s)	Baseline period 1961-1990 Flow (m^3/s)	Current day/near-term (2024) Flow (m^3/s)	Climate Change (2100) Flow (m^3/s)
20%	28.1	38.9	70.4	51.1	68.2	122.8
10%	48.9	61.3	95.7	77.9	98.4	165.9
5%	64.3	78.4	133.4	113.8	138.9	235.1
2%	93.2	117.7	188.9	174.5	218.8	354.6
1%	**119.2**	**146.5**	**236.7**	**228.1**	**279.8**	**432.9**
0.5%	150.2	179.1	293.7	302.5	360.8	539.8
0.2%	178.7	214.0	342.8	373.0	440.3	651.9
0.1%	208.7	249.4	388.6	431.7	504.0	747.9

6 DESIGN HYDROLOGY PARAMETER SUMMARY

A thorough investigation into appropriate design hydrology model parameters was completed, following the latest ARRV4.2 design estimation guidelines and climate change advice. A summary of the adopted design parameters for the riverine model are outlined below:

- Formal storages within the model were set at full as initial conditions at the start of the modelling.
- Using the baseline IFD rainfall data, the hydrology model was reconciled to the Creswick Creek at Clunes streamflow gauge using FFA. Key design parameters were:
  - Initial loss value of 25 mm.
  - Continuing loss value varied from 2.5mm/hour (50% AEP) up to 4.5mm/hour (0.1% AEP). 1% AEP was 4.3 mm/hour.
  - Kc parameters for each of the interstation areas were based on a range derived from the event based calibration and then fitted to the Flood Frequency Analysis discussed in Section 5.1. These values maintained a similar kc/Dav relationship from the previous flood study. The kc values are:
    - Creswick Ck (Us Cosgrave Res.) - 12.0
    - Adekate Ck at Creswick - 3.23
    - Nuggetty Gully - 1.63
    - Bald Hills Road - 1.48
    - Creswick Ck at Clunes - 24.60
  - The use of median percentile pre-burst rainfall depth inputs.
  - Areal Temporal Patterns were adopted for storm durations greater than 12-hour.
  - When reconciling flows at the Clunes streamflow gauge, an areal reduction factor based on a catchment size of 311 km^2 was adopted.
  - When extracting flows for use in the hydraulic model (at Creswick), an areal reduction factor based on respective catchment sizes was adopted.
  - Ensemble of 10 temporal patterns modelled, selecting the scenario that provided the median peak flow for each duration event for the critical durations at locations of interest.
- Climate change modelling was undertaken for SSP5-8.5 scenario for the current day/near-term (2024) and long term (2100) timeframe incorporating increased rainfall intensities and design losses.
- For the current day/near-term (2024) scenario, the flows at Creswick and Clunes have increased by around 23% for the 1% AEP flood event when compared to the baseline period design flows. For the 2100 climate change scenario we see a further 61% and 55% increase in peak flows at Creswick and Clunes respectively in the 1% AEP flood event when compared with the Current day/near-term (2024) timeframe.
  - The percentage increase in peak waterway flows associated with the climate change scenarios is larger than the percentage increase in rainfall. The relationship between event based rainfall and runoff increase is not linear due to factors like catchment characteristics including catchment size, storage capacity and hydrological response. These factors influence how much rainfall becomes runoff and how quickly it reaches the waterways. Increased rainfall intensity can also reduce the critical duration at locations within the catchment due to the changed timing response of the sub-catchments.

7 HYDRAULICS

A 1D-2D TUFLOW model was developed to be utilised for both riverine and stormwater modelling. The hydraulic model extent is shown in Figure 4-1. Five inflow boundaries representing the catchments of the key waterways upstream of the hydraulic model extent are included in the hydraulic model. The remaining area within the hydraulic model extent is represented using direct rain-on-grid to represent stormwater runoff in the area.

Topography

LiDAR data utilised in the model was verified against feature survey of road transects as described in R01 – Return Brief Report. The verification found the LiDAR data was suitable for use in the hydraulic modelling. The 0.5 metre resolution DEM was resampled within TUFLOW to 3 metre resolution.

Boundaries

Flows extracted from the RORB model were applied to the TUFLOW hydraulic model via 2d_sa boundaries. The catchment area inside the TUFLOW model extent is represented using a rain on grid methodology. The downstream boundary comprised of a height-flow (HQ) boundary.

Drainage Structures

Asset data for pits and pipes was obtained from Hepburn Shire Council and incorporated into the hydraulic model as 1D structures connected to the 2D model domain. Where pit and pipe information wasn't available in the GIS database, it was interpolated or approximated using judgement.

Hydraulic Structures

Survey was captured along a number of hydraulic controls and structures in the town. Several levees have been reinforced in the model with 2D-Zshapes.

Losses

Initial and continuing losses have been applied through the 2D Material layer and are shown in Table 7-1. Rainfall losses tend to be lower in rain-on-grid hydraulic models compared to the RORB losses discussed earlier due to runoff being generated at a fine spatial scale. This allows impervious and low-loss areas to contribute flow directly rather than being averaged across a larger sub-catchment. As a result, rain-on-grid models simulate more efficient runoff generation than lumped hydrology models, which incorporate higher conceptual losses to represent whole-catchment losses when compared to a rainfall-runoff model.

Land Use Roughness

Hydraulic roughness within the 2D model was expressed as a roughness coefficient Manning's 'n'. Manning's 'n' was estimated using aerial imagery and land use zones guided by the Hepburn Shire Council Planning Scheme layers. The adopted hydraulic roughness coefficients are summarised in Table 7-1.

During the initial development of the mitigation modelling, refined loss values for the rain on grid model were based on replicating the RORB model flows for Creswick Creek at Creswick. The majority of the catchment area modelled as rain on grid in the hydraulic model is within the urban area.

Table 7-1 Land use types, roughness values and baseline losses for rain on grid modelling

Land use / Topographic description	Roughness coefficient (Manning's n)	Initial Loss (mm)	Continuing Loss (mm/hr)
Residential: Urban Footprints	0.5	5	1
Residential: Urban (higher density) Remainder	0.1	5	1
Residential: Rural (medium density) Remainder	0.1	10	1.5
Residential: Rural (lower density) Remainder	0.05	12	1.5
Golf Course	0.05	12	2.5
Open Pervious Areas: Minimal Vegetation (grassed)	0.04	15	2.5
Open Pervious Areas: Moderate Vegetation (shrubs)	0.06	15	2.5
Open Pervious Areas: Thick Vegetation (trees)	0.095	15	3
Waterways/Channels: Minimal Vegetation	0.03	1	0
Waterways/Channels: Vegetated	0.07	1	0
Paved Roads/Carpark/Driveways	0.025	1	0
Lakes (no emergent vegetation)	0.03	1	0
Railway line	0.125	8	1
Industrial/Commercial	0.35	4	0.5

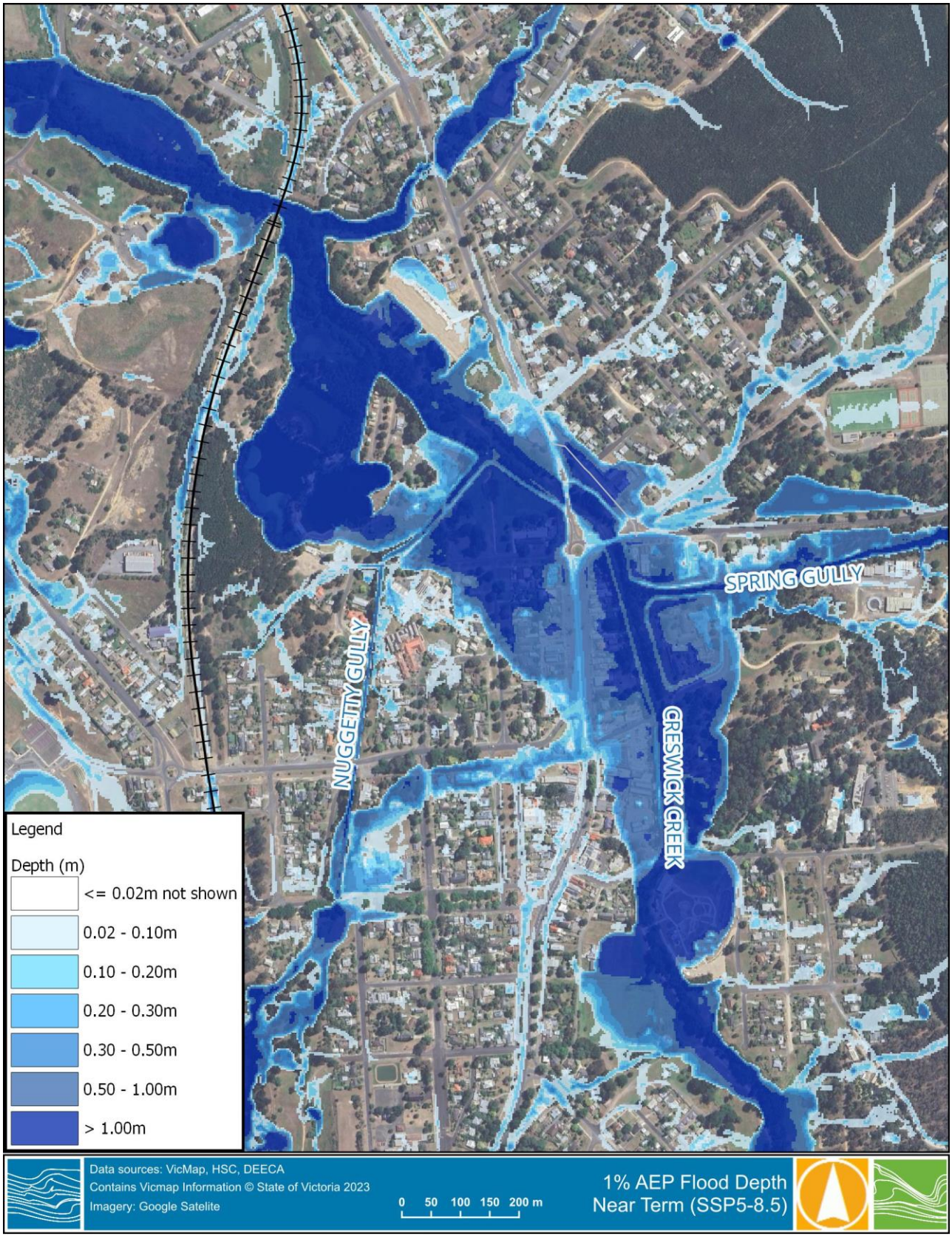


Figure 7-1 1% AEP Flood Depths in Creswick under short term (2024) SSP5 scenario

8 FLOOD MITIGATION

8.1.1 Overview

Six flooding hotspot locations were listed for investigation in the study brief. Each of these locations were reviewed and assessed during discussions with Council staff, inspected during the site visit along with a review of the rain-on-grid model results. Each of the six hotspot locations along with several other areas were assessed as part of a feasibility assessment to prioritise and rank the projects within each area and determine which of the mitigation options would proceed to the full feasibility assessment. All mitigation strategies were assessed based on a multi-criteria assessment. Modelling of each option was undertaken for the Near Term (2030), SSP5 climate scenario. A summary of the key investigation areas and proposed mitigation options tested as part of the prefeasibility assessment is provided below.

Location 1 – Pascoe Street/Broomfield Road

- Investigate formal retarding basin – utilising public land where available.
- Upgrade of pipe size from Clunes-Creswick Road to Railway.
- Pipe Diversion downstream of railway line along Davies Street.

Location 2 – Cambridge St/Cushing Avenue

- Improving overland flows along Cushing Avenue towards the basin.
- Formalise and expand basin in open space between Cushing Avenue and Creswick Creek.
- Incorporating pumping rates within the basin that maintain flood levels below floor level in a 10% AEP event.
- Construct piped outlet from the drain at Pearman Street through to the basin.
- Assess additional piped outlet from basin with one-way flap valve.

Location 3 - Nuggety Gully

- Identifying existing culvert and road crossing capacities and impacts of upgrades on downstream infrastructure.
- Construction of a levee along the Primary school boundary (increase height of existing blue stone wall).
- Construction of basin upstream of Raglan Street to restrict flow downstream of Raglan Street.
- Increase flow capacity at Hyde Park Road.

Location 4 - Bald Hills Road

- Construction of basin at Townsend Street.
- Upgrade Pipe along rear of Cassels Lane properties.
- Upgrade of pipe around Bald Hills Road and Elizabeth Road.
- Identify options for formalised easement downstream of Bald Hills Road.

Location 5 - Midland Highway/North Street

- Incorporate new pump station into model and assess flows in/pumping rate and available storage with the aim to maintain flood levels below floor level in a 10% AEP event.

Location 6 – Wright Court/Caddy Drive

- Upgrade drainage from Caddy Drive & Tait Drive
- Assess White Hills Road upgrade

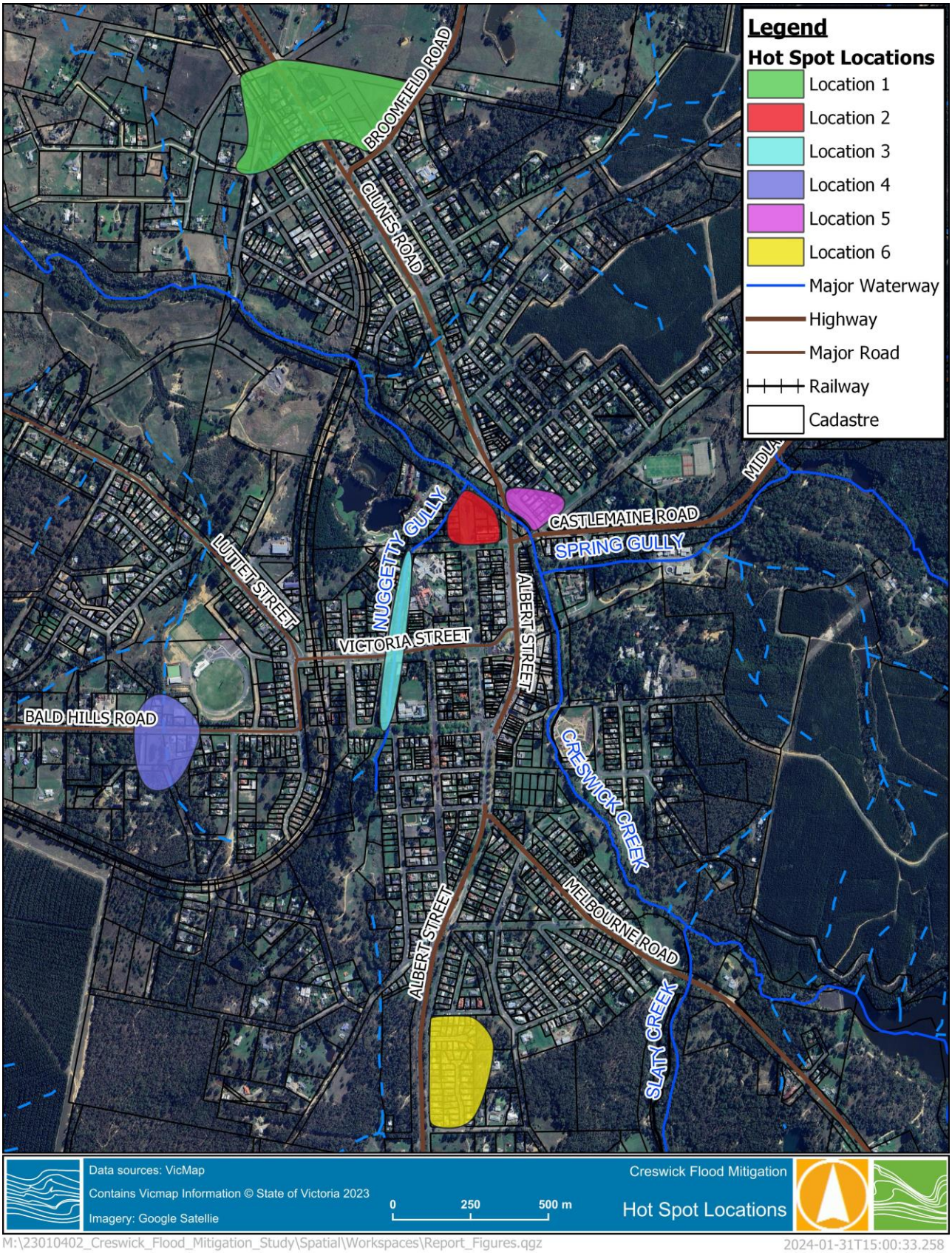


Figure 8-1 Hot Spot Locations - Overview

8.1.2 Location 1: Creswick North (Pasco Street/Davies Street)

The location 1 mitigation option consisted of four components listed below and shown in Figure 8-2:

- Construction of a 1.8 hectare retarding basin located in crown land upstream of Pasco Street
- Re-direction of overland flow along Johns Road (including culverts at Clunes Road and Railway) through to Carmody Drive. Including an additional levee limiting flows from Johns Rd to Clunes Road
- Upgrade of pipes from Clunes Road through to Davies Street (including Railway culvert)
- New Pipe between 1 and 1A Davies Street to convey flow downstream of Railway

When all four components were modelled together, the flood levels and number of properties impacted reduced significantly. Figure 8-3 and Figure 8-4 show the reduction in flood levels with the largest reduction at Clunes Road where water levels reduce by up to 500mm in both the 1% and 10% AEP flood events. Flood levels reduce between 100mm and 200mm between Clunes Road and the railway line with reductions around 100mm downstream of the railway.

Each of the four components was also modelled independently. Results showed the construction of the retarding basin alone had the greatest impact on flood levels. The combined mitigation option was then further refined and the pipe upgrade from Clunes Road through to Davies Street and the additional pipe from downstream of the railway line to west of Davies Street was removed with minimal changes to afflux.

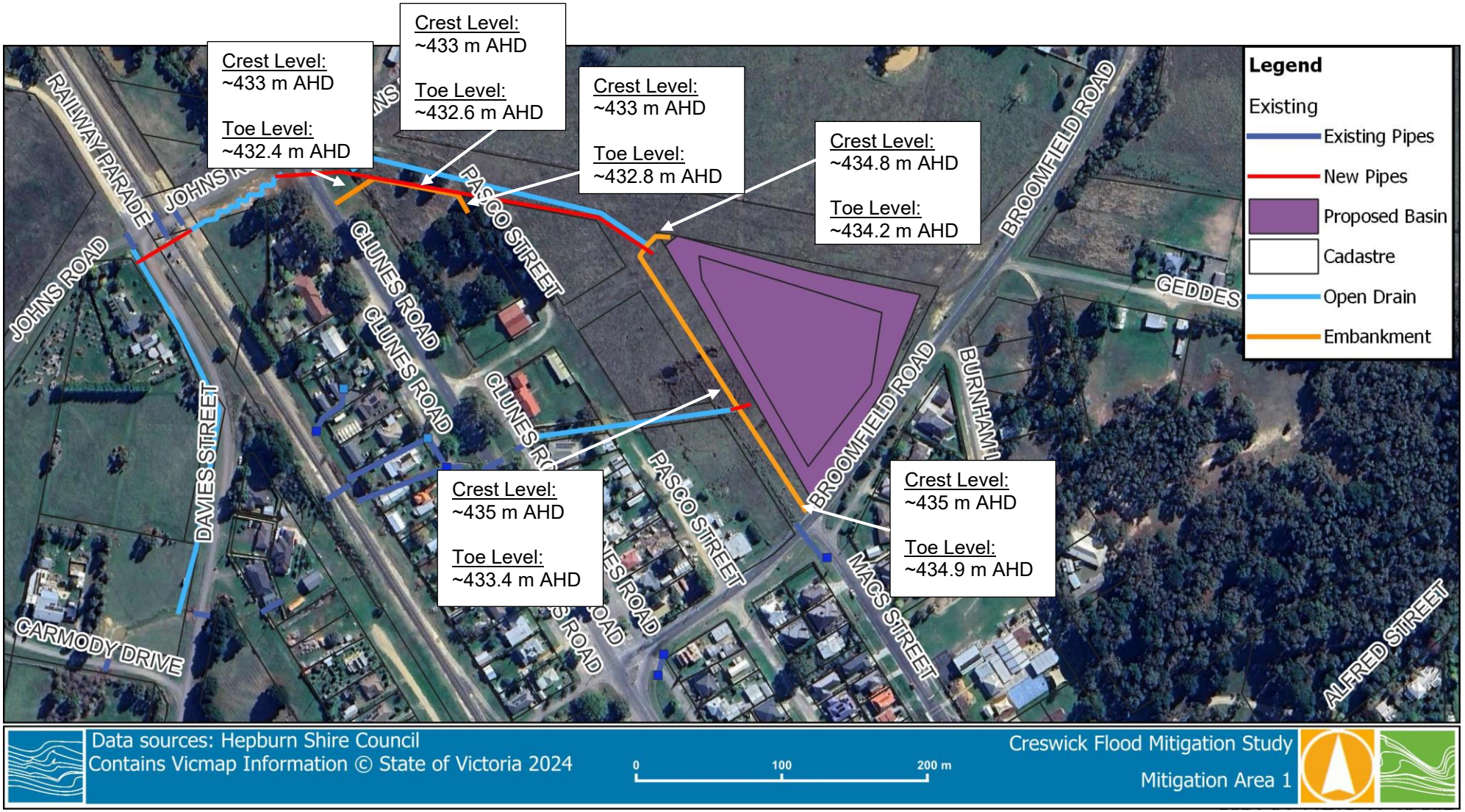


Figure 8-2 Mitigation Concept – Location 1

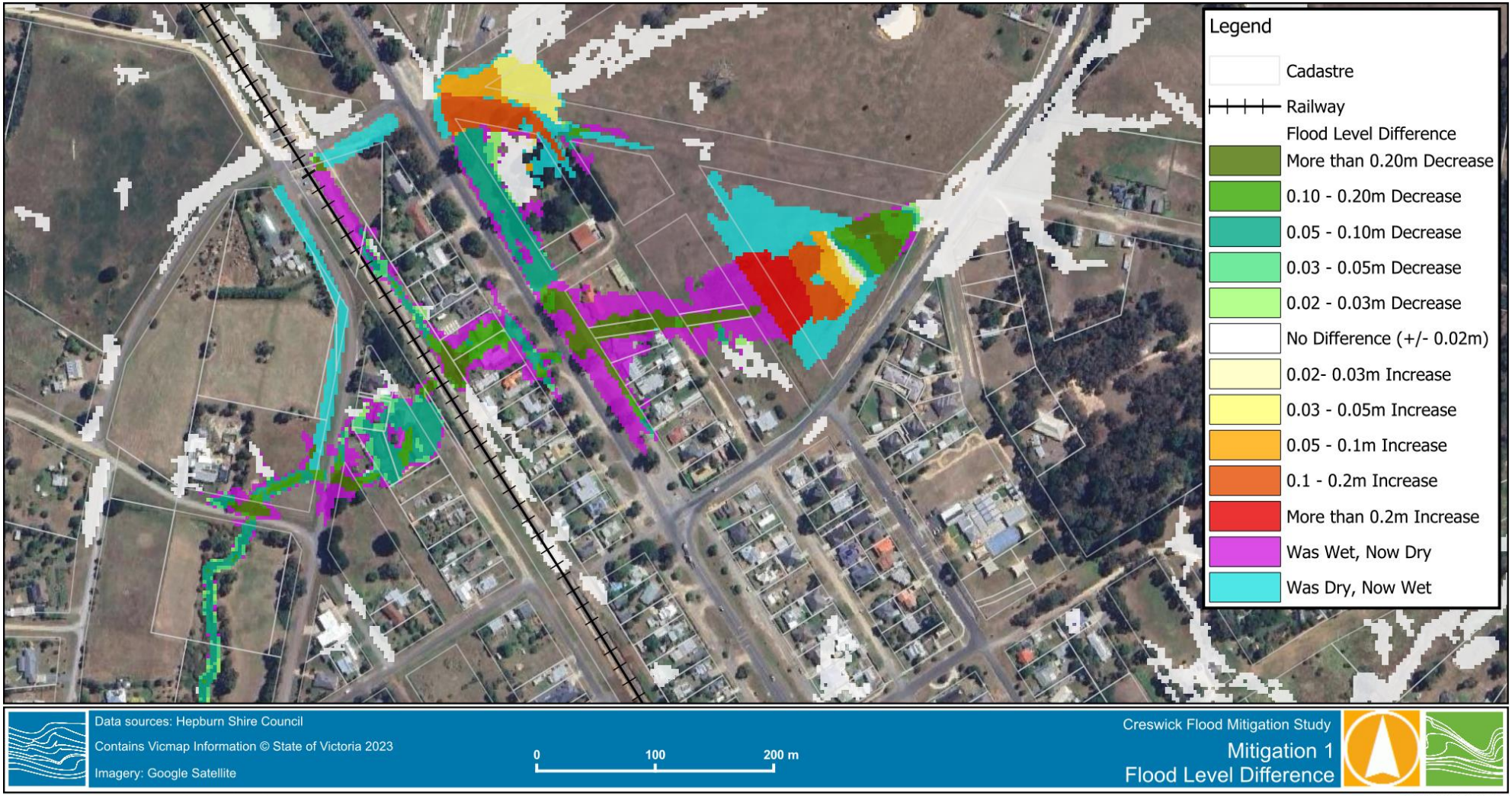


Figure 8-3 10% AEP Flood Level Difference Plot – Location 1

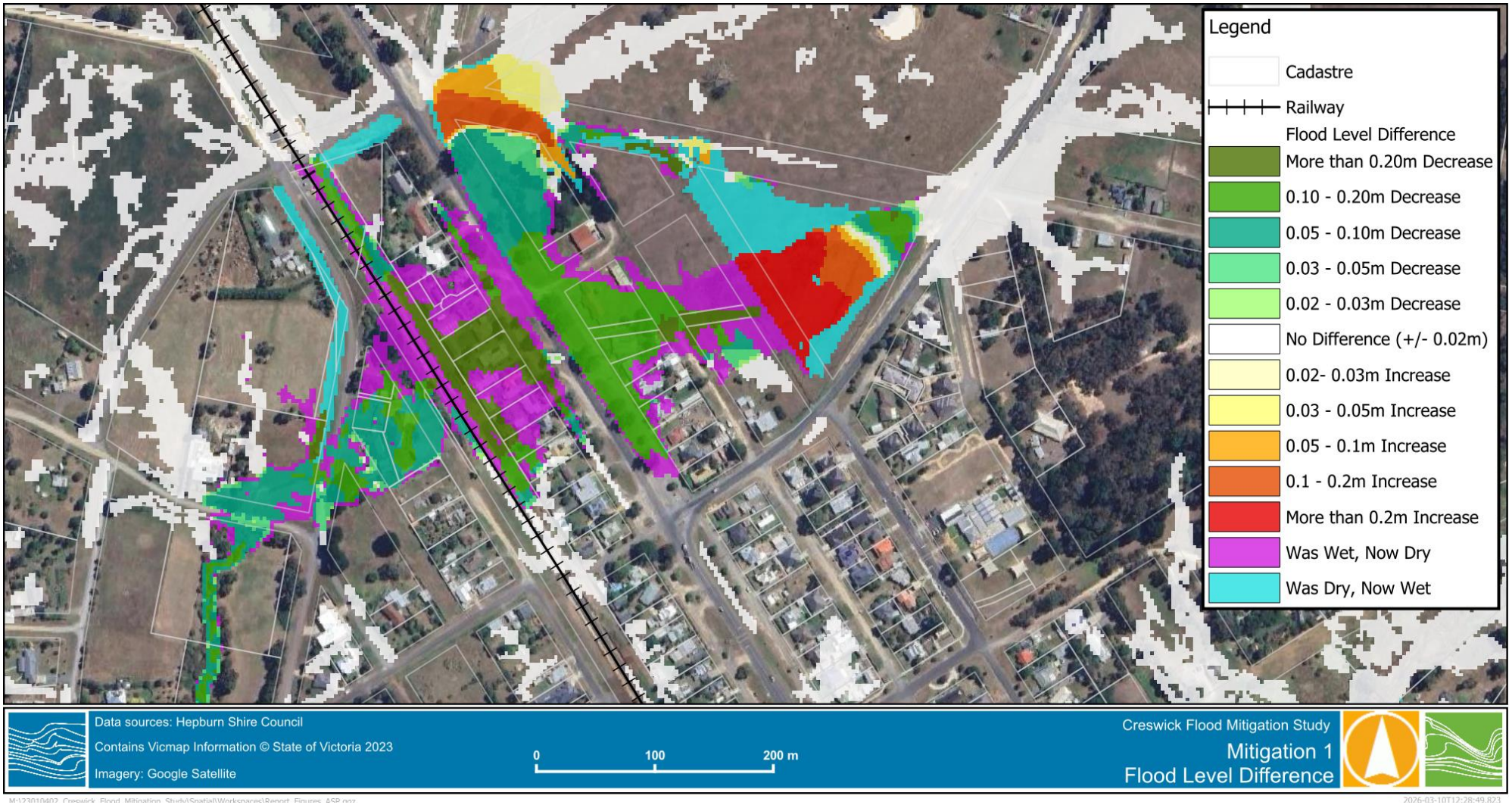


Figure 8-4 1% AEP Flood Level Difference Plot – Location 1

8.1.3 Location 2: Cambridge Street/Cushing Avenue Retarding Basin

A levee embankment was previously constructed to protect the low lying area between Creswick Creek, Cushing Avenue and Nuggety Gully. The creation of the levee along the high ground in this area created a retarding basin that currently has a 900mm diameter piped outlet. Anecdotal evidence indicates that the retarding basin fills prior to the peak flood water in Creswick Creek. Modelling indicates the max flood level is higher in Creswick Creek than the basin up to a 10% AEP flood event. Above a 10% AEP event, breakout of Creswick Creek upstream of the Midland Highway flows across Albert Street then fills the basin and overtops back into Creswick Creek. Modelling also shows flow into the basin is attributed to breakout flow from Nuggetty Gully flowing through the Primary School and town along with local stormwater. Mitigation Location 3 looked at removing this breakout flow and is discussed in more detail in Section 8.1.4.

The current levee crest height results in the peak flood level within the basin being higher than that observed in the waterway during the 1% AEP (Figure 8-5). In events where the water level within the basin is higher than the Creswick Creek level, an additional gravity outlet would provide a far greater benefit than a pumped outlet. This outlet would require a one-way flap valve to prevent back flow from Creswick Creek.

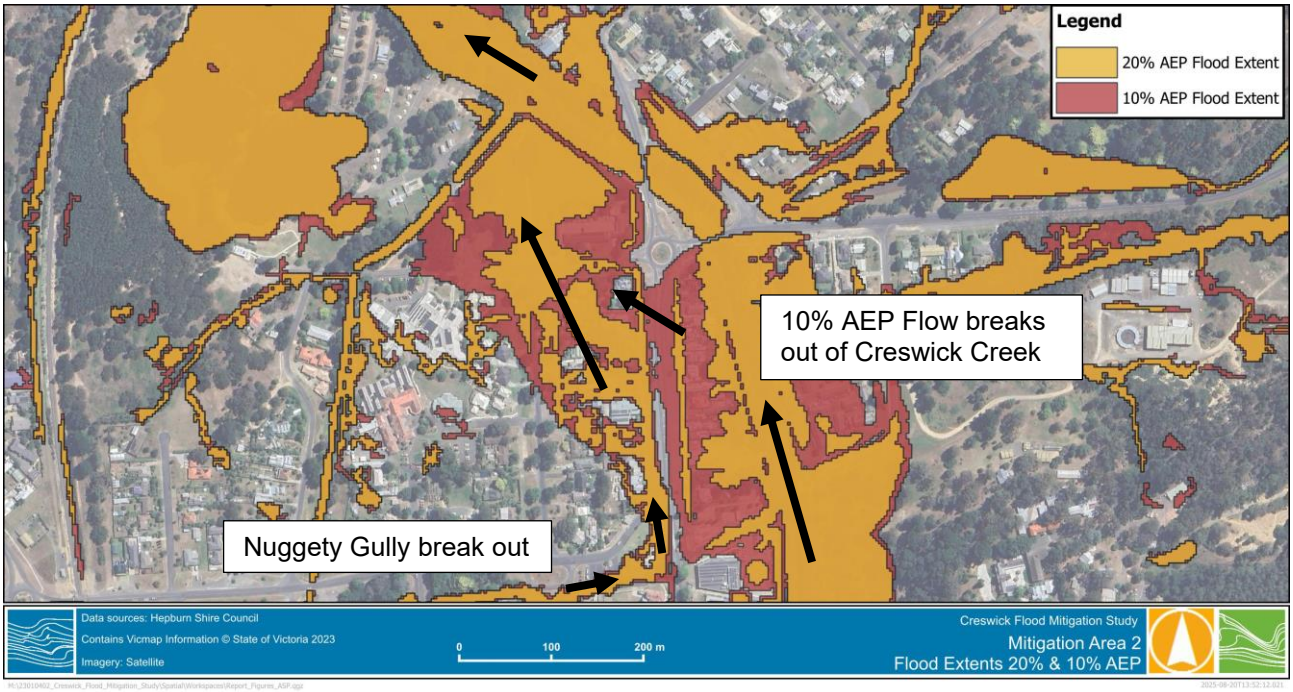


Figure 8-5 1% AEP Water Surface Elevation (blue line) and Topography (purple) plot

This mitigation option aims to reduce flood levels within the basin and area across Cushing Avenue as well as provide a separate drainage connection for the Pearman Street drain. The mitigation options tested included:

- Increasing existing basin volume (two volumes tested – 4ML and 6ML)
- Testing pumped outlet from basin in Creswick Creek (300L/s)
- An additional one-way outlet from the basin to Creswick Creek
- Connection of the Pearman Street drain to the basin

All four components were modelled separately and as a combined option for the feasibility assessment.

The increase in basin size is proposed to reduce the impact of stormwater runoff from the local Nuggetty Gully catchment. Anecdotal evidence identifies that even in large floods on Creswick Creek, the basin generally fills from local runoff prior to overtopping from the Creswick Creek.

Currently the basin holds around 50ML when full. The two volume basin sizes tested increased the volume by around 4ML and 6ML. Increasing the basin size by both 4ML and 6ML involves works on private property, it is possible to scale the basin according to the land available with benefits also being scalable. Even with increasing the basin size, the levee would still be overtopped from high water levels within Creswick Creek (in a 1% AEP event) and drainage from the basin would be limited due to the downstream water level.

The incorporation of a pump to increase the flow out of the basin when the Creswick Creek water level is higher than the basin was also assessed. An initial assessment found that the maximum feasible pump rates were inadequate in comparison to the volume within the basin and pumping would have minimal impact on the flood levels during the 1% AEP event, due to the overtopping of Albert Street in a high Creswick Creek flow event.

Figure 8-6 Mitigation 2 Layout

Flood modelling for the 20% AEP and 10% AEP found the proposed works reduced the flood level within the Pearman Street drain and Creswick Creek (upstream of the Midland Highway), however resulted in an increase in flood levels within the basin. Flood level difference plots for the 20% AEP event (Figure 8-8) and 10% AEP event (Figure 8-9) are shown below. This is due to the additional flow that is entering the basin via the new pipe (~1.4m^3/s), however the additional piped outlet does not allow for flow to leave the basin at the same rate due to the Creswick Creek level is higher than the basin level. Figure 8-7 shows the additional pipe inflow in the 20% AEP compared with the combined outflow (which includes the existing outlet culvert). Where the flow difference (orange dashed line) is negative, this results in additional volume in the basin.

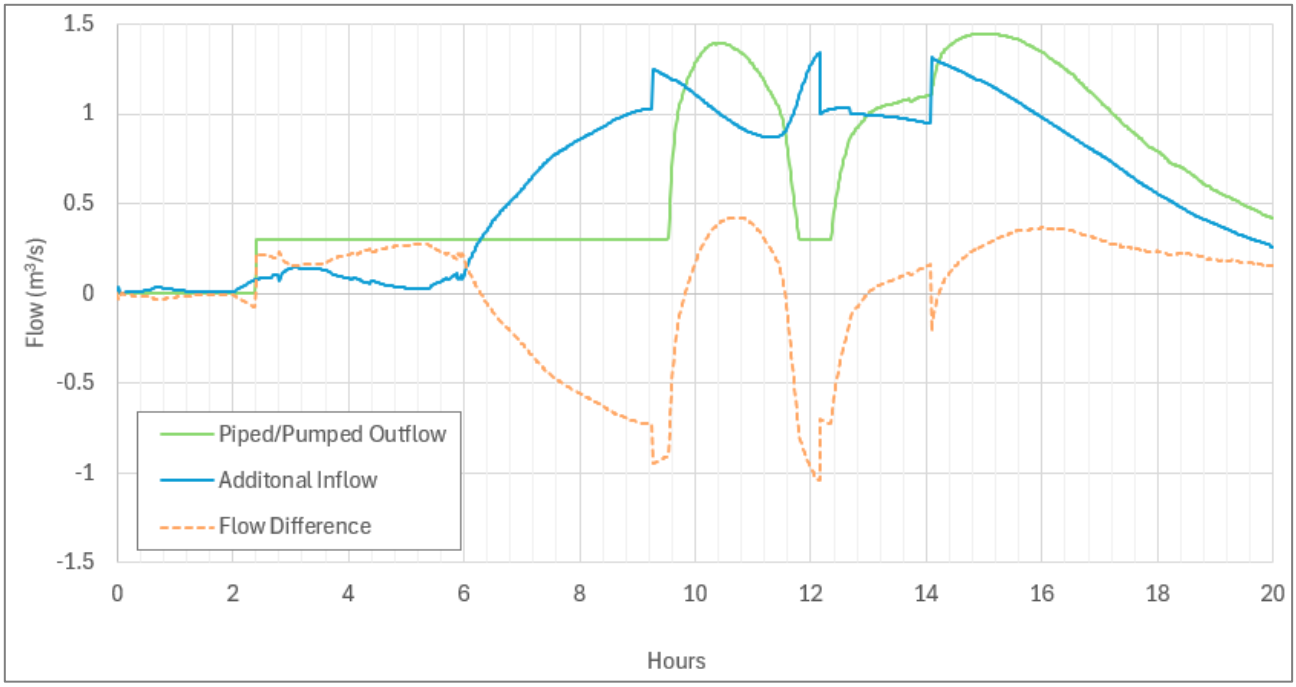


Figure 8-7 20% AEP 9 Hour (Mitigation 2) Basin Flows

As the event magnitude increases, the impact on flood levels within Creswick Creek and the Pearman Street drain decreases as overflow from Creswick Creek drowns out the drain and the basin itself. While there is not a significant reduction in larger flood events, i.e. in the 1% AEP event (Figure 8-11), this concept shows value for smaller events as well as events which may produce significant runoff from the local Nuggetty Gully catchment that peak prior to the Creswick Creek flow. For example, the 5% AEP event shows a reduction in the flood level in the basin and in Creswick Creek (Figure 8-10).

The inclusion of a new one-way outlet within the basin as well as formalising a spillway from the basin that includes a pumping station appear to provide the greatest benefit from the conceptual modelling in reducing the impact of stormwater levels within the basin. Additional investigation on the balance between flood protection from Creswick Creek, based on the levee crest height, and drainage outlets in the basin is warranted prior to detailed design in this area. Lowering of the embankment may offer an improved stormwater outcome but is potentially offset by a worsening in large Creswick Creek flooding. Further options to offset this option are discussed later in the report (Section 9.4 below).

Figure 8-8 Mitigation 2 – 20% AEP Flood Level Difference

Figure 8-9 Mitigation 2 – 10% AEP Flood Level Difference

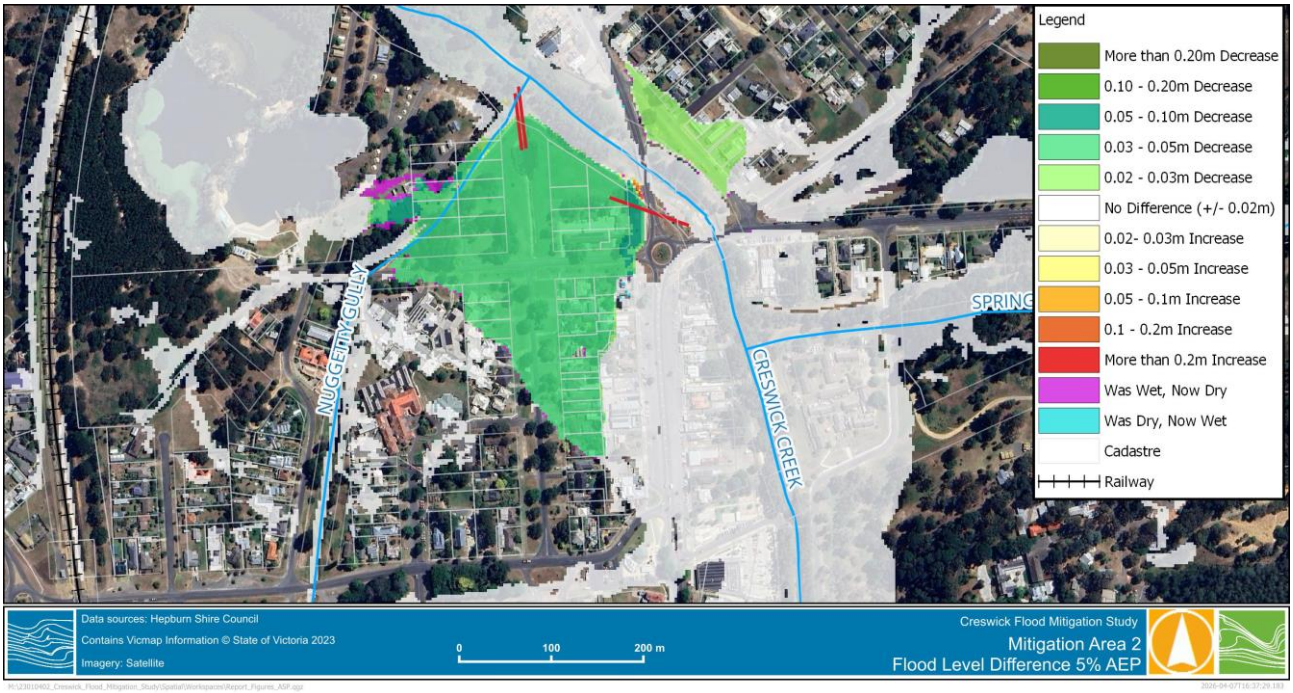


Figure 8-10 Mitigation 2 – 5% AEP Flood Level Difference

Figure 8-11 Mitigation 2 – 1% AEP Flood Level Difference

Additional Modelling

An additional scenario was modelled with a mitigation pipe running from the retention basin to Calembeen Park Lake. To avoid impacts on the Lake water quality and changed impacts within Creswick Creek through diverting regular flows, the overflow pipe has been set to flow only when the basin reaches the 20% AEP flood level in the basin. The modelled pipe has a diameter of 750mm with three inlet pits 0.9x0.9m (oversized the pits to assess the impact of the pipe itself). The mitigation scenario was simulated for the 20%, 10%, 2% and 1% AEP events. The modelling showed the greatest impact in the 10% AEP event with up to 100mm reduction. There was minimal to no change in the 20% AEP and 1% AEP events.

8.1.4 Location 3: Nuggetty Gully

This option involves raising the existing retaining wall on the right bank of the gully adjacent to Creswick Primary School. The option was initially identified in the 2012 Flood Study however was not addressed further beyond the study as other mitigation options were implemented throughout the town.

The purpose of the mitigation option is to prevent breakout flow from Nuggetty Gully travelling across the school ground down Victoria St towards Albert Street.

Previous investigation has identified concerns that the levee may result in an increase in flood levels upstream of Victoria St (where Nuggetty Gully is restricted) as well as unconfirmed potential heritage issues relating to the bluestone wall. Restricting breakout flows has the potential to increase the peak flow along Nuggety Gully downstream of the school by around 5 m^3/s in the 1% AEP event. To address this and further restrict flows along the waterway, an online retarding basin located upstream within Nuggetty Gully was also modelled.

Currently, the 1% AEP design flow rates can be summarised as:

- Nuggety Gully (Upstream of Raglan St) ~22 m^3/s (60 minute duration)
- Raglan St Culvert ~ 15 m^3/s – overtopped in 1% AEP event
- Breakout flow through school ~16 m^3/s – some flow going over Raglan St, east of Nuggety Gully
- Victoria St – 4 m^3/s top culvert not activated in 1% AEP event

The proposed embankment works at the school consist of:

- A 0.5m embankment/crest increase on top of the existing bluestone wall, 150 m long to prevent breakout flow up a 1% AEP event. Currently flow break outs through the school in events greater than a 10% AEP.

The mitigation works upstream of Raglan Street aim to restrict 1% AEP flows back to the capacity of the culverts at Victoria Street and Cushing Avenue. Works include:

- A 0.5 m levee bank, 150 m long (across the gully)
- Twin 750 mm diameter piped outlets
- An alternative outfall option downstream at Cushing Avenue directing the increased flows to Creswick Creek via Calembeen Park rather continuing along Nuggetty Gully.
- Lowering of Hyde Park Road to allow additional flow over to weir over the road in large events.

The layout of the mitigation options is shown in Figure 8-12.

Flood modelling results shown in Figure 8-13 and Figure 8-14 indicate the significant reduction in flood levels through the school and across Napier and Albert Streets by reducing the peak flow and maintaining a higher portion of flow within Nuggetty Gully. There is a noted increase in flood levels along Nuggetty Gully, which will need to be managed further downstream at Victoria Street and Cushing Avenue. This option is not optimal with flooding occurring through the school from overtopping of Raglan St.

The lowered road level reduces the flood level at 5 and 7 Hyde Park Road. This does increase the flood hazard associated with the roadway by increasing the depth of flood water over the road. Increasing the capacity of culverts under the road is an option to offset the increase in flood hazard.

Minimal flow was conveyed along the additional outlet drain into Calembeen Park due to the control level at which water could escape the channel. Currently, the flow along Nuggety Gully downstream of Victoria Street towards Calembeen Park in a 10% AEP event is around 2.5 m^3/s and around 3.5 m^3/s in a 1% AEP event. It is unlikely that piping the flow from Nuggety Gully to the Lake would be cost effective. A broader open drain solution option from the drain to the lake may provide further scope for investigation and is discussed later in the report (Section 9.4 below).

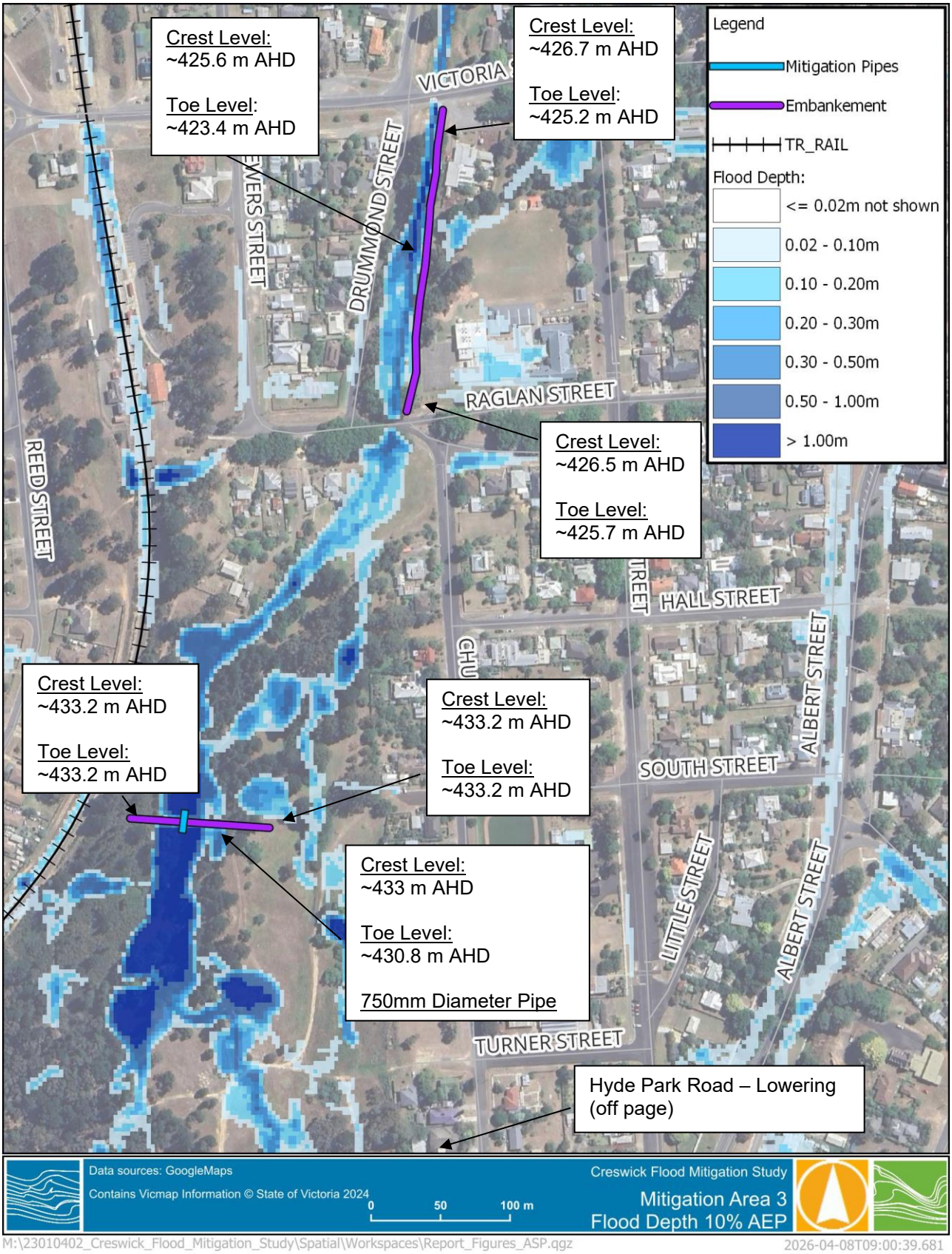


Figure 8-12 Mitigation Option 3 Features

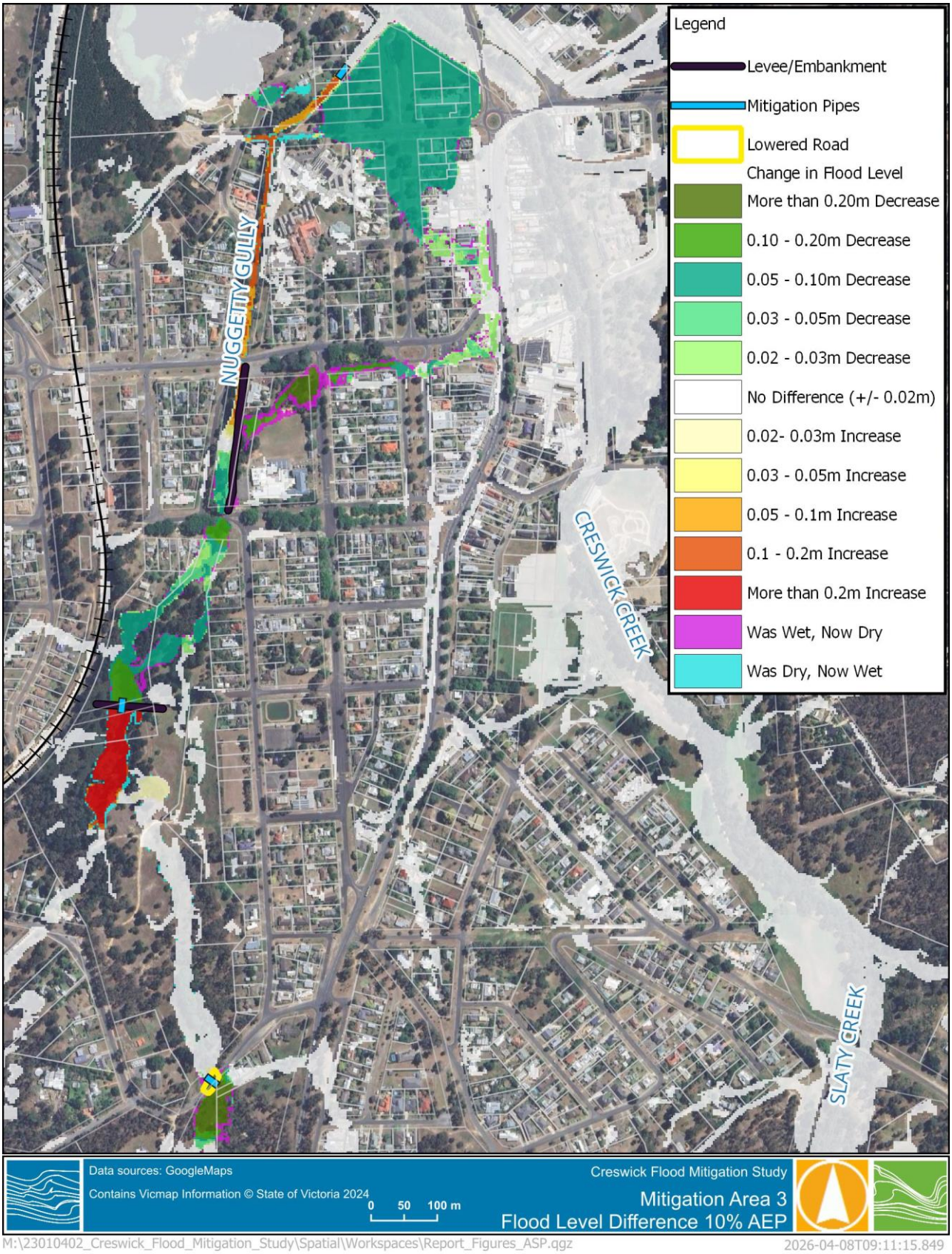


Figure 8-13 Mitigation 3 – 10% AEP Flood Level Difference Plot

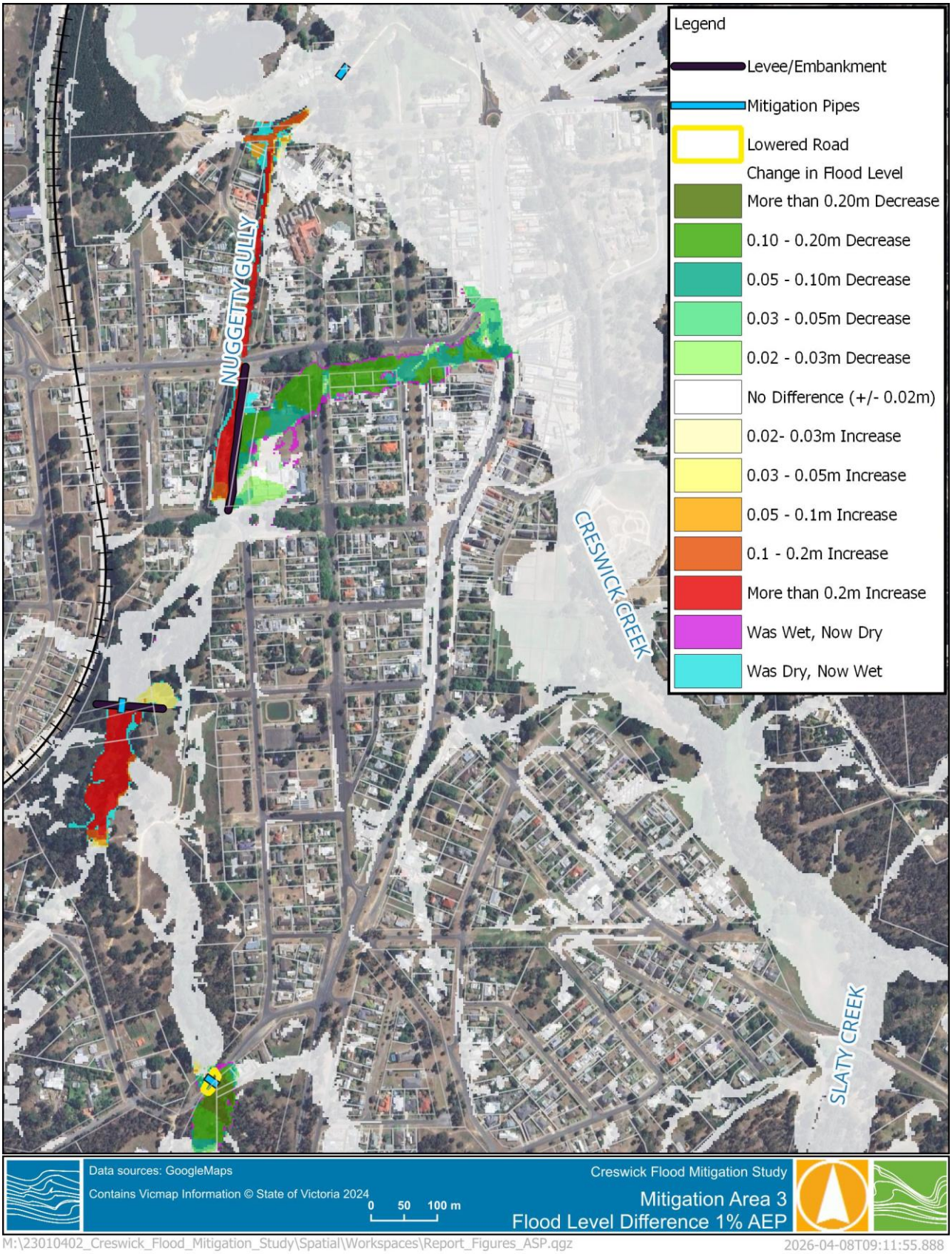


Figure 8-14 Mitigation 3 – 1% AEP Flood Level Difference Plot

Additional Assessment of Location 3

Following the completion of the hydraulic modelling, discussions around further improving the flood risk through this location were discussed with Council. The mitigation modelling indicates that the Raglan Street culvert capacity is exceeded prior to the 1% AEP event. With the modelled retarding basin and flood wall upgrade along the Bluestone wall, the Creswick Primary School and a number of residential properties along Victoria Street are still within the flood extent.

It is recommended that further investigation into removing the breakout flow completely be undertaken. This would likely involve limiting the 1% AEP flow rate along Nuggetty Gully to less than the capacity of the Raglan Street Culvert through additional detention upstream of the proposed retarding basin (in the order of 25 ML of storage).

8.1.5 Location 4: Bald Hills Road

This location was separated into two separate areas. Cassels Lane and Elizabeth Road. The Elizabeth Road works were assessed in the pre-feasibility mitigation works and included an additional culvert to convey flows south of Bald Hills Road to the drainage line which flows under Elizabeth Street. It has minimal impact in the 10% AEP event. This section of the works was not modelled in the final mitigation assessment.

Cassels Lane

This option aims to reduce the depth of flooding through the backyard of three properties along Cassels Lane. This involved an embankment upstream of the road to detain flows and an increase in the pipe size running north from Bald Hills Road to the open drain at the end of Cassels Lane. Works include:

- Installation of a twin 900x600 mm diameter box culvert (currently a 525 mm diameter culvert).
- An embankment to act as a retarding basin.

The embankment placed upstream of Bald Hills Road detains flows from the south eastern flow path. Flood level difference plots for the 10% AEP and 1% AEP show significant reductions in flood levels downstream of the works, however most of the reduction is located along the waterway/drainage corridor and not reducing flooding on houses aside from the three immediately downstream of Bald Hills Road and the proposed works.

Given these properties are not currently inundated above floor in a 1% AEP event, the cost to upgrade the pipe and install the retarding basin are not likely to provide a significant economic benefit when considering only flood damages. The opportunity to address drainage for these properties may be better suited to a co-contribution drainage project.

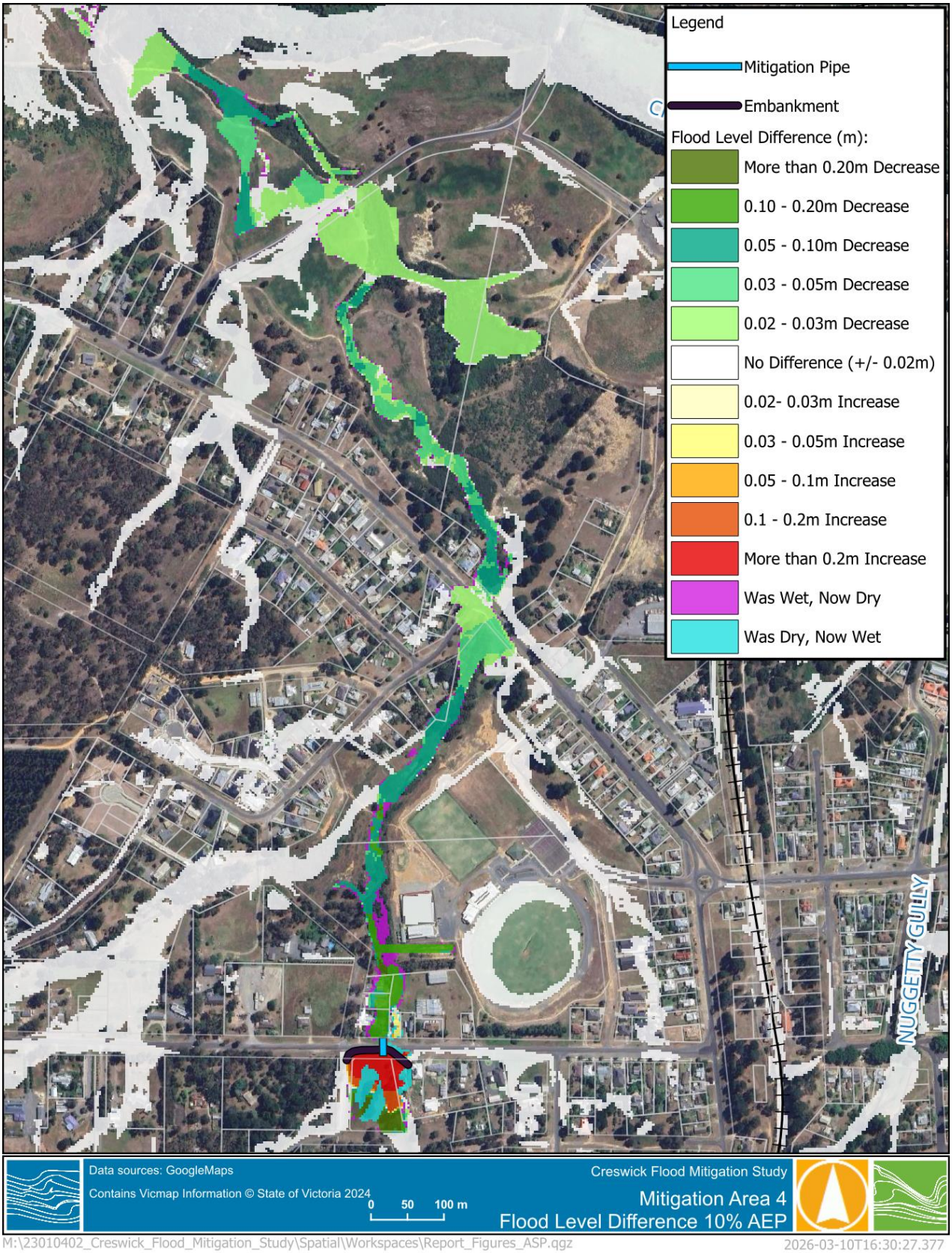


Figure 8-15 10% AEP Flood Level Difference Plot

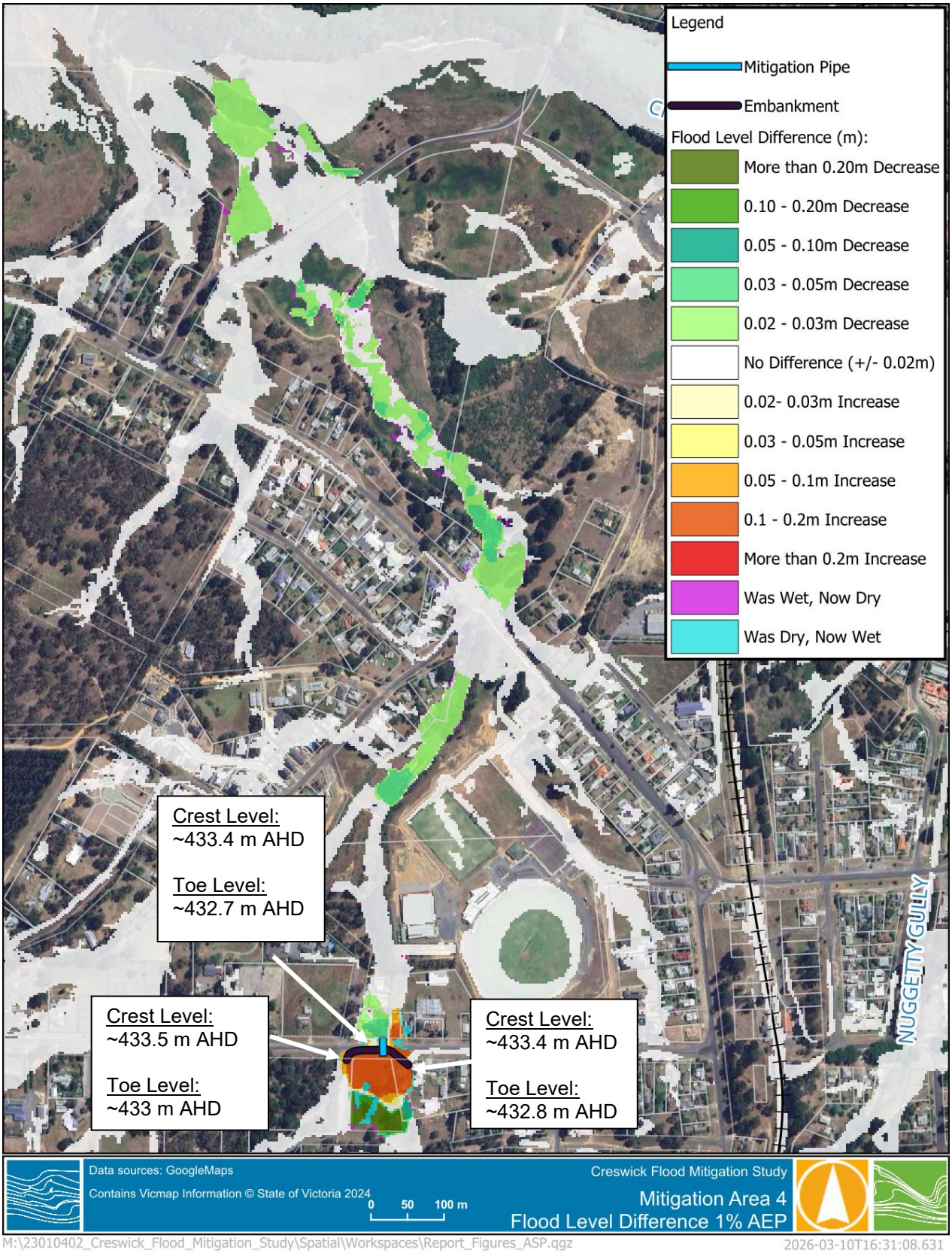


Figure 8-16 1% AEP Flood Level Difference Plot

8.1.6 Location 5: North Parade

North Parade sits adjacent to Creswick Creek immediately downstream of the Midland Highway on the fringe of the floodplain. The construction of the levee provides riverine flood protection up to a 5% AEP flood event, however limits the ability for stormwater from the local catchment to drain to Creswick Creek. The upstream catchment ~34 ha, drains west towards Creswick Creek and into the creek via a 900 mm diameter culvert adjacent to the Midland Highway, as shown in Figure 8-17.

Council have recently installed a hard stand area for a pumping station during storm events. The pump station is connected to a secondary one-way pipe valve which outfalls to Creswick Creek. Council pumping rates are understood to be in the order of 50-100 L/s driven by a tractor PTO.

The construction of the pump stand and associated pipe and pit connection allows for water trapped in the low lying area behind the levee along North Parade to be pumped into Creswick Creek. The ability to reduce the flooding below floor level in the 1% AEP event does not appear practical when investigating pumps in isolation. As a result, Council now seek to ensure that at minimum there is no above floor flooding in a 10% AEP event. There are two properties flooded above floor in the 10% AEP event.

Initial testing showed that a pump with at least a 300L/s capacity is able to reduce flood depths in North Parade by 50 mm in the 10% AEP event. Increasing the pump capacity to 600 L/s only slightly reduces the flood level by several centimetres.

This size pump does not result in a decrease in the 1% AEP flood event when looking at all durations due to the levee being overtopped in this event. Decreases for shorter duration events where the levee isn't overtopped by Creswick Creek show decreases of around 20 mm (Figure 8-19). Similar to the Location 2 mitigation strategy, the opportunity to implement a pump-based strategy is reliant upon:

- The timing of the pump being mobilised and in place prior to inundation beginning.
- The volume of water the pump can move, noting that it is relatively low in comparison to the overall volume detained behind the levee.

The success of the proposed option is reliant on the size of the pump available and the installation of the pump during the flood event. Overall, the 300 L/s pump incorporated into the system provides benefit to the above floor flooding depths at the 3 properties along North Parade as shown in Figure 8-18.

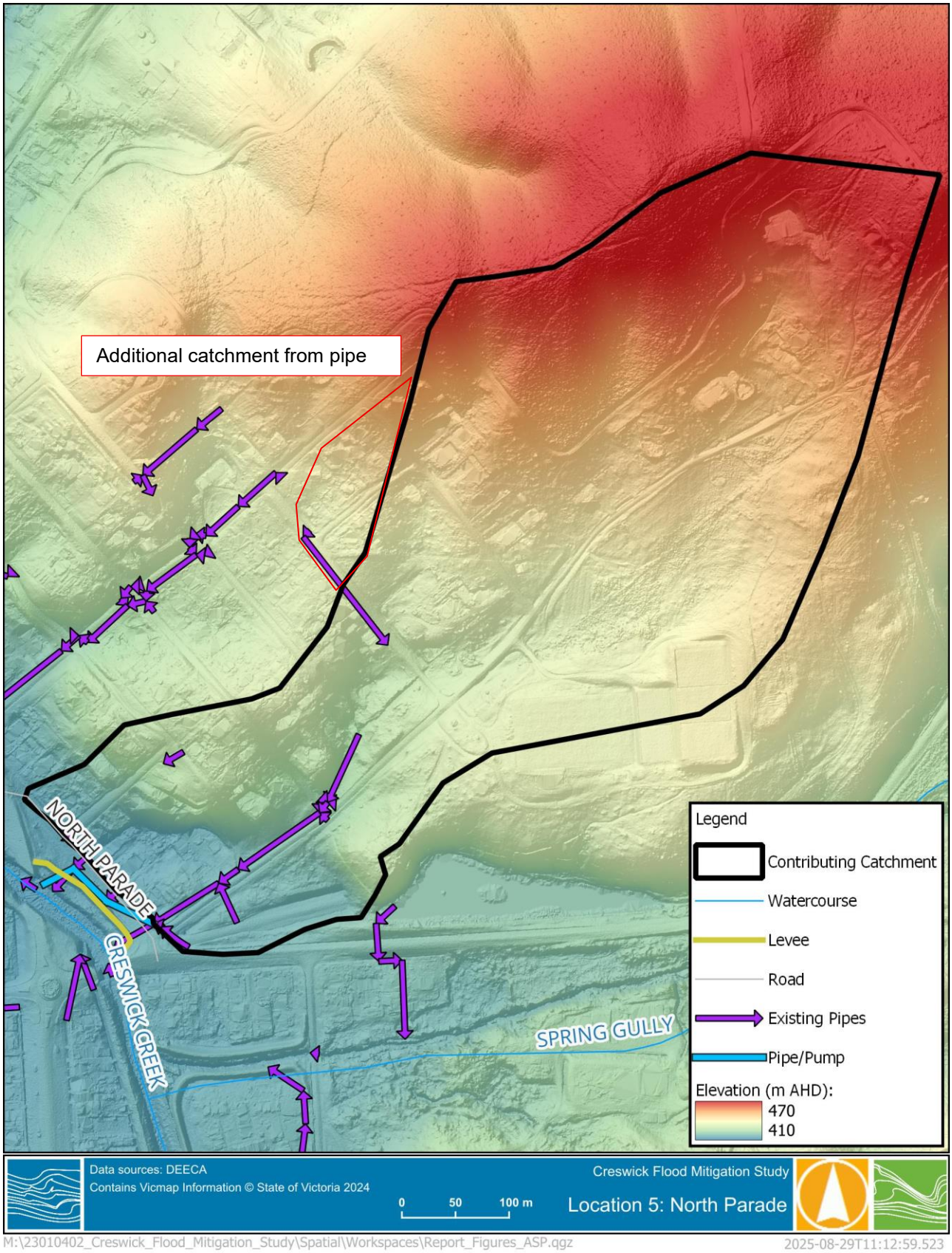


Figure 8-17 Location 5: North Parade

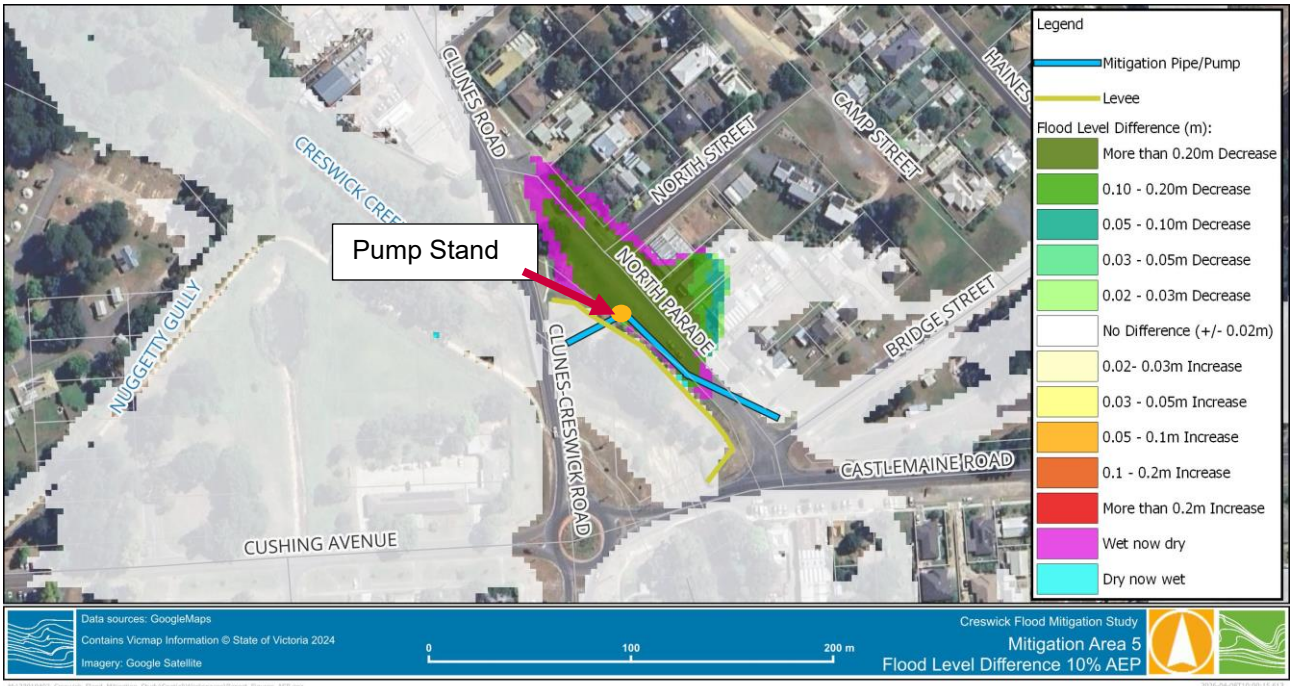


Figure 8-18 Mitigation 5: 10% AEP Flood Difference Plot

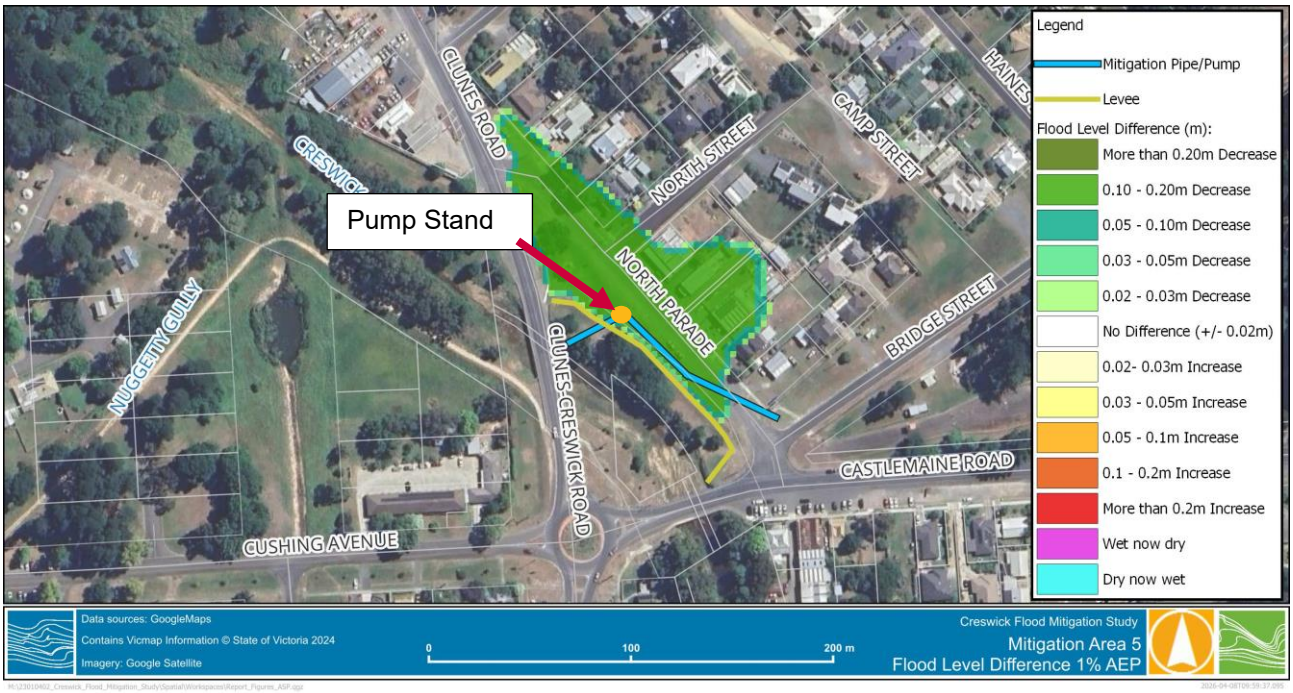


Figure 8-19 Mitigation 5: 1% AEP Flood Difference Plot (60 min duration when Creek not overtopped)

8.1.7 Location 6: Creswick South

The Location 6 mitigation area is located south of the Creswick township. The area around Wright Court, Tait Drive and Caddy Drive receives significant flows from the catchment south of White Hills Road (~18ha). This area was significantly impacted in the January 2022 storm event. The proposed mitigation incorporates four key components consisting of the following:

- A 375 mm diameter pipe, 135 m in length along White Hills Road, an additional pit and a 375 mm pipe under Albert St flowing to a 600 mm diameter pipe under Midland Highway to Nuggetty Gully.
- An additional capture pit located at the end of Caddy Drive connected to a 300 mm diameter pipe and a 600 mm diameter outfall under Albert Street and the Midland Highway.
- A 600 mm diameter pipe from within Wright Court out falling to Nuggety Gully
- A cutoff drain and embankment at the rear of 31 Gardiner Street to capture and convey runoff towards Tait Drive with a 300 mm diameter pipe conveying flow into the drainage network.

A new pipe to convey flows from White Hills Road west towards the Midland Highway intercepts flow and reduces the volume of water getting to Caddy Drive and eventually Wright Court. This results in a decrease in flood level in the 10% and 1% AEP events up to 100 mm as a result of these proposed works. Within Wright Court the model shows decreases in flood level of around 400 mm along the overland flow path with 150-200 mm through several properties between Wright Court and Tait Drive. Blocking the overland flow path from Gardiner Street reduces flood levels by up to 100mm across three properties at the eastern end of Wright Court.

Increases in flood levels are found in Nuggetty Gully (Council land) as well as in private property in Gardiner Street upstream of the embankment/cut off drain which is located on private property.

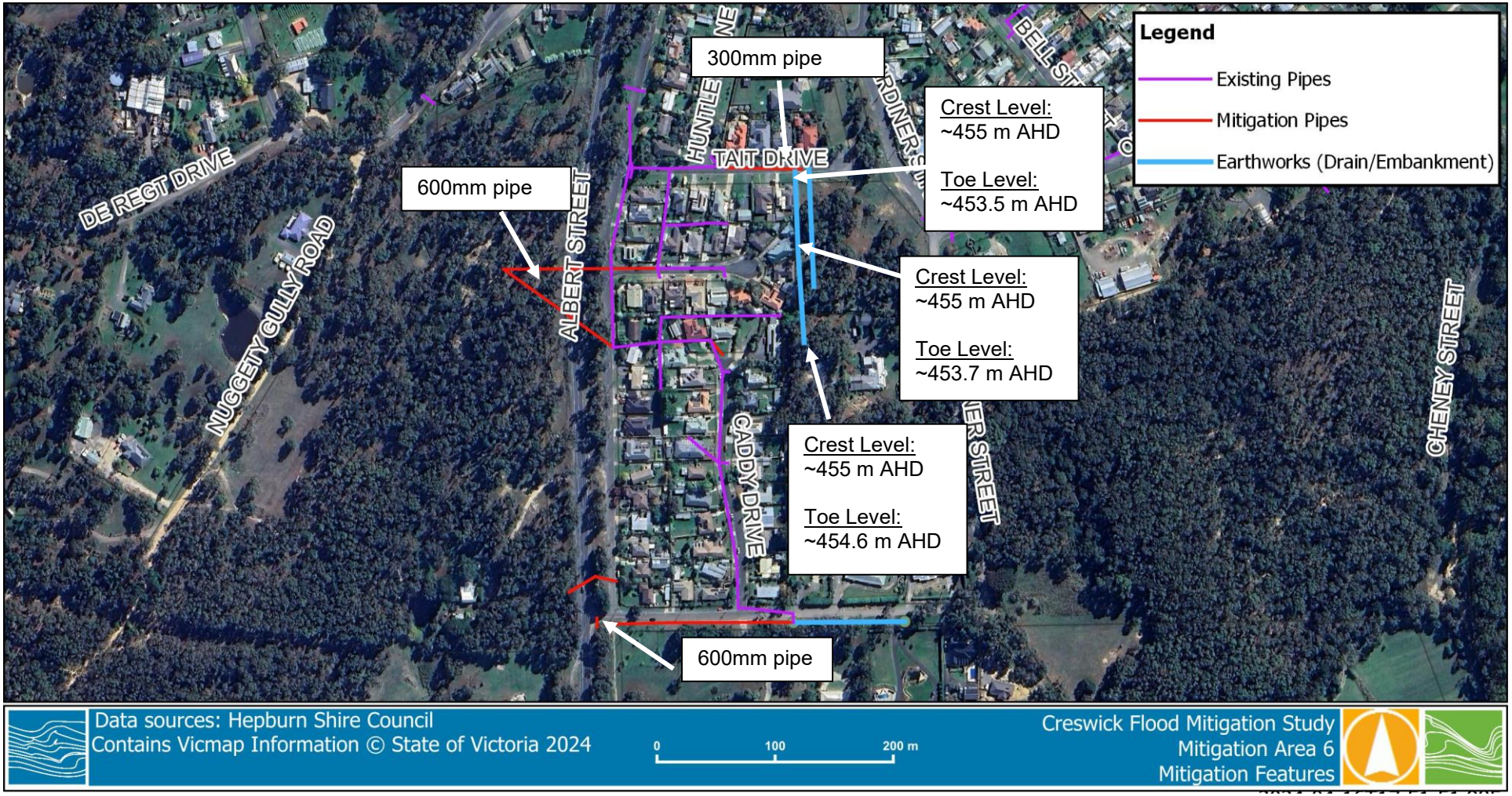


Figure 8-20 Mitigation 6 Layout

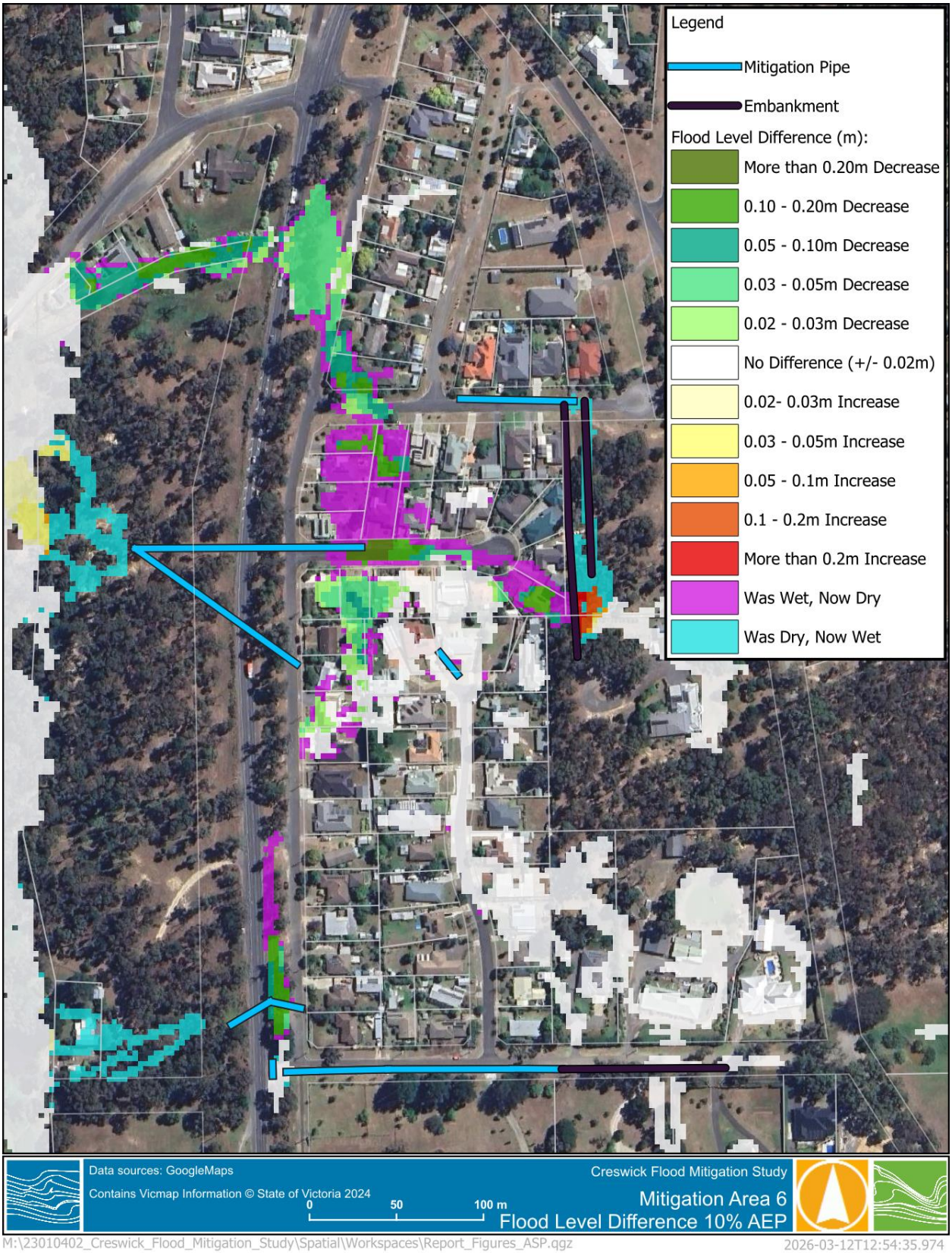


Figure 8-21 Mitigation 6 – 10% AEP Flood Level Difference Plot

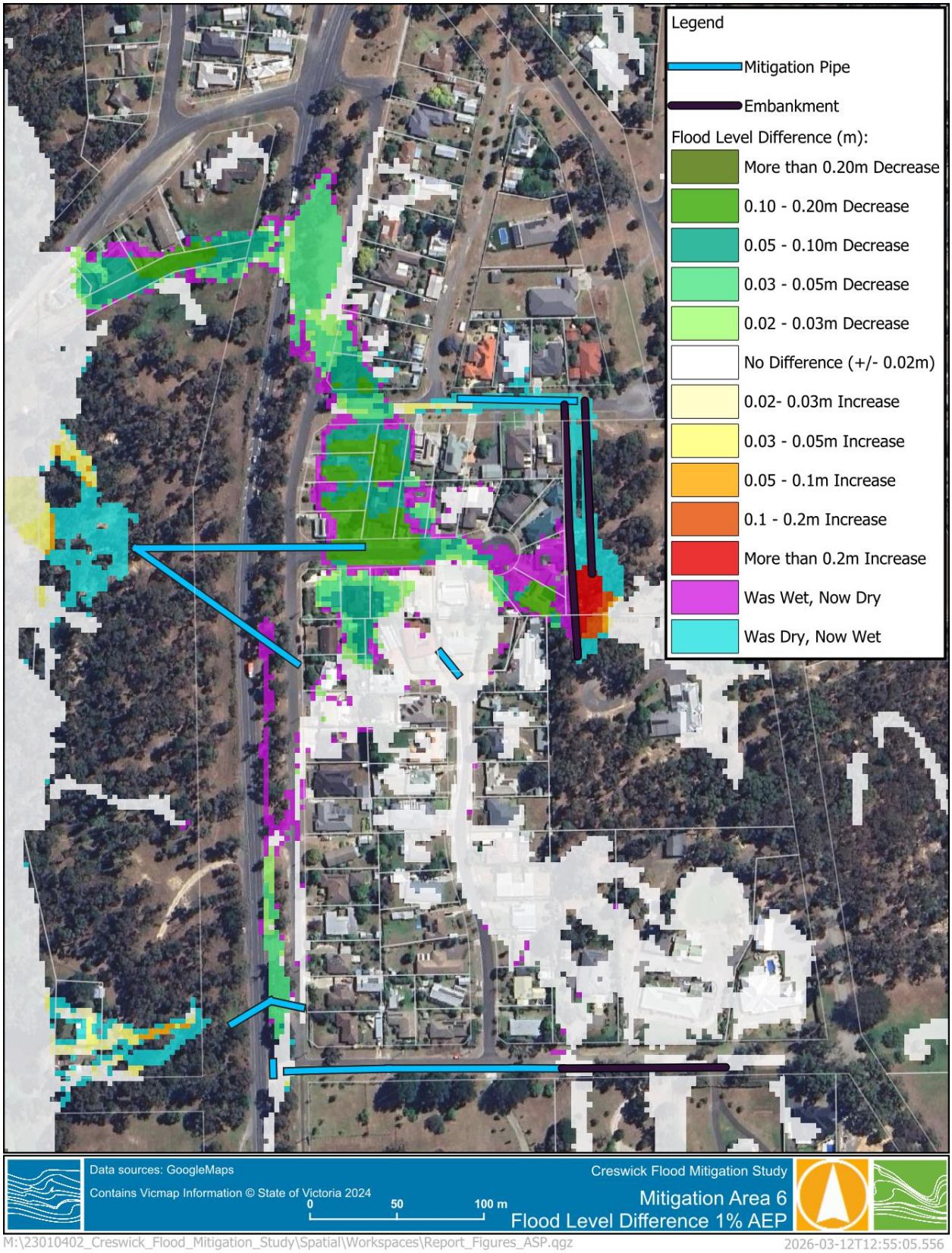


Figure 8-22 Mitigation 6 – 1% AEP Flood Level Difference Plot

8.1.8 Pipe & Bridge Blockage Sensitivity

A sensitivity test was conducted to determine the debris blockage impact on the flood extents and levels. This was done by applying a 100% blockage factor on three hydraulic pipes (see Figure 8-23). These modifications were applied simultaneously under the 10% and 2% AEP critical duration event along Creswick Creek.

Figure 8-24 shows the flood level difference (compared against a no blockage scenario) for the 10% AEP event, respectively. In two of the three areas where the blockage was applied, no significant flood level difference is observed (except for one location during the 10% AEP event), as these areas are primarily influenced by floodwaters that overtopped the banks of Creswick Creek in the modelling.

Along North Parade, flood level increases of up to 0.24 m are observed. This is due to water discharging from the pit upstream of the blocked pipe, rather than flowing directly to Creswick Creek.

No change is observed in the maximum flood level for the 2% AEP event as the main waterway structures are overtopped.

These blockage sensitivity results highlight the importance of regular maintenance and debris management for pipe structures, particularly during localised stormwater flooding associated with frequent AEP events.

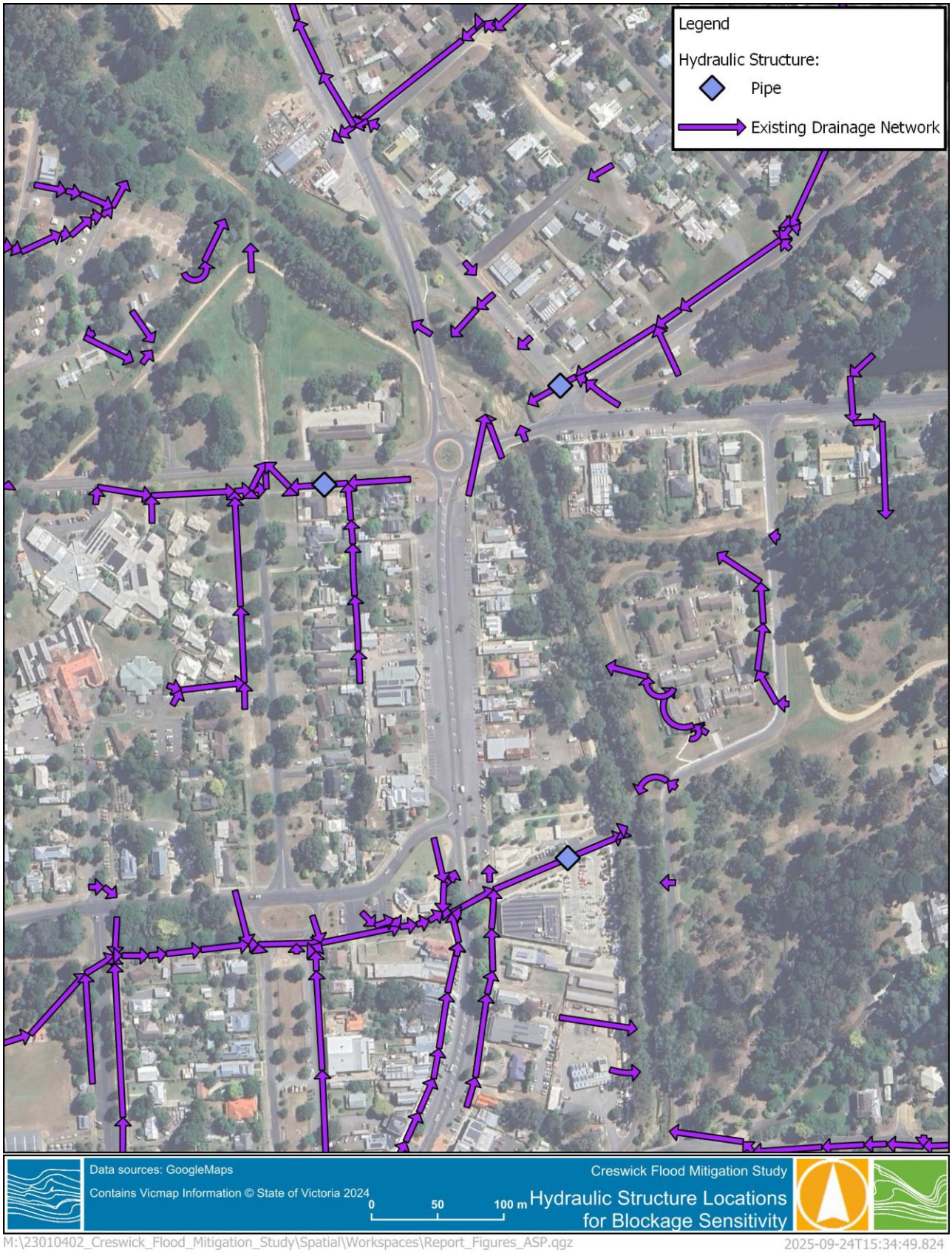


Figure 8-23 Hydraulic Structure Locations for Blockage Sensitivity

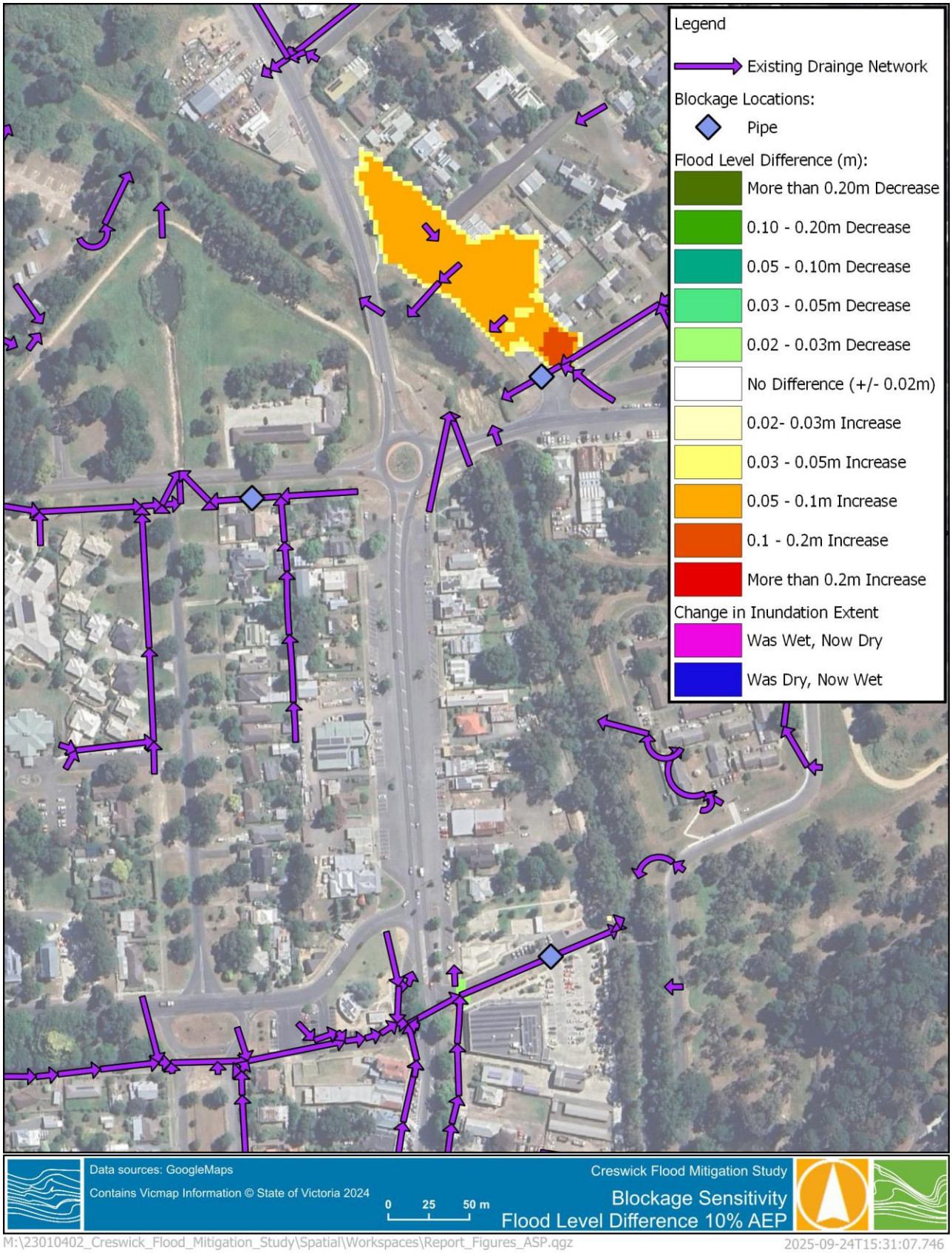


Figure 8-24 Blockage Sensitivity Scenario – Flood Level Difference 10% AEP

9 FEASIBILITY ASSESSMENT

The weighted pre-feasibility assessment is an approach developed by Water Technology and has been used across numerous flood studies to compare mitigation options prior to detailed modelling to determine which options to recommend for conceptual modelling and investigation. The score for each criterion is based on a ranking system of 1 to 5, with 1 being the worst score and 5 the best. Each criteria score is weighted according to the weighting shown in Table 9-1. Note that the impact to the environment is subjective and can involve impacts such as but not limited to vegetation loss, erosion risk, contamination and carbon footprint. These can, for example, range from minimal earthworks and minor native vegetation loss to significant earthworks, native vegetation removal and potential triggers of the Flora Fauna Guarantee and EPBC Act. The reduction in flood damage is the most heavily weighted criteria as this is the main objective for all flood mitigation.

A detailed flood damage assessment was not undertaken, however a simplified assessment based on the flood level difference grids, surveyed floor levels and building footprint was used to identify any likely changes to above and below floor flooding. It was noted that the stormwater mitigation options aim to reduce the frequency and damage of below floor level which is a major cost the community in both storm and riverine flood events.

Table 9-2 reviews and scores for each mitigation option against the four criteria and calculates a total score for each option by totalling each weighted criteria score. The options with the higher scores indicate the mitigation options for Creswick that should be pursued in more detail.

Table 9-1 Ranking score for mitigation criteria

Score	Reduction in Flood Damages	Cost ($)	Technical Difficulty and Deliverability	Environmental Impact
	Weighting			
	2	**1**	**0.5**	**0.5**
5	Major reduction in flood damage (*>20 houses above floor flooding*)	Less than $100,000	Excellent (Easy to construct)	None (No earthworks)
4	Moderate reduction in flood damage (*10-20 houses above floor flooding*)	$100,000 - $250,000	Good	Low (Minimal Earth works and no removal of native vegetation)
3	Minor reduction in flood damage (*1-10 houses above floor flooding*)	$250,000- $500,000	Average	Medium (Significant Earth works and minor removal of native vegetation)
2	(*Reduction in external property damage*)	$500,000 - $1,000,000	Below Average	High (Major earth works or significant removal of native vegetation)
1	No reduction in flood damage	Greater than $1,000,000	Poor (No access to site and/or highly unfeasible)	Extreme (Trigger for Flora and Fauna Guarantee (FFG) or Environment Protection and Biodiversity Conservation (EPBC) Act)

9.1 Costing

Costing of the mitigation options was undertaken by Hepburn Shire Council, with some additional costing of minor projects undertaken by Water Technology. The costing and weighted ranking of each combined option for the mitigation areas is shown in Table 9-2, while the breakdown of individual components within option is shown in Table 9-3. Table 9-3 also highlights (with an asterisk) which options were combined for the modelling and full evaluation in Table 9-2.

Table 9-2 Combined Mitigation options prefeasibility result

Location	Mitigation Option	Properties with Reduced Risk (Raw Score)	Cost (Raw Score)	Technical Difficulty (Raw Score)	Environmental Impact (Raw Score)	Total Weighted Score (Raw x Weighted)	Rank
1	Pasco St RB + Overland Flow Path Upgrade	15 (4)	$1.5M (1)	Poor (1)	High (2)	**10.5**	**4**
2	Cambridge St RB & Pearman St Outfall	5 (3)	$1.7M (1)	Average (3)	High (2)	**9.5**	**5**
3	School Levee, Nuggetty Gully RB & Hyde Park Rd Lowering	40 (5)	$1.3M (1)	Below Average (2)	Extreme (1)	**12.5**	**1**
4	Townsend Rd RB, Cassels Ln upgrade & Bald Hills Rd / Elizabeth St Culvert	3 (1)	$0.5M (3)	Good (4)	Low (if no excavation) (4)	**9**	**6**
					Medium (with excavation) (3)	**8.5**	**7**
5	Pump Capacity 600L/s	5 (3)	$0.6M (2)	Poor (1)	None (5)	**11**	**3**
6	White Hills Rd, Caddy Drive, Wright Ct Upgrades	15 (4)	$0.9M (2)	Average (3)	High (2)	**12.5**	**1**

Table 9-3 Mitigation option prefeasibility results

No.	Mitigation Option	Damage Reduction	Cost	Technical and Deliverability	Environment Impact	Ranking (within each Location)
1A	Pasco St Detention Basin	18	$630,000	4	High (2)	**2**
1B*	Upgrade existing flow paths	6	$620,000	1	Medium (3)	**3**
1C*	Pasco St Detention Basin (northern outfall)	22	$910,000	2	High (2)	**1**
1D	New pipe DS Railway	4	$590,000	5	Medium (3)	**4**
2A*	Detention Basin ~3.8ML	6	$260,000	5	High (2)	**2**
2B*	Detention Basin ~6ML	8	$1,060,000	4	High (2)	**1**
2C	Pump Capacity 300L/s	4	$300,000	1	None (5)	**4**
2D	New Outfall	6	$60,000	4	Low (4)	**3**
2E*	Pearman St Connection	3	$360,000	2	Medium (3)	**5**
3A*	Lower Hyde Park Road	4	$580,000	3	Medium (3)	**3**
3B*	Nuggetty Gully Basin	4	$600,000	2	Extreme (1)	**4**
3C*	School Levee	78	$160,000	5	Low (4)	**1**
3D	Overflow to Calembeen Park	6	$480,000	4	Low (4)	**2**
4A*	Townsend Rd Detention Basin	3	$160,000	5	Medium (3)	**2**
4B	Cassels Lane Pipe Upgrade	3	$260,000	4	Low (4)	**2**
4C*	Culvert at Elzabeth St/Bald Hills Rd	5	$70,000	5	Medium (3)	**1**
5A	Pump Capacity 300L/s	4	$300,000	1	None (5)	**2**
5B*	Pump Capacity 600L/s	4	$600,000	1	None (5)	**1**
6A*	Caddy Drive + outlet Pipe	10	$450,000	3	Medium (3)	**3**

No.	Mitigation Option	Damage Reduction	Cost	Technical and Deliverability	Environment Impact	Ranking (within each Location)
6B*	Gardiner St - Tait Dr Cutoff Drain	8	$290,000	4	Medium (3)	**4**
6C*	White Hills Rd Pipe	10	$110,000	5	Medium (3)	**2**
6D*	Wright Ct Drive + outlet Pipe	12	$520,000	3	Medium (3)	**1**

9.2 Benefits

The mitigation options assessed are shown to not significantly reduce the number of properties with above floor flooding. This reduces the effectiveness of assessing only flood level reductions in significant flood events as there may be viable mitigation options that address nuisance flooding and improves protection during more frequent storm events, including improvements to the local drainage network.

Because the proposed mitigation options are likely to achieve relatively small measurable reductions in damages, the CBA does not return a value greater than one, as would normally be expected for traditional flood mitigation projects. This is primarily because the benefits of these options relate to reducing risk from low-frequency, high-consequence flood events, whereas the CBA method focuses on more frequent events where the tangible, quantifiable benefits are limited.

The benefits being assumed as part of this assessment reflect direct costs related to reduction in flood damages which accounts for damage to private property and public road infrastructure. Additional intangible costs that are not currently accounted for, but which should be considered include:

- Temporary Accommodation
- Relocation
- Disruption to local services or good supply
- Lost income
- Mental health / Trauma
- Vulnerability (including school children)
- Death or Injury
- Clean Up

9.3 Mitigation Summary and Next Steps

The results of the prefeasibility modelling have identified that four of the six flooding hotspots have mitigation options that have the potential to have a significant reduction in flood risk through reduced frequency of flooding and damage. The options assessed were ranked in the following order:

- 1. Location 3 – Nuggety Gully (Raglan/Victoria St) & Location 6 – Creswick South (Wright Ct/Caddy Dr)
- 3. Location 1 – Creswick North (Pasco St/Davies St)
- 4. Location 5 – North Parade Pump Station
- 5. Location 4 – Townsend Rd, Bald Hills Rd
- 6. Location 2 – Cambridge St Retarding Basin (deepening, one-way outlet and crest configuration)

Despite ranking lowest, location 2 is recommended for further investigation in conjunction with location 3 to achieve combined beneficial outcomes as detailed in Section 9.4.

Each of the projects appear to warrant further investigation to refine and apply detailed design consideration. It is noted that the options assessed may also provide an integrated water management benefits including improved water quality and amenity/liveability which was not considered as part of this assessment.

9.4 Future Mitigation Options

A broader combined option which incorporates components of Location 2 and 3 in conjunction may offer additional benefits to those discussed above. The creation of an open drain solution option from the drain to the lake may provide a further scope for investigation that would include an open drainage outlet from the Cambridge Street basin that acts as a spillway out towards Calembeen Park in events larger than a 20% AEP flood event. Further testing following the complete mitigation package found that the inclusion of an outlet from Nuggety Gully through to Calembeen Park by widening and deepening what had been modelled could convey the Nuggety Gully flow as well as lower levels within the basin by up to 50cm in a 10% AEP event and around 15 cm in a 1% AEP. It is expected that this along with the construction of the levee at the school would provide further reductions in flood levels.

9.4.1 Urban Stormwater Upgrades

Other stormwater upgrades that Council have identified that may improve capacity and mitigate flooding (see Figure 9-1 and Figure 9-2) have been noted below. They aim to help existing residential areas adapt to the impacts of climate change and should be evaluated in a future study.

The proposed upgrades include:

1. Pipe at North Parade so that overflow travels to the lowest point, (pump stand) rather than overflowing from the pit opposite. This occurs when one-way valves to creek are closed.
2. New kerb and reconstruct swale along Melbourne Road.
3. A new stormwater main along Cambridge Street bypassing the township and older sections of pipe along Victoria Street.
4. New stormwater main to take flow from under railway line around private property (32 Armstrong Street). Further work to identify the alignment and orientation will need to take into account access and existing dam.

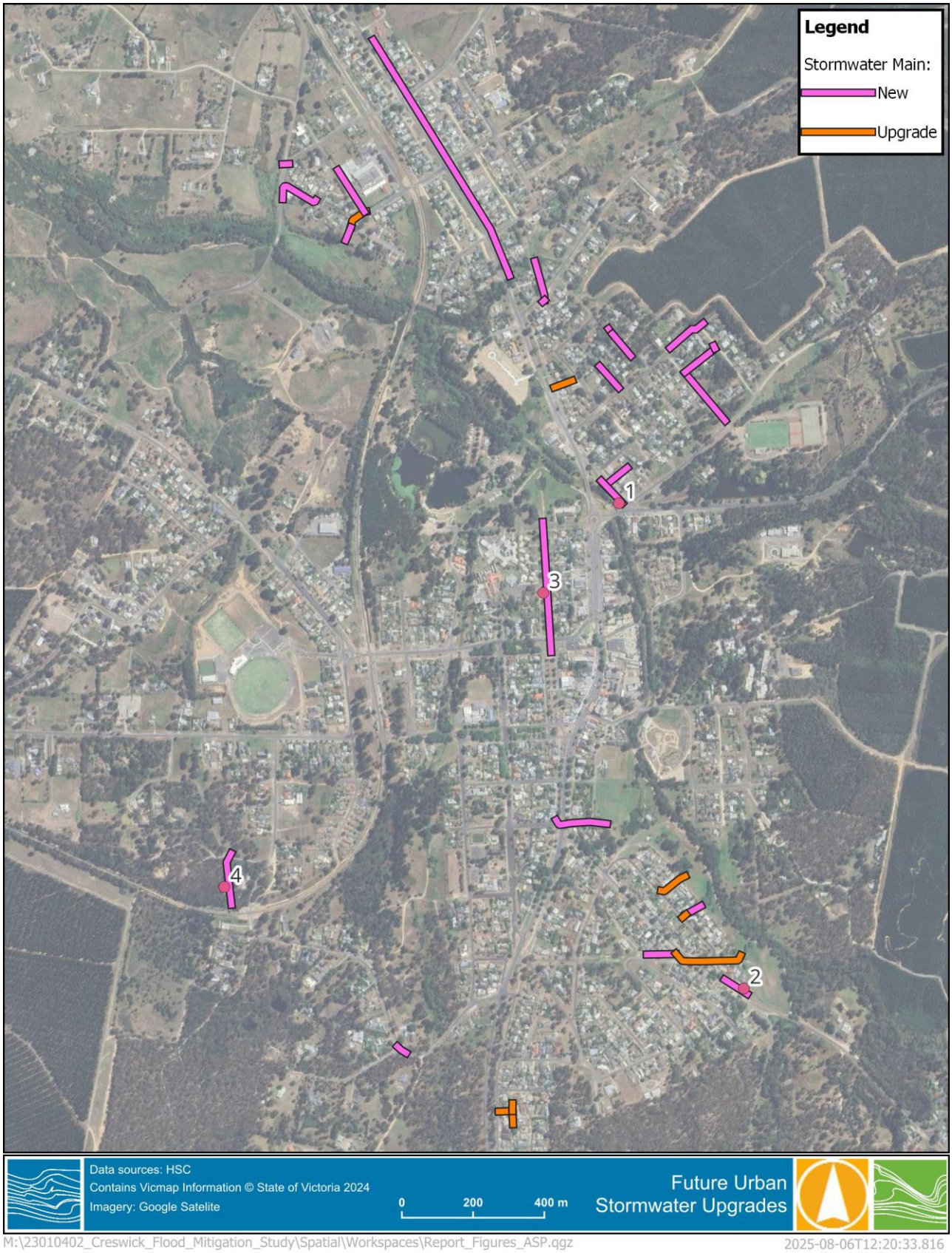


Figure 9-1 Future Urban Stormwater Upgrades

Figure 9-2 Future Urban Stormwater Upgrades (Zoomed In)

9.4.2 Railway embankment cutback

An option investigated as a sensitivity check, as part of this study involved partial removal of the railway embankment on the southern side of Creswick Creek to improve flood conveyance. The embankment, originally constructed in the 19th century across the natural floodplain, is known to impede overbank flows (Figure 9-4) and has long been a source of anecdotal frustration and community attribution of flooding impacts in Creswick. Despite this perception, the full removal of the structure is likely to be constrained by significant engineering, operational, and cost considerations. The asset, which is managed by VicTrack to require complete replacement with a bridge structure is considered unfeasible in practice.

To assess the potential hydraulic benefits of a more limited intervention, modelling was undertaken for the 1% AEP critical duration event, with the surface level locally reduced to approximate pre-development ground conditions across the southern floodplain. Existing topography indicates minimal functional floodplain on the northern side of the channel.

The comparison between baseline conditions and the partial-removal scenario indicates that the embankment does influence upstream flood behaviour, extending towards the embankment of the basin north of Cushing Avenue (Figure 9-5). Reductions in flood levels were mainly observed within the Creswick Creek Channel and Lake Calembeen of up to 0.40 m, with up to 0.20 m reduction at a portion of the Creswick Holiday Park. Some increases in flood levels occur downstream as a consequence of more efficient upstream conveyance; however, these are predominantly confined within the Creswick Creek channel.

Modelling suggests that to achieve measurable benefit in events up to the 1% AEP magnitude, more than 50 m of the embankment (chainage ~130–180 m) would require removal. Given the impracticality and cost of replacing this section of railway with a new bridge, full or substantial removal is not recommended. However, a modified option involving the installation of additional culverts through this section of the embankment and reshaping of the floodplain upstream of the railway may warrant further investigation in future studies. While such an approach would provide less benefit than the simulated pre-development scenario, it may assist in offsetting increased flows and water levels at the existing railway bridge associated with other mitigation measures designed to improve conveyance through the township.

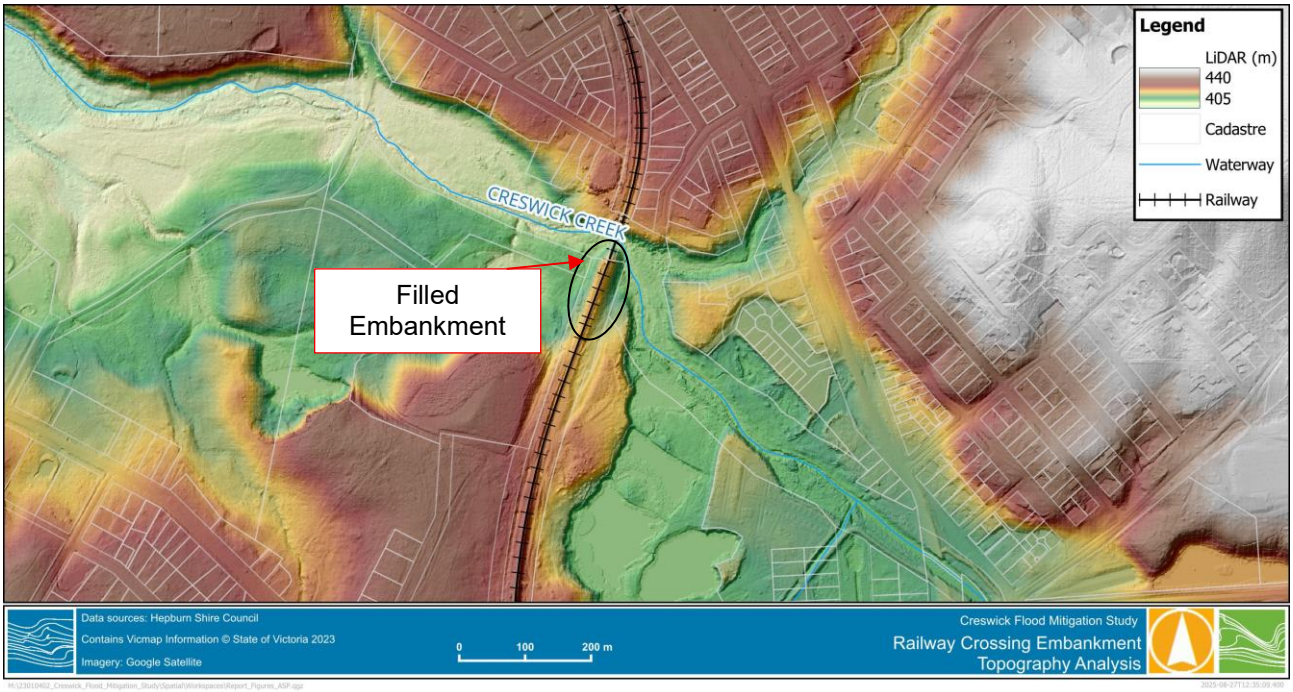


Figure 9-3 Railway Embankment Topography

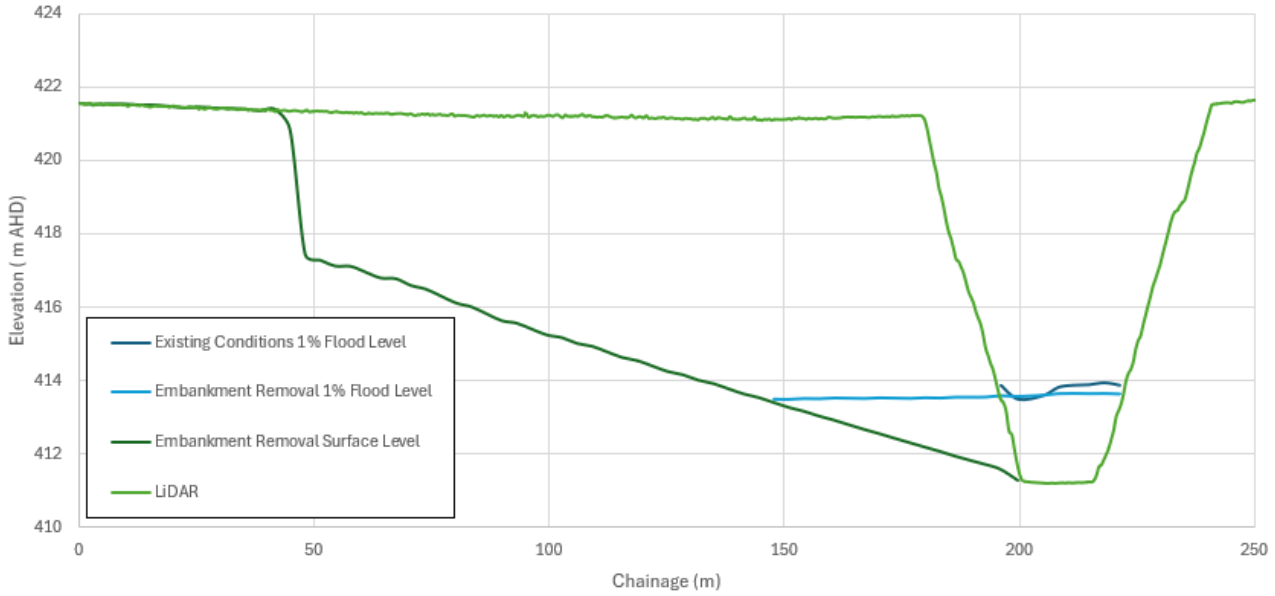


Figure 9-4 Terrain profile of the modelled railway embankment and existing conditions level and flood levels

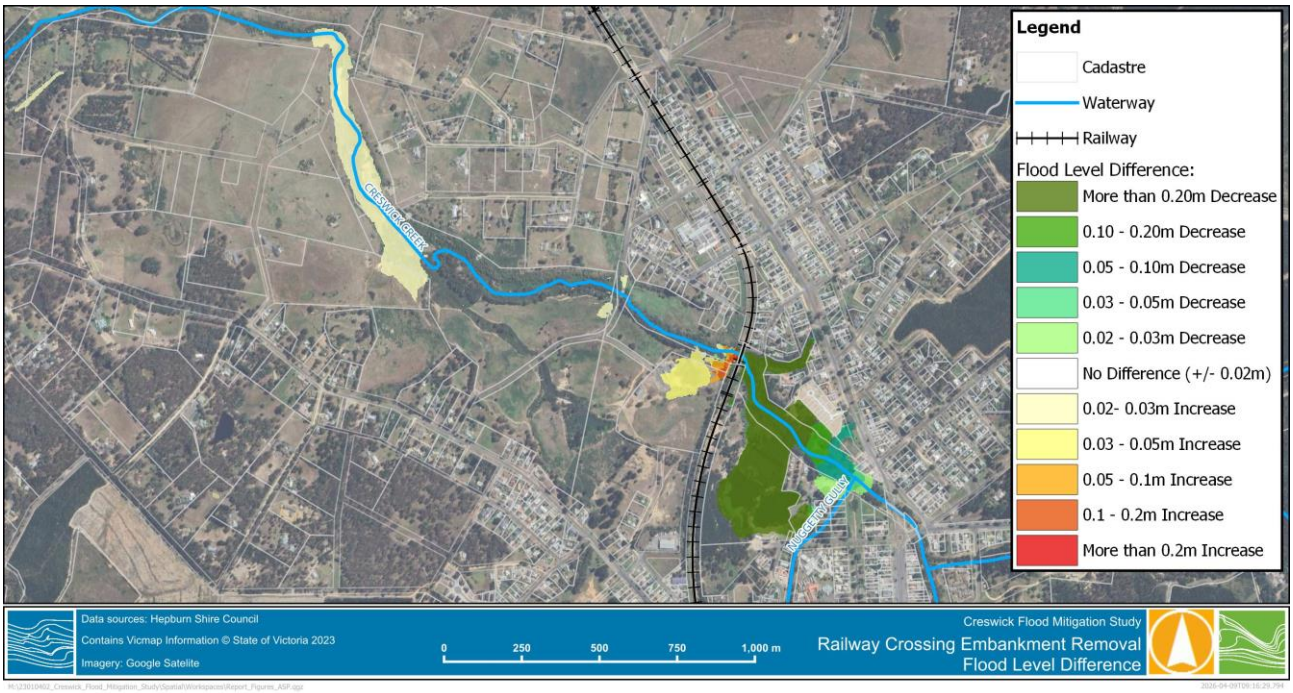


Figure 9-5 Preliminary flood level difference (cutback minus existing scenario)

9.5 Creswick Creek Vegetation Management

9.5.1 Background

Similar to the railway embankment described above, riparian vegetation within Creswick Creek through the township is often cited by the community as a major cause of flooding. Requests to “clear out the creek” from the community frequently arise following high-flow events, reflecting a long-standing perception that vegetation significantly restricts flow and increases flood levels. While these concerns are understandable, technical assessments and Victorian waterway management guidance indicate that vegetation is rarely the dominant factor influencing flooding during large events.

It is noted that after the January 2011 flood event significant works were undertaken to remove exotic species from the creek between Water Street and downstream of the Midland Highway. The creek was incredibly choked by exotic species which had also resulted in significant sediment build up. Today’s creek profile downstream of Water Street represents a significant improvement on the past, and it remains quite open with good conveyance. Exotic species will continue to regrow and will require ongoing maintenance.

Again in 2024 following the 2022 floods, further vegetation removal was undertaken by Council and DEECA. The vegetation management works resulted in a very large tonnage of wood removed along Nugetty Gully and Creswick Creek. This included delivering six truckloads of reusable wood to the Djaara Sawmill in Sailors Falls. As well as living trees and branches removed, the works included the removal and sometime realignment of dead timber in the waterway.

9.5.2 Establishing Guidelines

Vegetation within Creswick Creek and other waterways plays a critical role in stabilising the bed and banks, reducing erosion, supporting habitat, and maintaining ecological function. Removal of large areas of vegetation can increase channel velocities, promote bed scour, and destabilise banks, ultimately shifting flooding or erosion problems downstream. These effects are well-documented in Victorian waterway management guidance and are acknowledged in the NCCMA’s regional waterway strategy and statewide river health policies. As such, vegetation management must prioritise the long-term physical stability and ecological integrity of Creswick Creek, particularly through the Creswick township where hydraulic, environmental, and social values intersect.

To guide future decision-making, a set of vegetation management standards should be developed for Creswick Creek that provide benefit for maintaining flow conveyance through Creswick, align with NCCMA expectations and healthy waterways principles, ensure regulatory frameworks are upheld (i.e. Water Act, FFG triggers) and provides clear roles and responsibilities. These standards should:

- **Identify vegetation zones** (e.g., low-flow channel, benches, riparian margins) and define acceptable vegetation density within each.
- **Prioritise removal only where vegetation presents a measurable hydraulic constraint**, such as localised blockages at structures, debris-forming species, or introduced species that impede conveyance.
- **Avoid removal that would expose bare soils or destabilise banks**, unless accompanied by engineered or bioengineering treatments.
- **Adopt a targeted, minimal-intervention approach**, maintaining ecological values while addressing genuine maintenance needs.
- **Use monitoring to support adaptive management**, particularly where maintenance activities could influence bed stability or downstream conditions.

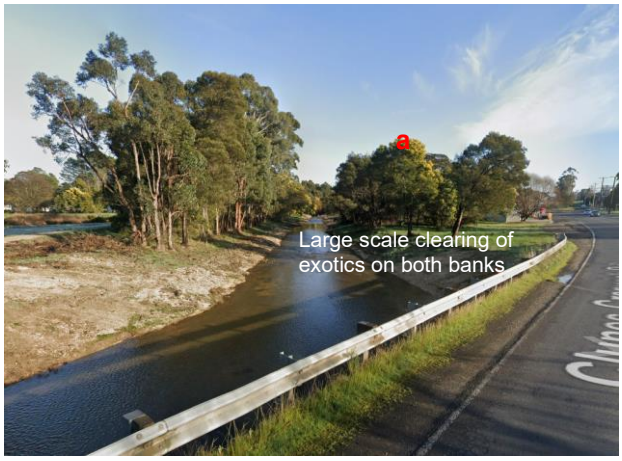
9.5.3 Removal Works in Practice

Table 4 below shows a side by side comparison of the waterway condition pre and post vegetation management works. The order of the photos from Google Streetview starts at Water Street and includes views of both upstream and downstream at the Midland Highway as well as Nugetty Gully viewed from Victoria Street.

The vegetation management works are no doubt significant works, and have removed a very large tonnage of wood, both exotic and native. It is very obvious from a visual inspection how much the creek conveyance has been improved from the bed of the channel right through to above bank full.

Table 4 Photo Comparison Pre and Post Vegetation Management Works

Pre Works – January 2010	Post Works – August 2023
	
	
	

Pre Works – January 2010	Post Works – August 2023
	
	
	

9.5.4 Effectiveness of Vegetation Management Works

The following section discusses the likely effectiveness of the vegetation management works in achieving a reduction in hydraulic roughness. This is a relatively difficult task to quantify as the roughness value in any hydraulic modelling exercise is generally a parameter that represents a number of processes such as density of vegetation, sinuosity of the waterway, changes in the channel and floodplain geometry not captured by the model resolution, obstructions to flow not modelled by the topography, etc. The roughness parameter is therefore a lumped parameter that attempts to represent a number of characteristics of the waterway and floodplain.

Brisbane City Council's Natural Channel Design Guidelines (2003), provides a concise summary of various hydraulic roughness references. The major texts that are often used in the industry include Cowan (1956), Chow (1959), Hicks and Mason (1991), and Coon (1995).

Using the above literature, we could expect a roughness value for Creswick Creek through Creswick in its current condition of between 0.04-0.08. The examples of the waterway prior to the works with heavily vegetated riparian zone are likely to be of a value between 0.08-0.12.

The modelling for this study adopted 0.06 within the waterway channel and 0.07 for the riparian zone of Creswick Creek based on calibration to observed flood heights. This provides a sanity check that the adopted roughness for the design modelling was appropriate. This demonstrates that without vegetation management through the township, an increase in hydraulic roughness of around 0.02. This change in hydraulic roughness aligns with the Brisbane City Council's Natural Channel Design Guideline (2003) document which provides a method for completing this assessment. Table C.5 in the Guideline provides roughness values for various vegetation density to guide revegetation works.

This change in roughness was simulated for the October 2022 event which showed that without the works, the flood levels could increase along Creswick Creek up to 100mm in some locations.

In contrast, further modification of riparian or in-stream vegetation beyond what has already been conducted, would not result in significant reductions in flood levels for Creswick Creek during a flood event. There is limited ability to generate meaningful reductions in hydraulic roughness beyond its current state.

9.5.5 Summary

Implementing vegetation standards grounded in these principles will allow Council and land managers to respond consistently to community concerns, maintain an evidence-based approach to flood risk management, and protect the long-term health and function of Creswick Creek. It is recommended that Council and NCCMA work together with the community to develop a Creswick Creek vegetation management plan.

The plan should clearly outline roles and responsibilities, funding opportunities, objectives of vegetation management, agreed works areas, limits on vegetation clearance, recommended frequency of works, and the process for applying for and receiving approval for a works on waterways permit

10 FLOOD INTELLIGENCE, WARNING AND DRAFT OVERLAYS

10.1 Overview

In line with the project brief, components of the Total Flood Warning System were assessed, and additional components recommended with the aim of improving flood warning and monitoring capability for Creswick. This project was also completed in parallel with the NCCMA Loddon Flood Warning Project with information fed from this investigation into the broader Loddon project. The following flood intelligence products were produced:

- A rating curve for the current gauge board located downstream of the Water Street bridge on Creswick Creek.
- Summary table of flood behaviour, impacts and roads inundated (Table 10-1), noting that the values in the table include stormwater/overland flow inundation as well as riverine inundation.
- Average flood peak travel time estimations from the start of rainfall to the rise and peak of riverine flooding in Creswick Creek at Creswick. Flood levels will typically begin to rise 2-5 hours after the onset of heavy rainfall. Peak flooding generally occurs between 7-30 hours after the onset of heavy rainfall.
- “Flood/No Flood” tool, providing a rough link between observed rainfall and flood magnitude (assuming rainfall IFDs representing SSP5 2030 climate scenario) Figure 10-1.
- Recommended Flood Class Levels for Creswick based on the potential gauging station, noting that the lead time to predict flooding in Creswick is not sufficient for the Bureau to offer a quantitative flood forecasting service.

The majority of the products were included in a draft update to the Hepburn MFSEP in addition to the Flood Intelligence and Warning Report (R04). The flood impacts summary table, has been reproduced herein for reference. This section also contains information on the draft overlays generated from the study along with a summary of the flood warning recommendations.

Table 10-1 Flood Impacts Summary

Flood Event	Characteristics – Flood Behaviour	Roadways Inundated
20% AEP (SSP5 -8.5 2024) 27mm in 1 hr 32mm in 2hr 45mm in 6hr 57mm in 12hr **Water St Gauge Board** 418.03 m AHD (approx. January 2022 level in Creswick Creek) Peak Flow ~53 m^3/s ~4,550 ML/d	Creswick Creek overtops into low-lying areas such as Calembeen Park and Hammon Park Oval. The Creswick CFA Station, Primary School, Scout Hall may also be affected. Pearman Street Levee Freeboard: < 0.1 m (lowest at Creswick Community Park) Semmens Court Levee Freeboard: 0.24 m (South Corner Moore Street) 20 Properties experience below floor inundation from riverine flooding. *No properties experience above floor inundation from riverine flooding.* 280 properties in total are likely to experience overland flow. *8 residential and 4 commercial buildings flooded above floor level from stormwater inundation and not riverine flooding.* Properties along North Parade begin to be impacted with 5 North Parade being the first residential building to be flooded above floor from stormwater inundation.	Castlemaine Road Cushing Avenue North Parade Cambridge Street Moore Street

Flood Event	Characteristics – Flood Behaviour	Roadways Inundated
10% AEP (SSP5 -8.5 2024) 33mm in 1 hr 39mm in 2hr 53mm in 6hr 67mm in 12hr **Water St Gauge Board** 418.33 m AHD Peak Flow ~75 m^3/s ~6,400 ML/d	Floodwaters overtop levees along Creswick Creek between Water Street and Castlemaine Road. This will result in below floor flooding and may lead to above floor flooding at properties on Albert Street. The Creswick Motel and within Semmens Village flooded above floor level. The CFA and Hepburn Shire Council Depot experience flooding at rear lot. IGA Supermarket isolated Pearman Street Levee Freeboard: Overtopped Semmens Court Levee Freeboard: Overtopped 446 properties in total likely impacted. 51 residential and 12 commercial buildings flooded above floor level. 383 properties flooded below floor level. Of these, approximately 10 are riverine flooding. This event is slightly higher than October 2022 level in Creswick Creek. Properties along Clunes Road near Pasco St begin to be impacted above floor level.	Albert Street Water Street Bridge Street Hyde Park Road Pearman Street Cushing Avenue Moore Street
5% AEP (SSP5 -8.5 2024) 40mm in 1 hr 47mm in 2hr 62mm in 6hr 78mm in 12hr **Water St Gauge Board** 418.52 m AHD Peak Flow ~93 m^3/s ~8,000 ML/d	Nuggetty Gully may overtop bluestone wall at northern end of school grounds. This is not likely to impact the school buildings at the initial breakout. Pearman Street Levee Freeboard: Overtopped Semmens Court Levee Freeboard: Overtopped 584 properties in total likely impacted. 69 residential and 19 commercial buildings flooded above floor level. 496 properties flooded below floor level. Approximate September 2010 flow rate (~90m^3/s) Approximate January 2011 flow rate (~100m^3/s)	St Georges Lake Road Carmody Drive Kennedy Lane Johns Road Creswick-Lawrence Road Davies Street

Flood Event	Characteristics – Flood Behaviour	Roadways Inundated
2% AEP (SSP5 -8.5 2024) 49mm in 1 hr 57mm in 2hr 75mm in 6hr 93mm in 12hr **Water St Gauge Board** 418.79 m AHD Peak Flow ~130 m^3/s ~11,300 ML/d	632 properties in total likely impacted. 91 residential and 24 commercial buildings flooded above floor level. 517 properties flooded below floor level. Pearman Street Levee Freeboard: Overtopped Semmens Court Levee Freeboard: Overtopped Creswick Caravan Park is isolated. Creswick Primary School buildings flooded above floor from Nuggetty Gully overtopping Raglan Street. IGA Supermarket flooded above floor level.	Water Street Castlemain Road Raglan Street Clunes Road Melbourne Road (Slaty Creek)
1% AEP (SSP5 -8.5 2024) 47mm in 30min 57mm in 1 hr 66mm in 2hr 85mm in 6hr 105mm in 12hr **Water St Gauge Board** 418.93 m AHD Peak Flow ~150 m^3/s ~13,000 ML/d	711 properties in total likely impacted. 99 residential and 26 commercial buildings flooded above floor level. 586 properties flooded below floor level. Pearman Street Levee Freeboard: Overtopped Semmens Court Levee Freeboard: Overtopped Railway overtopped (north of town – between Williams Street and Johns Road)	No new roadways inundated

Flood Event	Characteristics – Flood Behaviour	Roadways Inundated
0.5% AEP (SSP5 -8.5 2024) 66mm in 1 hr 76mm in 2hr 97mm in 6hr 119mm in 12hr **Water St Gauge Board** 419.11 m AHD Peak Flow ~225 m^3/s ~19,000 ML/d	766 properties in total likely impacted. 108 residential and 30 commercial buildings flooded above floor level. 628 properties flooded below floor level. Pearman Street Levee Freeboard: Overtopped Semmens Court Levee Freeboard: Overtopped	No new roadways inundated
0.2% AEP (SSP5 -8.5 2024) 74mm in 1 hr 85mm in 2hr 109mm in 6hr 134mm in 12hr **Water St Gauge Board** 419.25 m AHD Peak Flow ~269 m^3/s ~23,250 ML/d	Flood levels and depths increase from the 0.5% AEP, however no additional community, tourism/recreation areas will likely be impacted as much of the riverine and low-lying parts of the town already flooded. Pearman Street Levee Freeboard: Overtopped Semmens Court Levee Freeboard: Overtopped	No new roadways inundated

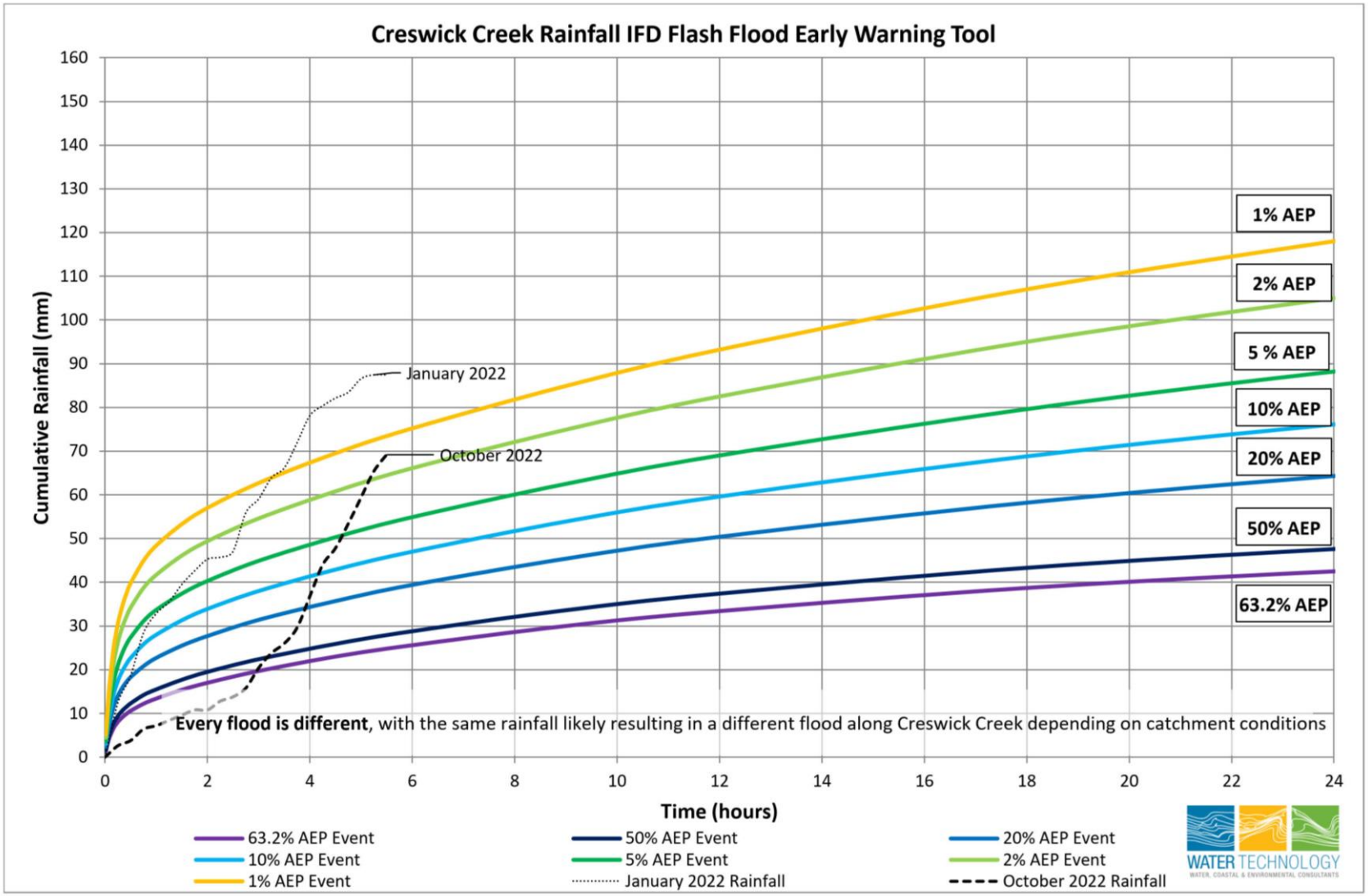


Figure 10-1 Creswick Flood/No Flood Tool (SSP5-8.5 2024 Rainfall)

10.2 Draft Planning Scheme Mapping

Inclusion of contemporary flood mapping in the planning scheme is a key non-structural mitigation measure to prevent flood risk from increasing into the future. The project has produced draft flood mapping suitable for use in a planning scheme amendment.

The mapping has been based on the 2100, SSP5 1% AEP event.

The specific details have been provided in a separate memo to council and CMA.

10.3 Flood Warning

A sub-daily rain gauge at Creswick and in the upper Creswick Creek catchment along with a stream gauge on Slaty Creek at the RACV golf course (Gardiner Road) would improve flood monitoring and data gathering capabilities in Creswick significantly. The rain gauge would play a direct role in warning of impending floods and flash flooding while the stream gauge would provide flow data for over 70% of the catchment upstream of Creswick.

Stream gauging at Creswick is not expected to provide additional warning time to the Creswick township due to the catchment shape and size producing fast response times. A telemetered stream gauge on Creswick Creek at the current Water St manual gauge would however provide the following benefits:

- Improve monitoring and data gathering for the township more detailed catchment analysis and calibration of models to improve confidence in the flood intelligence products.
- Reduce the reliance upon having manual readings captured during future flood events.
- Provide additional lead time for Clunes, Carisbrook and townships located further down the Loddon River catchment.

The development of a flow/height relationship for the existing gauges located upstream of Cosgrave Reservoir (Adekate Creek and Creswick Creek US Cosgrave Reservoir) would provide an indication of flows entering the Reservoir and may help in the development of a relationship between the existing streamflow gauge heights and the expected flood level at the manually read gauge at Creswick. Noting the catchment upstream of Cosgrave Reservoir is around 30% of the catchment upstream of Creswick.

In heavy rainfall events where Creswick Creek rises quickly, a stream gauge may only provide warning time sufficient to enact response actions other than evacuation. A more cost effective option may therefore be to install a gauge without telemetry, or to have the site ready for deployment of a Portable Automatic Logging System (PALS) to monitor levels in Creswick Creek during expected flow events.

Flood data monitoring for Creswick Creek would benefit from inclusion of a sub-daily rainfall gauge within the catchment and a streamflow gauge along Slaty Creek upstream of the confluence with Creswick Creek to provide a more comprehensive understanding of flows reaching Creswick.

11 SUMMARY

The Creswick Flood Mitigation Study has produced detailed flood modelling of Creswick Creek and other tributaries as well as stormwater runoff generated within Creswick. The mapping produced is fit for the purposes of flood emergency planning and response, statutory and strategic planning in the town having been developed in line with the latest ARR guidance (V4.2). The study has also investigated the current flood impacts and investigated structural mitigation to reduce the frequency and damage associated with riverine and stormwater flooding. Flood intelligence products have been produced and included in a draft update to the Hepburn MFSEP. Options for improving flood warning and intelligence gathering have been recommended, with additional sub-daily rainfall gauges within the catchment upstream of Creswick along with a streamflow gauge along Slaty Creek suggested.

The following actions are recommended for consideration by Hepburn Shire and North Central Catchment Management Authority:

- That the findings of the study be considered by the relevant authorities;
- The additions to the draft version of Appendix C (Flood Intelligence Card) of the Municipal Flood and Storm Sub Plan are adopted into a working version of the plan;
- Flood mapping produced by the study is shared with the community;
- The draft planning scheme mapping is considered for adoption in the Hepburn Shire planning scheme;
- Community education regarding flood damage and risk is carried out;
- Council undertakes additional investigation and design of the mitigation options that showed a reduction in flood risk.
- Council investigates the development of a vegetation management framework for Creswick Creek through Creswick, clearly outlining roles and responsibilities, funding opportunities, objectives of vegetation management, agreed works areas, limits on vegetation clearance, recommended frequency of works, and the process for applying for and receiving approval for a works on waterways permit.
- The viability of a pluvio rainfall gauge within the catchment upstream of Creswick and a telemetered streamflow gauge in Creswick (at Water St) and at Slaty Creek as recommended in the Flood Warning assessment are investigated in partnership with NCCMA and the Bureau of Meteorology;
- The model files and other deliverables of the study are filed by both authorities for future use.

Future flood events in Creswick Creek should be monitored carefully and compared to the results of this study, with flood levels marked and surveyed where possible. Where flood behaviour appears to disagree with the findings of the study, the reason for the discrepancy should be investigated and an update to the study should be considered.

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watertech.com.au

PLAN HERITAGE
Heritage Planning Consultants

Algerian Oak (*Quercus canariensis*), Bullarook Creek Streamside Reserve, Kingston

Prepared by: Plan Heritage

Address: 1A~A\PP3495 and 1A1~A\PP3495, Werona – Kingston Road, Kingston

Place Type: Parks, Gardens and Trees: Specimen tree

Grading: Significant

Planting date: c.1907

Recommendation: Include in the Heritage Overlay

Additional Schedule Controls? Yes – Tree Controls Apply

Extent of Heritage Overlay: Refer to map

History

The land on which the Bullarook Creek Streamside Reserve Algerian Oak (*Quercus canariensis*) is located is part of the lands of the Dja Dja Wurrung people. The Dja Dja Wurrung successfully lived on and managed country for tens of thousands of years prior to the arrival of European settlers in the 1830s, whose arrival changed the landscape and waterways, the availability of resources and traditional management practices and systems. The Dja Dja Wurrung people have a continuing connection to the land, sky, plants, animals and waterways of their country.

Contextual History

John Hepburn and Hepburn's Mill

Captain John Hepburn was in the first party of overlanders who took sheep from Sydney to the Port Phillip district in 1836. He was accompanied by fellow Scot, John Gardiner and Englishman Joseph Hawden. In 1837, Hepburn partnered with William Coghill in a plan to overland a significant number of sheep to central Victoria, with a view to taking up land and settling in the country he had passed through in 1836 (Quinlan, 1967).

He eventually settled on land (now the township of Smeaton) in 1838 and established Smeaton Hill Station (named after the small hamlet near his birthplace in Scotland). Smeaton Hill Station was located on Bullarook Creek, now known as Birch's Creek (named after another of the overlanders who took up Seven Hills run adjacent to Smeaton Hill) which formed the eastern boundary of the 25,000 acre holding (Run File Smeaton Hill Mount Prospect Boorlarook [sic], 1858).[1]

In 1840, Hepburn established a water powered flour mill on the opposite bank of Bullarook Creek (now Birch's Creek) near a naturally forming lagoon (Hepburn Lagoon). The first mill was a simple structure built of stone and clay taken from the nearby creek (Quinlan, 1967). In order to provide water to the mill, water-races were cut from the Hepburn Lagoon through to the mill site, and a mill dam constructed. (Hermes Database VHI 7623-0354).

Hepburn initially established the mill to process grain produced on Smeaton Hill. He soon offered milling services to nearby squatters for ninepence a bushel and provided almost all the flour and oatmeal to the stations in the area (Joyce, 1949).

[1] Run file Smeaton Hill, PROV - RUN325; SMEATON HILL MOUNT PROSPECT BOORLAROOK; BULLAROOK SPRING HILL VPRS 8168/P0002

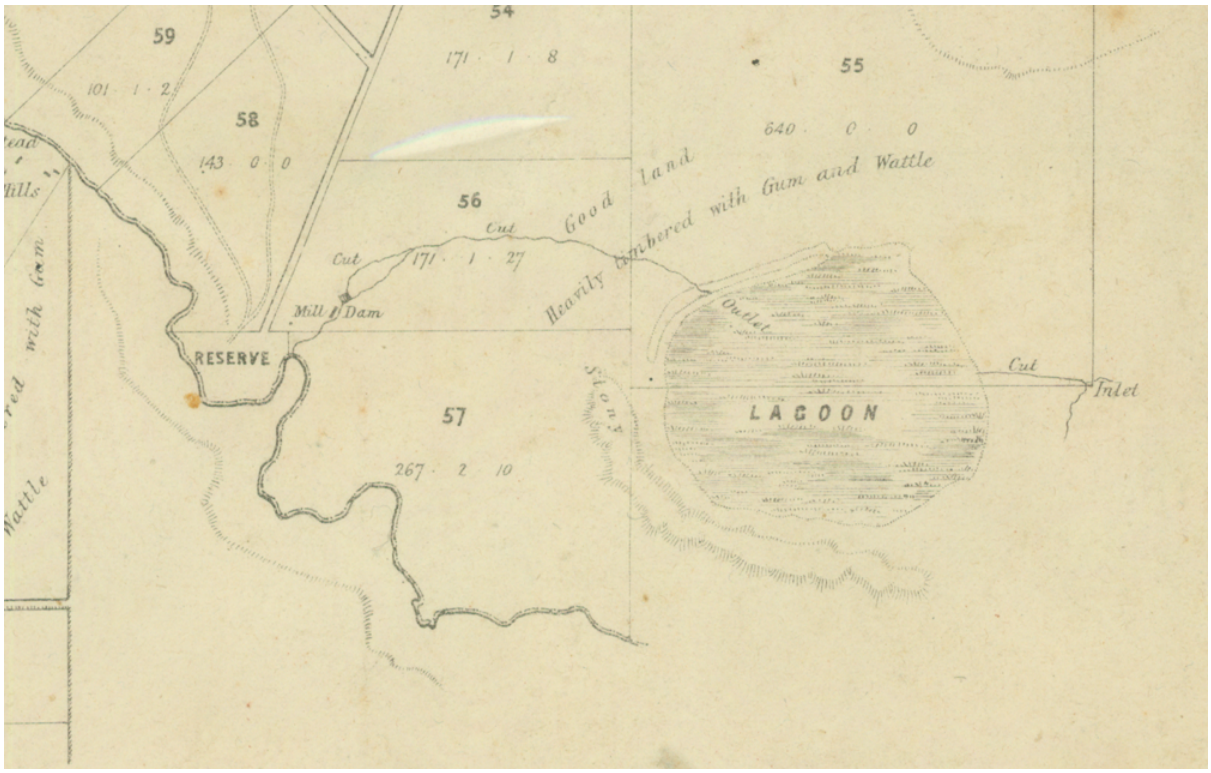

Figure 1 Extract from 'Plan of Country Lots, Smeaton and Seven Hills in the Parish of Smeaton' 1856. Source: State Library of Victoria.

In order to deliver grain from the outlying stations (some being over 2 days travel) heavy, slow moving bullock wagons took the most direct route through the landscape, creating routes between the stations to the south to the Mill. The heavy wagons cut deep tracks in places, particularly where the soil was softer, around waterways. Within the area where the Algerian Oak (*Quercus canariensis)* is located, evidence of the early track is present in maps and plans from the early 1850, following the basalt escarpment above the creek down to the natural ford over Birch's Creek (figure 2). This early track ran directly adjacent (west) of the row of Algerian Oaks (*Quercus canariensis*) within the Bullarook Creek Streamside Reserve.

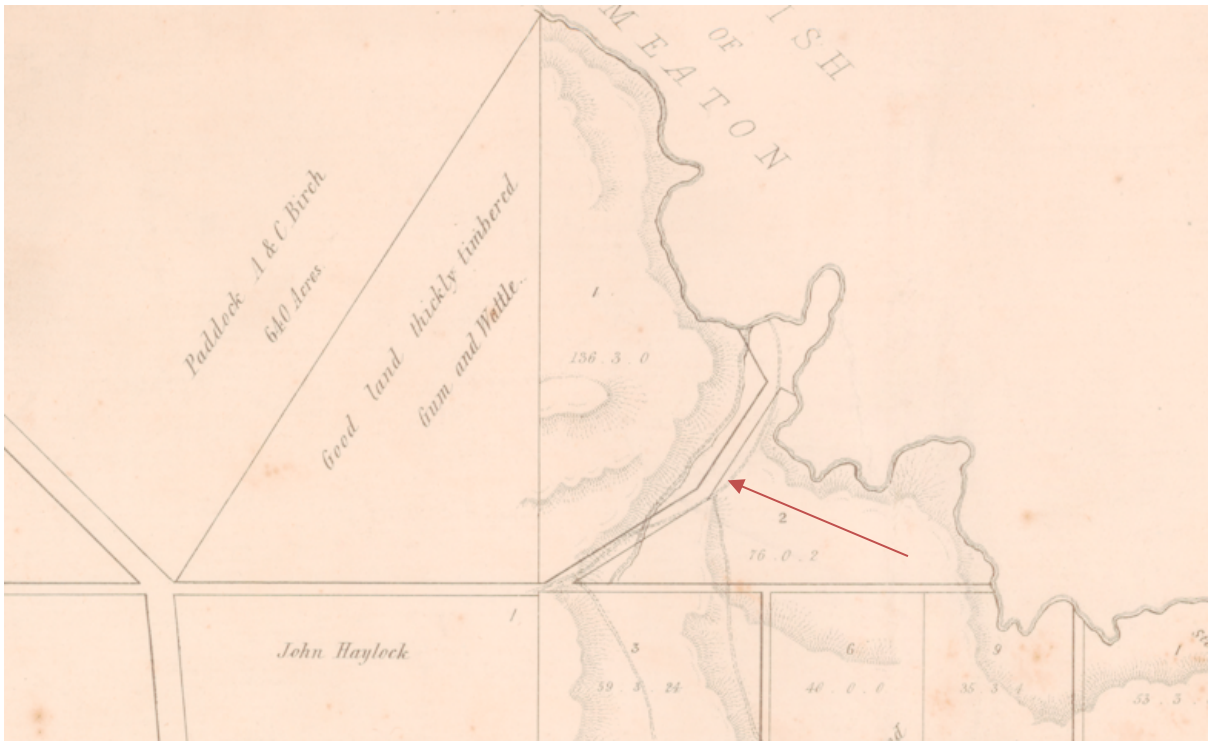

Figure 2 Extract from Special country lots near Creswick, Parish of Spring Hill, County of Talbot (1854) showing the early track from Creswick along the escarpment and over the Bullarook Creek to the mill and beyond.

A substantial three storey mill was soon constructed to meet the volume of grain required to be milled each harvest (Joyce, 1949). The Argus (31 December 1938:10) stated:

One of the best-known features at Smeaton Hill was the watermill on Birch's Creek erected by Captain Hepburn about 1841. Hither came drays with grain form neighbouring stations; from Captain Langdon at Bullarook, from Mr. Hunter at Tarringower, from Mr. D. C. Simson at Charlotte Plains.

Although the first crossing of the Bullarook Creek at the simple stone ford was satisfactory for Bullock wagons in dry times of year, less robust traffic could not access the route year-round. A timber bridge over the creek was soon established by Hepburn to allow access to the mill all year round, and to allow free passage for carriages, carts and other modes of transport throughout the year (Quinlan, 1967). The early abutments (earthworks) still exist on the southern side of Birch Creek.

The early bullock track shown in (figure 2) became the principal route from the area through to Jim Crow (now Daylesford) and Castlemaine, taken by those living on pastoral runs south of Birch's Creek. Eventually, this became the main route taken by the mail coaches travelling between Creswick and Daylesford in the goldrush era.

Several timber bridges were erected at the Birch's Creek crossing adjacent to the early ford, and numerous reporting of the bridges being washed away are reported between 1858-1880 in local newspapers. The flour mill continued to operate under Hepburn's ownership until his death in 1860 and ceased operation 1871 (The Ballarat Star, 31/05/1871:3).

By 1882, the old bullock-wagon track formed part of the established road, following the same alignment along the creek bank described as a 'metalled track' which led to the bridge across the creek (figure 2).

Water Reserve and public use

As early as 1854 the southern portion of what is now known as the Bullarook Creek Streamside Reserve (where the Algerian Oak (*Quercus canariensis*) is located) was set aside as Crown Land for the purpose of providing public access to fresh water outside of privately held land (see figure 1). This was one of a number of small water reserves established along Birch's Creek in the 1850s which were gazetted formally in the 1860s. The water could be used by those travelling through the area to water horses and bullocks, to provide a water source to stock being moved through the area and as a place to 'overnight'.

There is documentary evidence from as early as 1860 this reserve was used for recreation and public purposes, although there is no evidence of any beautification schemes or planting during the nineteenth century. Quinlan (1967:88) notes that the first Agricultural Society of Smeaton, Spring Hill and Bullarook Show was held in the Reserve on 1st March 1860, and describes it thus:

There was a happy family atmosphere about the whole proceedings … The steep Road leading down to the creek from Kangaroo Hill on the east and Kingston on the west was jammed with every sort of vehicle, from carriages to common carts common, while horsemen and women threaded away in between. Family parties picnic [sic] along the Creek or round the arena beyond the Creek. James Whatherly, of the Smeaton Hotel opposite the mill undertook to have dinner on the table in the mill itself by 4:o'clock.[2]

However, it appears that the annual show soon moved to the Kingston Show grounds within a few years.

During the 1860s, local newspapers reported numerous cases of illegal occupation within the reserve, with individuals establishing huts, and in some cases cultivating parts of the reserve. This led to the gazettal of the reserve as 'as 'Lands excepted from occupation for mining, residence or business purposes' (Victoria Government Gazette, 13 August 1869). Despite the gazettal, the Creswick Mining Registrar continued to issue Miner's Rights for occupation of land within the reserve into the 1870s and 1880s. The Crown Lands Commissioner A. A. Bannerman noted in 1886 that several parties had settled within the reserve, but that the reserve on "…the eastern side of the creek is much used as a camping ground by teamsters and waggoners and should be kept open for such conveniences" (Creswick Shire Council minutes, 6 February 1886).

The illegal residential settlement established within the reserve in the nineteenth century were generally located on the north west part of the reserve. Given this, the Algerian Oak (*Quercus canariensis*) is unlikely to be associated with one of these settlements.

[2] The Smeaton Hotel was located on the west side of what is now the Werona-Kingston Road, on the north side of the bridge, above the reserved land.

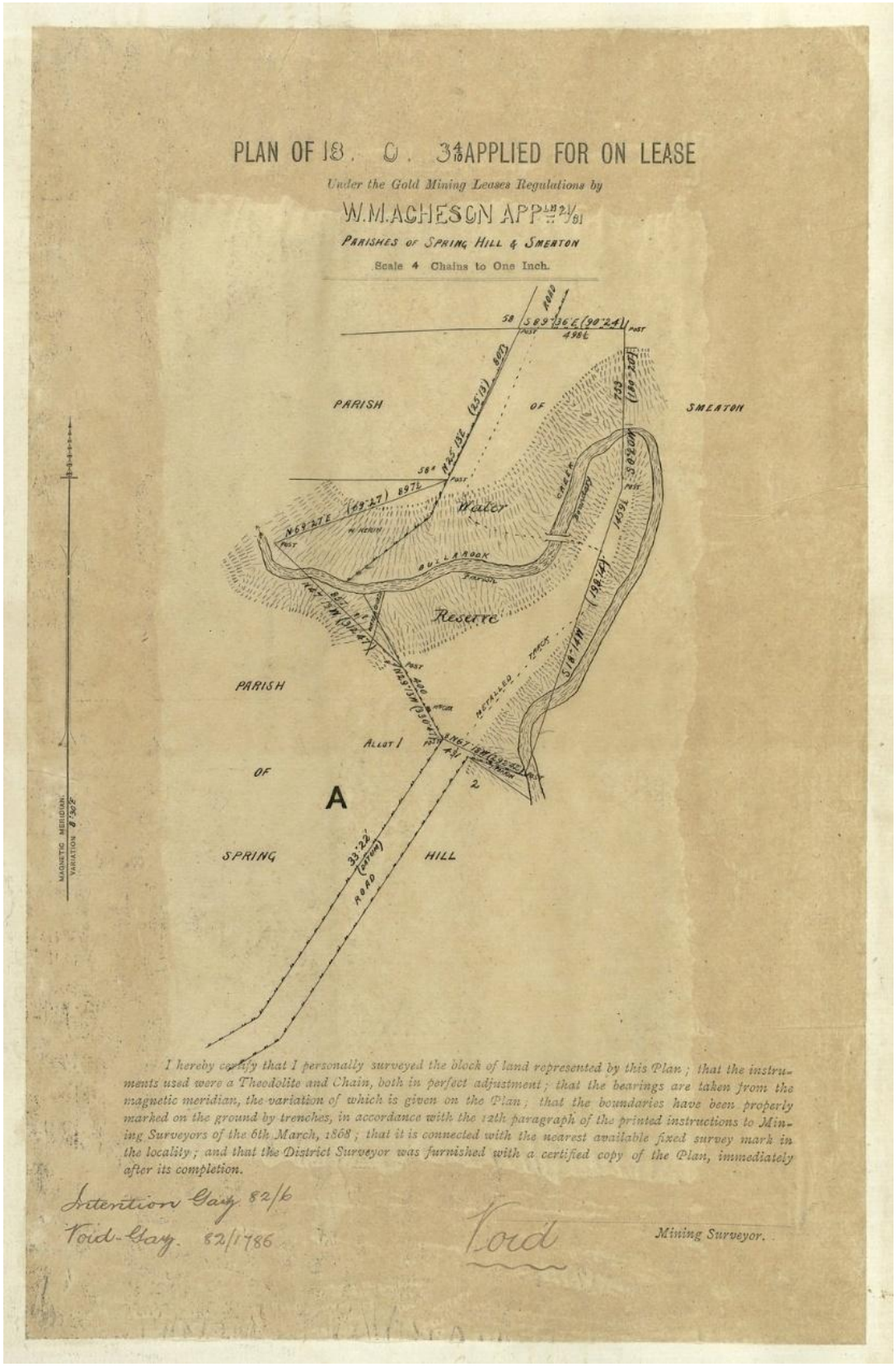

Figure 3 Victoria. Mines Department, issuing body. (1889). Plan of 13. 3. 26 4/5 applied for on lease under the Mining on Private Property Act 1884 by William Morrin Acheson App 1/89. Melbourne? [Mines Department?].

Planting and improvements to the Reserve

The track leading past the Algerian Oak (*Quercus canariensis*) to the timber bridge across Birch's Creek was still in use in 1887, when a request was made to establish a residence within the reserve 'between the old and new roads to the bridges across the creek', indicating that the track and bridge were still in use at that time.

There is no evidence of specific improvements or maintenance to the reserve until 1907 when the Kingston branch of the Australian Natives Association (A.N.A) applied to Creswick Shire Council for permission to plant trees and generally beautify the reserve as a recreation reserve stating that:

It was at present a wilderness, and with proper planting and protection of trees planted, it could be turned into a beauty spot. (The Ballarat Star, 06/04/1907)

A grant was received and trees were planted under the supervision of the ANA in 1907. The row of three Algerian Oak (*Quercus canariensis*)s which mark the line of the 'old' road are likely to be what remains of either a row or avenue planting along the old track down to the creek.

Newspaper reports of Creswick Shire Council in the following years through to c. 1912 indicate that modest amounts (10-25 pounds) were annually allocated for the maintenance of the reserve in the following years.

Gates were agreed to be erected at the Bullarook Reserve in 1914 and renew earlier (1907) tree plantings which had failed (Creswick Advertiser, 8/12/1914:2).

The Creswick Shire invested in timber plantations from the late nineteenth century as a source of revenue. Three areas in the 'Bullarook Creek Reserve at Smeaton' were identified as suitable for the establishment of plantations of *Pinus radiata* (Monterey Pine) for future sale. Plantations were established in 1915 and 1917 (Creswick Advertiser 05/10/1917) the plantations being fenced with post and wire fencing.

The Creswick Shire Council took over the management of the Reserve in 1930 as the Committee of management for both reserves (Government Gazette 14/05/1930).

The reserve was largely under-utilised in the post war period, until the Land Conservation Council (1982) identified it as a place which should be protected as a Streamside Reserve, to provide passive recreation, provide a buffer zone for the protection of water quality, conserve flora and fauna, maintain the local quality and character of the landscape, provide grazing (at the discretion of the management authority).

Community members from the Kingston District prepared a booklet in 1986 advocating for the community to take an interest in the management of this reserve and others along Birch's Creek. This was perhaps the beginning of the community's ongoing interest in and advocacy for the conservation of the reserve.

The Kingston Primary School Board integrated into its curriculum work to understand the history of the place and participated with students in minor works to conserve the place in the early 1990s.

The proposed removal of the Algerian Oak (*Quercus canariensis*) to allow for the creation of a large transmission tower in the area raised significant community outrage. The tree became a symbol of community resistance against a major State Government infrastructure project and saw residents actively protesting its removal. Petition, rallies and signs seeking the protection

of the tree demonstrated the importance of the reserve, and particularly the Algerian Oak (*Quercus canariensis*) to the community. Significant community advocacy resulted in the tree being successfully nominated for the National Trust Significant Tree Register culminating in its award as the National Trust Significant Tree of the Year in 2025. The significant community opposition, and the inclusion of the tree as National Trust Significant Tree of the Year resulted in the WRL transmission line route being modified to allow its retention (ABC News, 29/10/2025).

Community connections (Assessment of social significance)

This assessment of social significance uses the Heritage Council of Victoria's 'Guidance on identifying places and objects of state-level social value in Victoria'. This sets out the criteria for evaluating whether a place or object has social significance, noting that the following four elements should be present, but not essential to demonstrate social significance:

- **Community:** The existence of a present-day community group (or groups) by whom the place or object is valued. (In the case of local social significance, this community would have local reach, rather than state)

- **Attachment:** The existence of a strong attachment of the community or cultural group to the place/object.

- **Time-depth:** Where a place or object has had special importance to a particular community over a period of time. Generally, a period of time equivalent to one generation (25-30 years) or longer is considered a reasonable length of time.

- **Resonance:** The reasons why the above characteristics exert an influence that resonates across the broader community as part of a story that contributes to the broader community's identity.

These four elements in relation to the Algerian Oak (*Quercus canariensis*) at the Bullarook Creek Streamside Reserve are discussed and evaluated below.

Community:

The identification of an associated community often relates to a community that has an existing association with the place in question by way of its social function or purpose.

The Algerian Oak (*Quercus canariensis*) is admired and valued by a great many in the local Kingston community as a local landmark, associated with the use of the Bullarook Creek Streamside Reserve as a place of gathering, celebration and informal social activities. There is much community affection for this tree, and recollections of playing around, picnicking and socialising under its wide canopy over many generations have been broadly shared through the campaign undertaken by the community to prevent its removal.

The long attachment of the Kingston community to the place has been formalised in the last decade through the establishment of the 'Kingston and District Power Alliance' which as a group have lobbied strongly for the retention of the tree, and identified the Algerian Oak (*Quercus canariensis*) as an important local landmark to the community

More recently, a largely on-line community comprised of people from the broader surrounding areas of Creswick, Ballarat and Daylesford, as well as others from across Victoria has been established through the efforts of the Kingston community to publicise through print, visual and

social media the significance of the tree and the community's desire to protect it. The nomination and subsequent award of the National Trust of Australia (Victoria) 'Tree of the Year 2025' has attracted further online followers, as well as many visitors in person to the tree, who have expressed an attachment to, and interest in protecting and saving the tree from removal.

Attachment:

The attachment of the local community to the Algerian Oak (*Quercus canariensis*) is evident in community efforts to prevent the tree from being removed. The active and organised advocacy, including rallies, petitions, signage and coordinated engagement with formal assessment processes are evidence of this attachment.

The tree has become a symbolic focal point, representing community values of stewardship, protection of public land, and resistance to the perceived loss of valued local places.

The attachment of the online community is evident in the many followers of social media pages and posts relates to the significance and protection of the tree, and the large numbers of people across Victoria who voted for it to be the Victorian Tree of the Year 2025.

Time depth:

The Kingston community has a demonstrated long and deep attachment to the reserve and the Algerian Oak (*Quercus canariensis*).

The reserve has functioned as public land since the mid-nineteenth century, creating a long-established tradition of communal access and use. The Algerian Oak (*Quercus canariensis*) dates to the early twentieth century, with well over a century of physical presence and community interaction. The attachment spans multiple generations, evidenced oral histories and long-term family associations with the large Algerian Oak (*Quercus canariensis*) as a place to gather, camp, picnic and play within the Reserve.

The written history of the development of the Bullarook Creek Streamside Reserve and its plantings by the Kingston Primary School in 1986, along with the pupils and their families undertaking work to conserve and maintain the Reserve is clear evidence of the local community's attachment to and desire to care for the Reserve and its plantings.

In 2025, this demonstrates a time depth of at least 40 years.

Resonance:

The importance of the Algerian Oak (*Quercus canariensis*) to the Kingston community is strongly evident in community activity, including advocating for the preservation of the tree. The tree is recognised for its community value, landmark status and size on a number of social media pages and websites. Furthermore, the community's attachment and efforts to save the tree have been recognised through news stories from all major television stations, through interviews and stories produced by ABC local radio and other commercial radio stations, and through local and state print media.

In addition, community voices contribute to the many letters to local newspapers and digital media about the value of the Algerian Oak (*Quercus canariensis*). The potential loss of the tree, which has been in the news since 2023, has promoted significant response by the local community.

A Google search using the search terms 'Algerian Oak Kingston' yields a first page with at least five separate online news stories by television and radio stations (three local television stations,

ABC News Australia and ABC local radio) as well as numerous facebook posts reporting on the efforts to save the tree.

REFERENCES

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Maps and Plans

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Division of Survey and Mapping. (1837). Glendarvel, Spring Hill, etc.. Roll 34, Addington -- Beckworth -- Clunes -- Glendaruel -- Smeaton -- Spring Hill [microform].

'Special country lots near Creswick, Parish of Spring Hill, County of Talbot' (1854) showing land reserved around the subject site. Source: State Library of Victoria

Mines Department, issuing body. (1889). Plan of 13. 3. 26 4/5 applied for on lease under the Mining on Private Property Act 1884 by William Morrin Acheson App 1/89. Melbourne? [Mines Department?].

'Plan of Country Lots, Smeaton and Seven Hills in the Parish of Smeaton' 1856.

Victorian Heritage Database – Heritage Citations

- *VHR H1425 Bridge, over Birch (formerly Bullarook) Creek, Newstead-Creswick Road Smeaton*
- *HO109 Kerrins Bridge, Werona-Kingston Road, Smeaton*
- *HO107 Site of Hepburn's Mill, Werona Kingston Road, Kingston*
- *VHI H7623-0354 The Captain's Mill Site, Charlesons Lane, Kingston*

Run Files accessed from Public Records Office Victoria

Run file Smeaton Hill, PROV - RUN325; SMEATON HILL MOUNT PROSPECT BOORLAROOK; BULLAROOK SPRING HILL VPRS 8168/P0002

Newspapers and Magazines

Creswick Advertiser, 8 December 1914

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The Argus 31 December 1938

The Ballarat Star 31 May 1871

The Ballarat Star 06 April 907

Description

The Algerian Oak (*Quercus canariensis*) is located within the Bullarook Creek Streamside Reserve, on the southern side of Birch's Creek. The tree is part of a short row of three Algerian Oaks (*Quercus canariensis*) which are planted immediately adjacent to a track established in the 1840s which led to Hepburn's Mill, located on the north side of Birch's Creek.

The Algerian Oak (*Quercus canariensis*) is located on the escarpment above the course of Birch's Creek (see figure 4).

Figure 4 Algerian Oak (Quercus canariensis), Bullarook Creek Streamside Reserve (shown in blue circle). Source: NearMap

The tree is of considerable size. The record for the tree included in the National Trust of Australia (Victoria) Significant Tree Register (measured 2021) record a canopy spread of 31 x 29.2m, a Diameter at Breast Height (DBM) of 112cm and a height of 16.4m

The lack of maintenance of the tree over most of its life has led to the development of a 'natural' form which leads to an appearance of it being broader and more horizontal in form than upright. The large branches reach the ground and extend horizontally along the ground plan providing an aesthetic domed appearance from a distance, and experientially, a sense of enclosure when beneath the tree.

Figure 5 Algerian Oak (Quercus canariensis) at Bullarook Creek Streamside Reserve viewed from Kerrins Bridge. Note that conifers visible to the left and right foreground are part of the plantation established in the reserve in 1915-17 Source: Hepburn Shire Council

The tree appears to be in good condition for its age, although it does require some attention to remove dead wood and hyper-extended limbs to avoid future damage.

The tree is significantly larger in size than the other two specimens of Algerian Oak (*Quercus canariensis*) located in the short 'row' of three lining the early track. The other two specimens were also recorded in 2021, and while they have comparative heights (17.6m and 16.2m) the DBH was significantly smaller, being 0.98m and 0.84m. This has led to supposition that the two other trees in the row may have been planted at a later date.

There is no evidence to suggest that this is the case in the historical record. Algerian Oaks (*Quercus canariensis*) are relatively quick to mature to their maximum height and can adapt to most soils and are drought tolerant. Given that these trees are located adjacent to the early

track, which in parts is bedrock, it is likely that the availability of moisture and nutrients may have varied between the three specimens.

Comparative Analysis

Algerian Oaks (*Quercus canariensis*) were broadly available in Victoria from around 1860, with some of the earliest specimens being planted in the Royal Melbourne Botanic Gardens, regional Botanic Gardens and the grounds of government run institutions.

The trees have long been valued for their aesthetic characteristics, which tend to have a broad domed canopy with a shorter trunk and overall height than some other species. The tendency to semi-evergreen nature, with leaves remaining well into winter, and for the branches to extend to the ground if left un-pruned provides a unique shape to the canopy when mature.

Algerian Oaks (*Quercus canariensis*) are generally expected to reach a height of 20-30 metres with a canopy spread of similar dimensions. There are no comparative examples included within the Heritage Overlay of the Hepburn Planning Scheme.

There are a number of examples of individual trees included within the Heritage Overlay of the Planning Schemes of the Cities of Maroondah, Manningham and Dandenong. The National Trust Significant Tree Register includes other examples across Victoria which it identifies as being of Local, Regional or State significance.

The most comparable examples included within the Heritage Overlay of other Planning Schemes are set out below. It is important to note that very few of these examples exhibit the 'natural' form of the Algerian Oak (*Quercus canariensis*), as they have all been maintained as trees within an urban context over time, unlike the Algerian Oak (*Quercus canariensis*) in the Bullarook Creek Streamside Reserve. None of the examples are located within a 'reserve' although some are located within public parks.

Dandenong Planning Scheme HO60 (174E Lonsdale Street, Dandenong)
Planted in 1873, this specimen is slightly larger in its canopy spread (22m) and height (147m) than the subject tree. However, given the context, located in Dandenong Park with the associated watering and nutrient regime over 130 years, this is not unusual. This specimen in terms of form is not comparable as it does not demonstrate the typical 'natural' form due to repeated maintenance and pruning and canopy uplift.

Figure 6 Algerian Oak, 174E Lonsdale Street, Dandenong Source: VHD

Manningham Planning Scheme HO52 (41 Dudley Road, Wonga Park)
This group of trees, planted around 1890 associated with the Wonga Park School are smaller in terms of height, canopy spread and girth, all have lost most of their lower branches and demonstrate compromised canopies due to the surrounding buildings.

Figure 7 Algerian Oak (Quercus canariensis) - Wonga Park Primary Shool. Source: VHD

Manningham Planning Scheme HO45 (2-12 Council Street Doncaster)
Planted in association with the Doncaster Primary School c.1886, these two specimens are substantially smaller than the subject specimen, with a canopy spread of 14x12m, a height of 14m and a girth of .80cm. Similar to other examples found in schools, the canopy has been greatly altered through pruning and uplifting.

Figure 8 Algerian Oak (Quercus canariensis), Doncaster Primary School. Source: VHD

Manningham Planning Scheme HO160 – VHR H0667 (Heide – 7 Templestowe Road Bulleen) These two trees are outstanding examples of the species, being larger than almost any others included as individual specimens within the Heritage Overlay. Planted in c 1930, they have been well maintained over time, have minimal canopy lift (although some is evident) and have substantial height at 27cm and a canopy spread of 27x24m, although the DBH is comparable to the Bullarook Creek Streamside Reserve example at 1.08cm

Figure 9 Algerian Oak (Quercus canariensis), Heide. Source: VHD

Manningham Planning Scheme HO118 (123-127 Mitcham Road Donvale)
This example is relatively small compared to other examples included in the Heritage Overlay of local planning schemes, with a height of 12.8m, canopy spread of 13.5 x 14.5 and a DBH of 0.87m.

Discussion

On review, it is considered that the specimen of Algerian Oak (*Quercus canariensis*) at the Bullarook Creek Streamside Reserve has no local comparative examples within the Heritage Overlay of the Hepburn Planning Scheme. When compared to other examples included in the Heritage Overlay of other municipalities, the tree is comparative, or larger than most other examples of the species, and is able to demonstrate the unique 'natural' domed form with branches extending to the ground better than any other example. The closest example comparatively is that at Heide, which is included on the VHR, and has its 'natural' canopy and a substantial size, a little larger in height and canopy spread than the subject example.

In conclusion, application of Heritage Overlay is therefore considered the most appropriate planning mechanism to recognise and manage the heritage significance of the Algerian Oak (*Quercus canariensis*) and to ensure any future works in association with the tree consider its heritage value.

Statement of Significance

What is Significant?

The Algerian Oak (*Quercus canariensis*) at the Bullarook Creek Streamside Reserve is significant.

How is it Significant?

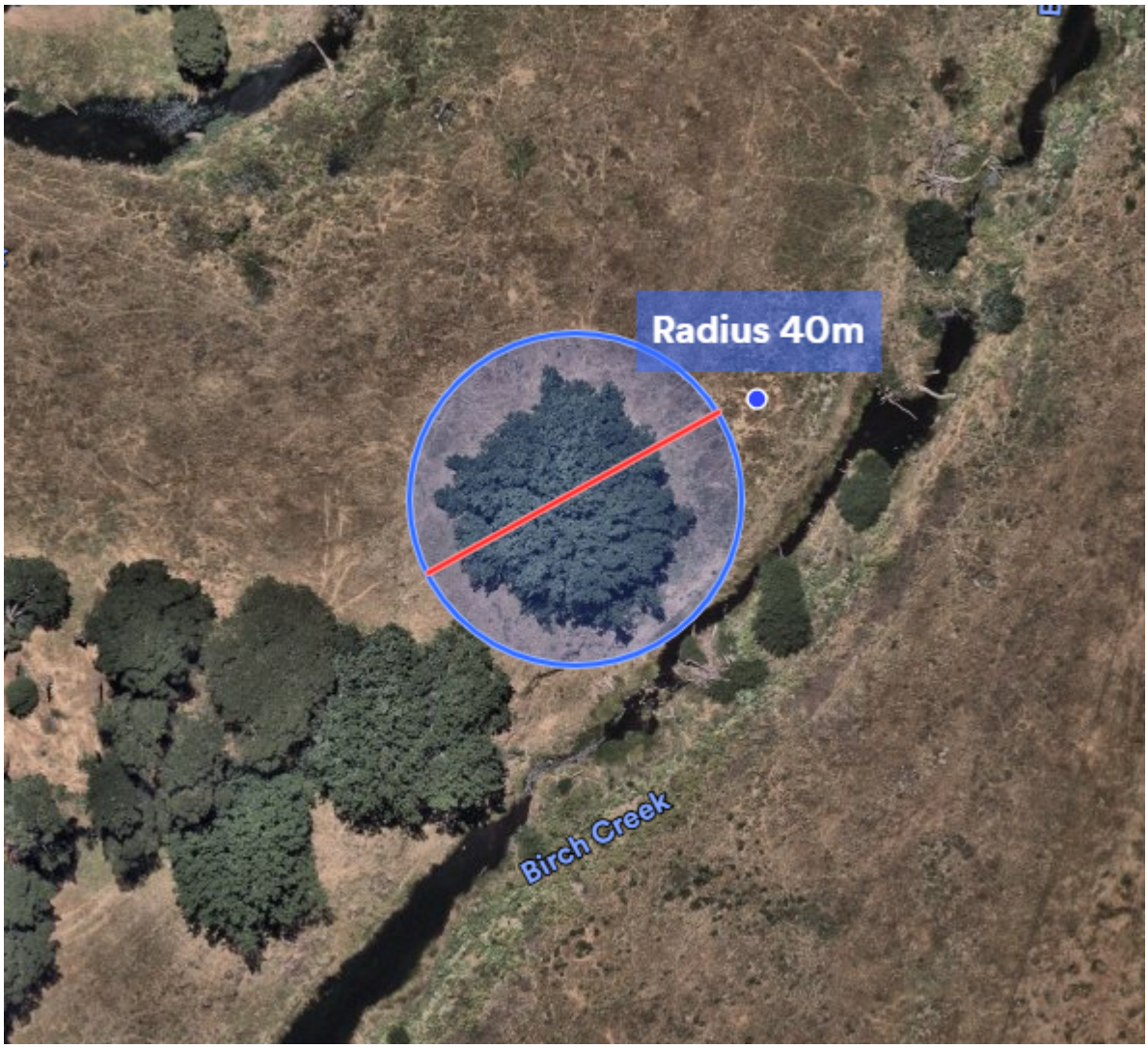
The Algerian Oak (*Quercus* canariensis) has local aesthetic and social significance to the Shire of Hepburn.

Why is it Significant?

The Algerian Oak (*Quercus canariensis*) is at the Bullarook Creek Streamside Reserve, Kingston of aesthetic significance due to its visual and physical qualities which provide it with an uncommonly attractive form. This is through the broad domed spreading form of the canopy which extends to the ground in its natural state but is rarely seen due to maintenance regimes which remove lower limbs and prevent the development of the form. These qualities are relatively uncommon in other examples included within the Heritage Overlay. The width of the canopy is substantial and larger than most other examples, and the height less, providing a particularly large, wide and low example tree within the landscape context. Of additional aesthetic significance is the status of the tree within the community as a local landmark, given its outstanding size and prominence. (Criterion E)

The Algerian Oak (*Quercus canariensis*) at the Bullarook Creek Streamside Reserve, Kingston is of social significance to the community of Kingston and to the Hepburn Shire for its strong, enduring and demonstrable association with the Kingston community as a valued landmark and place of recreation over forty years at least. Community attachment is clearly evidenced through the use, interest and care for the place over time, as well as the more recent sustained and organised advocacy to prevent its removal, including rallies, petitions and media engagement. The importance of the tree resonates strongly within the broader community, as shown by widespread media coverage, letters, digital commentary and social media engagement since 2023 confirming its role in Kingston's shared identity and its capacity to prompt collective local response. The many visitors to the tree itself, and its entry on the National Trust Significant Tree register evidences the broad appreciation and knowledge of the tree, and its importance to the local community. (Criterion G)

Proposed HO extent



The recommended extent for the Heritage Overlay is centered on the middle of the canopy with a radius of 40m. This will protect the canopy as well as tree protection zone to provide several metres of buffer from any future works within the area.

Algerian Oak (*Quercus canariensis*), Bullarook Creek Streamside Reserve, Kingston Statement of Significance

Heritage Place:	Bullarook Creek Streamside Reserve, Kingston	**PS ref no:**	HO989

What is significant?

The *Quercus canariensis* (Algerian Oak) at the Bullarook Creek Streamside Reserve is significant.

How is it significant?

The Algerian Oak has local aesthetic and social significance to the Shire of Hepburn.

Why is it significant?

The Algerian Oak is at the Bullarook Creek Streamside Reserve, Kingston of aesthetic significance due to its visual and physical qualities which provide it with an uncommonly attractive form. This is through the broad domed spreading form of the canopy which extends to the ground in its natural state but is rarely seen due to maintenance regimes which remove lower limbs and prevent the development of the form. These qualities are relatively uncommon in other examples included within the Heritage Overlay. The width of the canopy is substantial and larger than most other examples, and the height less, providing a particularly large, wide and low example tree within the landscape context. Of additional aesthetic significance is the status of the tree within the community as a local landmark, given its outstanding size and prominence. (Criterion E)

The Algerian Oak at the Bullarook Creek Streamside Reserve, Kingston is of social significance to the community of Kingston and to the Hepburn Shire for its strong, enduring and demonstrable association with the Kingston community as a valued landmark and place of recreation over forty years at least. Community attachment is clearly evidenced through the use, interest and care for the place over time, as well as the more recent sustained and organised advocacy to prevent its removal, including rallies, petitions and media engagement. The importance of the tree resonates strongly within the broader community, as shown by widespread media coverage, letters, digital commentary and social media engagement since 2023 confirming its role in Kingston's shared identity and its capacity to prompt collective local response. The many visitors to the tree itself, and its entry on the National Trust Significant Tree register evidences the broad appreciation and knowledge of the tree, and its importance to the local community. (Criterion G)

Primary source

Algerian Oak Tree, Bullarook Creek Streamside Reserve Heritage Citation (Plan Heritage, March 2026)

Planning and Environment Act 1987

Hepburn Shire Planning Scheme

Amendment C91hepb

Explanatory Report

Overview

This amendment proposes to implement Statement of Significance Algerian Oak – Bullarook Creek Streamside Reserve Heritage Citation (Plan Heritage, March 2026) and apply Heritage Overlay (HO989) to protect heritage significant tree at the Bullarook Creek Streamside Reserve.

The Algerian Oak is under direct threat due to Western Renewables Link project (major State Government project) resulting in significant community interest as well as subsequent advocacy to protect the tree. The tree, a Quercus canariensis (Algerian Oak), is also of recognised aesthetic and social significance, including its acknowledgement as the National Trust's Significant Tree of the Year (2025).

Where you may inspect this amendment

The amendment can be inspected free of charge at Hepburn Shire Council's website at https://www.hepburn.vic.gov.au/Home

The amendment is available for public inspection, free of charge, during office hours at the following places:

Hepburn Shire Community Hubs:

- Clunes – The Warehouse, 36 Fraser Street
- Creswick – Creswick Hub, 68 Albert Street
- Daylesford – Corner Duke and Albert Street
- Trentham – The Mechanics, 66 High Street

The amendment can also be inspected free of charge at the Department of Transport and Planning website at planning.vic.gov.au/public-inspection or by contacting the office on 1800 789 386 to arrange a time to view the amendment documentation.

Submissions

Any person may make a submission to the planning authority about the amendment. Submissions about the amendment must be received by [insert submissions due date].

A submission must be sent to:

Strategic Planning, Hepburn Shire Council

By post: PO Box 21, Daylesford VIC 3460

In person: Corner Duke and Albert Street

By email: strategicplanning@hepburn.vic.gov.au

Panel hearing dates

In accordance with clause 4(2) of Ministerial Direction No.15 the following panel hearing dates have been set for this amendment:

- Directions hearing: [insert directions hearing date]
- Panel hearing: [insert panel hearing date]

Details of the amendment

Who is the planning authority?

This amendment has been prepared by Hepburn Shire Council.

Land affected by the amendment

The amendment applies to the Bullarook Creek Streamside Reserve on Werona-Kingston Road, Kingston (-37.368896, 143.975142).

Figure 1 - Algerian Oak, Bullarook Creek Streamside Reserve (shown in blue circle) with planning zoning context. Source: VicPlan.

What the amendment does

Amendment C91hepb implements the *Statement of Significance Algerian Oak – Bullarook Creek Streamside Reserve Heritage Citation* (Plan Heritage, March 2026) by:

Overlay Maps

- Amends the Planning Scheme Map number 24 HO – Heritage Overlay to apply the Heritage Overlay (HO989) to the Algerian Oak (Werona-Kingston Road, Kingston)

Planning Scheme Ordinance

- Amends the Schedule to Clause 43.01 (Heritage Overlay) to include HO989 and specifies relevant tree protection permit requirements.
- Amends the Schedule to Clause 72.04 (Incorporated Documents) to include the *Algerian Oak Tree, Bullarook Creek Streamside Reserve, Kingston Statement of Significance* (Plan Heritage, April 2026)
- Amends the Schedule to Clause 72.08 (Background Documents) to include the *Algerian Oak Tree, Bullarook Creek Streamside Reserve, Kingston Heritage Citation* (Plan Heritage, March 2026) as a background document.

Strategic assessment of the amendment

Why is the amendment required?

Council seeks to protect the tree via this amendment by proposing to apply the Heritage Overlay (HO989), on a permanent basis, to part of Bullarook Creek Streamside Reserve to implement the recommendations of the Algerian Oak – Bullarook Creek Streamside Reserve Heritage Citation (Plan Heritage, March 2026).

In recent times, community has advocated for the Algerian Oak when a major State Government infrastructure project threatened the retention and protection of the tree. Community advocacy for the tree has included lobbying Local councillors and State government politicians and agencies to intervene to prevent the tree's removal. Additionally, in 2025 the Algerian Oak was publicly voted (receiving more than forty percent of the vote) as the National Trust's Significant Tree of the Year. The community advocacy and consequential award evidence the notoriety of the tree and its social significance.

The Algerian Oak is of significant aesthetic value recording a canopy spread of 31 meters and a height of 16.4 metres, creating an aesthetic form where the tree branches reach the ground and extend horizontally forming a dome like appearance.

The Algerian Oak meets the requirements and thresholds for local protection, in

accordance with *Planning Practice Note 1: Applying the Heritage Overlay* (PPN01), particular under criterion E and G.

How does the amendment implement the objectives of planning in Victoria?

The amendment is consistent with the objectives of planning in Victoria by implementing the objectives detailed in Section 4(1) of the *Planning and Environment Act 1987* by:

(b) providing for the protection of natural resources and the management of ecological processes and genetic diversity.

(d) To conserve and enhance those buildings, areas or other places which are of scientific, aesthetic, architectural or historical interest, or otherwise of special cultural value.

The proposed amendment implements these objectives by applying the Heritage Overlay (HO989) to the Algerian Oak, where the associated heritage values are outlined in the heritage citation. Exceptional trees play a vital role as community assets, providing significant environmental and social benefits. These include mitigating urban heat island effects, contributing to local character and amenity, and enhancing the quality of public spaces.

How does the amendment address any environmental, social and economic effects?

Environmental Effects

The amendment will result in a positive environmental outcome through protection of a tree of recognised aesthetic and social significance.

Established canopy trees also provide broader environmental benefits including improved air quality, increased carbon storage and sequestration, stormwater interception, reduced energy demand during periods of extreme heat as well as mitigation of the urban heat island effect.

Social Effects

The amendment will deliver social benefits by protecting a valuable tree in Kingston, Victoria which contributes to a sense of place and actions the community's advocacy for protection. The Algerian Oak is highly valued by the community and holds strong social significance for both residents and visitors.

Economic Effects

The amendment is expected to support economic prosperity through positive environmental and social effects leading to a healthier and attractive township and reserve.

Does the amendment address climate change?

The subject amendment is not required to consider Ministerial Direction 22 – Climate Change Consideration under section 12A of the Act. The amendment does not:

- Rezone land from a non-urban zone to an urban zone; or
- Enable a significant change to, or intensification of the use and development of urban land; or a new use and development of land which may be exposed to a natural hazard that arises from or is likely to arise from the impacts of climate change.

Does the amendment address relevant bushfire risk?

The tree is located in a designated bushfire prone area identifying bushfire risk. In addition, Hepburn Shire has a presence of large amounts of native vegetation and a steadily increasing population contributing to bushfire risk. The Municipal Planning Strategy states that bushfire is a key environmental risk for Hepburn Shire.

The application of a Heritage Overlay is unlikely to result in any significant increase to the risk to life, property, community, infrastructure or the natural environment from bushfire in accordance with the objectives of Clause 13.02-1S (Bushfire planning) as it protects existing trees. The amendment does not seek to facilitate the intensification of development or vegetation in a bushfire risk area.

The amendment will not increase or result in any significant risk to life, property, community infrastructure or the natural environment from bushfire.

Does the amendment comply with the requirements of any other Minister's Direction applicable to the amendment?

The amendment complies with the requirements of the *Ministerial Direction on the Form and Content of Planning Schemes* as identified at Section 7(5) of the *Planning and Environment Act 1987.*

The amendment also addresses the requirements of *Ministerial Direction No. 11 – Strategic Assessment of Amendments.* As evidenced in this Explanatory Report, the amendment is consistent with this direction ensuring comprehensive strategic evaluation and the outcome it produces.

How does the amendment support or implement the Planning Policy Framework?

The amendment supports and implements the objective of Clause 15.03-1S (Heritage Conservation) by:

- Identifying and documenting a place of natural heritage significance; and
- Providing protection of a natural heritage site.

In addition, the amendment gives effect to Clause 15.03-1L (Heritage) by:

- Encouraging retention of significant trees in a heritage place; and
- Managing significant vegetation to preserve and enhance its contribution to the heritage place, including pruning, thinning and root control.

How does the amendment support or implement any relevant strategic plan or policy statement adopted by a Minister, government department or public authority?

There are no relevant strategic plans or policy statements associated with the land.

Is the amendment consistent with the delivery of the relevant housing target set out in the Planning Policy Framework?

The amendment does not impact land that could be available for reaching housing targets in the municipality.

How does the amendment support or implement the Municipal Planning Strategy?

The amendment specifically supports Clause 02.03-5 (Built environment and heritage) of the Municipal Planning Strategy by recognising and protecting an important heritage landscape feature. In particular, the amendment responds to the following points of Clause 02.03-5:

- There are significant (...) individual trees that have strong associations with and represent the Shire's post contact settlement, particularly its pastoral, gold rush, world wars, manufacturing and tourism history.
- The Shire's (...) natural heritage is fundamental to its sense of identity. Preserving and protecting these assets will give residents and visitors an opportunity to learn about the past and appreciate its role in the Shire's future.

How does the amendment balance any competing policy objectives or strategies?

There are no competing policy objectives or strategies associated with the amendment.

Does the amendment make proper use of the Victoria Planning Provisions?

The amendment makes appropriate use of the Victorian Planning Provisions. The Heritage Overlay, is considered to be the most appropriate mechanism for facilitating protecting the local heritage significance of the Algerian Oak.

The Vegetation Protection Overlay (VPO) was considered as a mechanism for protection of the Algerian Oak, as it aligns with the purpose of the control, to protect significant exotic vegetation. However, the VPO is most appropriate when vegetation

is contained on land where development and subdivision is not likely to occur. The Algerian Oak is known to be under threat from development due to the State Government's major infrastructure project.

The Algerian Oak demonstrates local heritage significance for aesthetic and social reasons and, in accordance with *Planning Practice Note 01 – Applying the Heritage Overlay*, the most appropriate mechanism is the HO. The application of the Heritage Overlay applies to a tree where the aesthetic and social significance can be managed and controlled. The Heritage Overlay requires a planning permit to be granted for any major lopping or pruning, removal or destruction works that could affect the significance of the tree.

In addition to PPN1, the application of the Heritage Overlay is also in accordance with Planning Practice Note 07 – *Vegetation protection in urban areas (PPN07).* According with PPN07, the HO is applicable where development is able to adversely affect the heritage significance. In comparison to the VPO where development and subdivision should not be important considerations. In addition, the VPO had greater planning permit exemptions that, if exempt, could harm the trees significance.

How does the amendment address the views of any relevant agency?

The amendment was referred to the Department of Energy, Environment and Climate Action (DEECA) as the relevant landowner for the site. The land is managed by DEECA with maintenance agreements with Parks Victoria and Djaara.

Advice was also sought from DEECA to ensure their statutory responsibilities for the ongoing management and maintenance of the reserve are clearly outlined and considered. Parks Victoria have indicated that they are satisfied that Hepburn Shire Council, as the responsible authority, will decide on the most appropriate overlay for the Algerian Oak.

The Algerian Oak is located within the Public Conservation and Resource Zone and the application of the Heritage Overlay will require a permit to undertake works to the Algerian Oak or works that encroach on the curtilage of the Heritage Overlay and tree canopy.

What were the views of the relevant agencies and how were they addressed?

Exhibition stage

- Include which agencies were consulted prior to exhibition and, if appropriate their preliminary views.
- Provide details if views of agencies will also be sought during exhibition.

Approval stage

- How were the views of these agencies addressed after exhibition?

Does the amendment address relevant requirements of the

Transport Integration Act 2010?

The amendment will not impact the relevant requirements of the *Transport Integration Act 2010,* in particular the need for the transport system to provide for the effective integration of transport and land use.

How does the amendment have regard to the principles set out in the *Yarra River Protection (Wilip-gin Birrarung murron) Act 2017* in relation to Yarra River land and other land, the use or development of which may affect Yarra River land?

The amendment does not affect Yarra River land under Part 3 of the *Yarra River Protection (Wilip-gin Birrarung murron) Act* 2017.

Resource and administrative costs

What impact will the new planning provisions have on the resource and administrative costs of the responsible authority?

The amendment is not likely to have a significant impact on resources and administrative costs. It will result in minimal to no increase in circumstances where a planning permit will be required. Any potential circumstance for a planning permit can be accommodated within existing resources.

Attachment 1 – Mapping reference table

Location	Land /Area Affected	Mapping Reference	Address	Proposed Zone changes	Proposed Overlay changes	Proposed deletion changes
Kingston	Werona-Kingston Road	24	Werona-Kingston Road, Kingston		HO989	

The Schedule HO989 is recommended as follows:

External Paint Controls Apply?	Internal alteration controls apply?	Tree controls apply?	Solar energy system controls apply?	Outbuildings or fences not exempt under Clause 43.01-4?	Included on the VHR under the Heritage Act 2017	Prohibited uses permitted?	Aboriginal Heritage place?
No	No	Yes	No	No	No	No	No

Table 1 – Proposed change to the Schedule to Clause 43.01 (Heritage Overlay) - Excerpt

Planning and Environment Act 1987

Hepburn Shire Council Planning Scheme

Amendment C91hepb

Instruction sheet

The planning authority for this amendment is the Hepburn Shire Council

The Hepburn Shire Council Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of 1 attached map sheet.

Overlay Maps

1. Amend Planning Scheme Map No24HO in the manner shown on the 1 attached map marked “Hepburn Shire Planning Scheme, Amendment C91hepb”.

Planning Scheme Ordinance

The Planning Scheme Ordinance is amended as follows:

2. In **Overlays** - Clause 43.01, insert a new Schedule HO989 in the form of the attached document.

3. In **Operational Provisions** – Clause 72.04, replace the Schedule with a new Schedule in the form of the attached document.

4. In **Operational Provisions** – Clause 72.08, replace the Schedule with a new Schedule in the form of the attached document.

End of document

23/01/2020

SCHEDULE TO CLAUSE 43.01 HERITAGE OVERLAY

1.0 Application requirements

30/07/2018

None Specified

2.0 Heritage places

04/11/2022

The requirements of this overlay apply to both the heritage place and its associated land.

HO989	Algerian Oak (*Quercus canariensis*) at Bullarook Creek Streamside Reserve – Werona-Kingston Road, Kingston **Statement of significance:** Algerian Oak (*Quercus canariensis*), Bullarook Creek Streamside Reserve, Kingston Statement of Significance	No	No	Yes	No	No	No	No	No

13/12/2023

SCHEDULE TO CLAUSE 72.04 INCORPORATED DOCUMENTS

1.0 Incorporated documents

13/12/2023

Name of document	Introduced by:
Algerian Oak (Quercus canariensis), Bullarook Creek Streamside Reserve, Kingston Statement of Significance (Plan Heritage, April, 2026)	C91hepb

30/07/2018

SCHEDE SCHEDULE TO CLAUSE 72.08 BACKGROUND DOCUMENTS

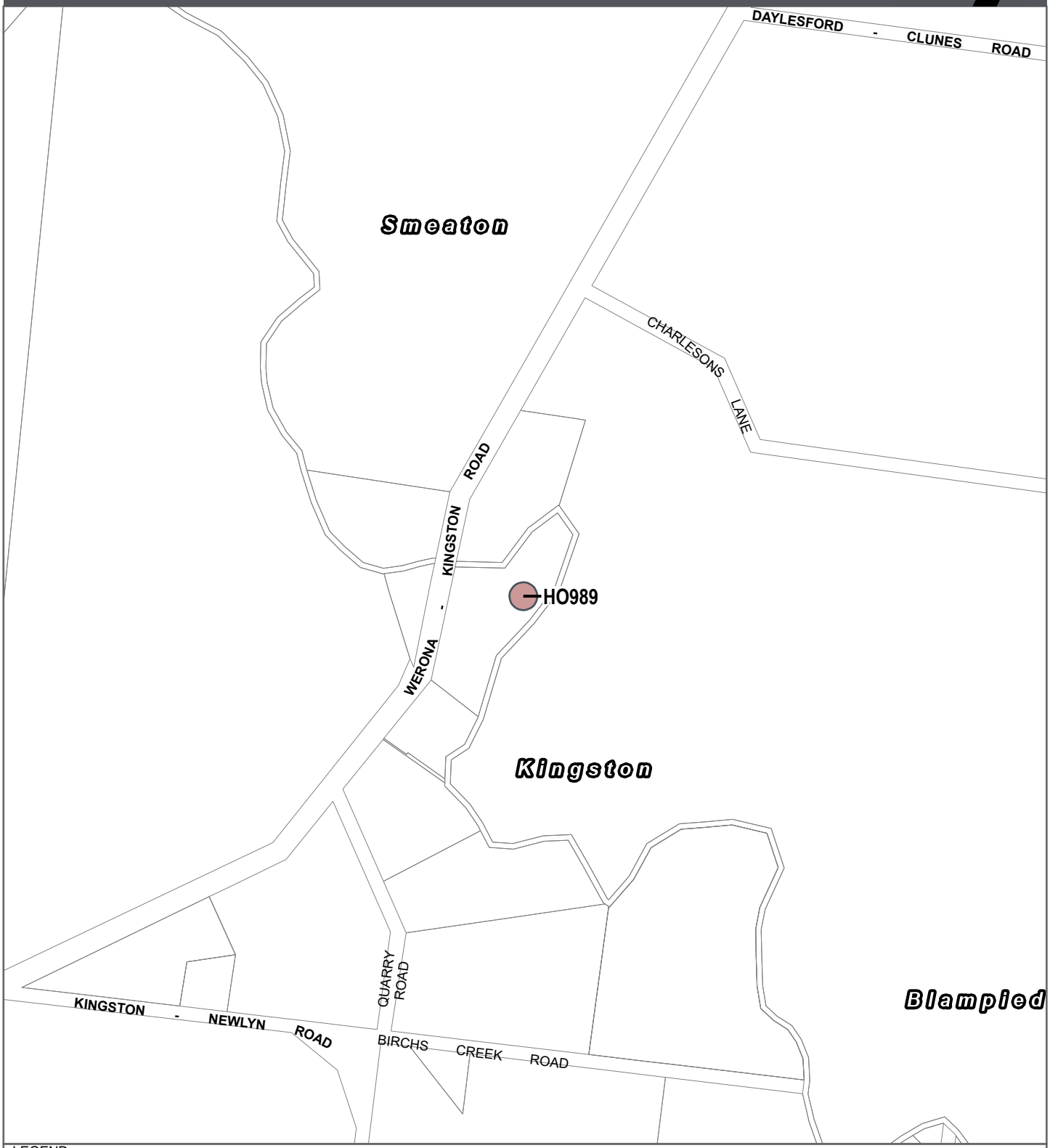
1.0 Background documents

30/07/2018

Name of background document	Amendment number - clause reference
Algerian Oak *(Quercus canariensis),* Bullarook Creek Streamside Reserve, Kingston Heritage Citation (March, 2026)	C91hepb, 43.01

HEPBURN PLANNING SCHEME - LOCAL PROVISION
AMENDMENT C91hepb

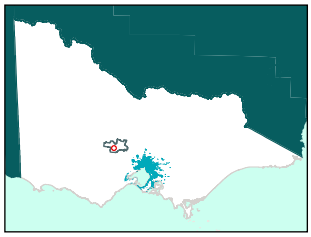
ATTACHMENT 7.5.8



LEGEND

HO - Heritage Overlay

Local Government Area



Part of Planning Scheme Map 24HO

Planning Spatial Services
Print Date: 26/03/2026
Amendment Version: 1

0 100 200 300
Meters

VICTORIA State Government | Department of Transport and Planning

Cambridge Street Precinct Concept Plan

ATTACHMENT 7.8.1

KEY FACTS

- 45 degree angled carparking.
- 17 of 18 existing trees retained (centre of road).
- Up to 21 additional trees proposed (centre of road).

Remove turning lane priority restrictions (complete).

Consider Victoria Street speed limit reduction.

Install at-grade pedestrian ("wombat") crossing, lighting, footpath connections and kerbing.

Install long vehicle / caravan parking.

Install at-grade pedestrian ("wombat") crossings across Cambridge Street.

New timber post and rail fencing ('hurdles') to limit vehicle access to parkland while maintaining pedestrian access.

Remove vehicle access and topsoil, grass and plant trees.

Indicative upgraded stormwater drainage.

45 degree carparking (2.6m wide x 5.4m long) as shown (total 60 carparks shown).

Possible future street trees (indicative - subject to services setbacks, detailed design and suitable for under OH powerlines).

Retain and protect all existing trees subject to arborists advice with setbacks of new pavement as shown.

Centrally located concrete M-type kerb / channel with asphalt pavement on either side (where shown) to minimise earthworks within parkland.

New bollards to limit vehicle access around trees while maintaining pedestrian access.

Loading zone - suitable for heavy vehicles. Relocate fire hydrant if required.

Remove vehicle access and carparking, topsoil and grass.

Possible new large-growing shade trees.

Possible future street trees (indicative - subject to services setbacks, detailed design and suitable for under OH powerlines).

Existing poor quality tree to be removed.

Replace loose stone with exposed aggregate concrete, or similar, to ensure weed free maintenance. Refurbish or replace existing fence and railing.

Footpath connection (complete).

Limited, unlit picnic tables for casual use.

Future services connections (water, power, sewer) for possible event usage.

Long vehicle / caravan parking.

Improved pedestrian safety with concrete footpath, connections and at-grade road ("wombat") crossings as shown. Line-marked carparks including accessible space.

Consider use of area, informal carparking and pedestrian access to suit future use of building.

Notes

1. Drawing PLA595-L01 revision B issued 12/11/2024.
2. This plan is based on conceptual civil designs by Driscoll Engineering Services Pty Ltd, Scott Campbell Design & Drafting Pty Ltd and advice from Hepburn Shire Council and aerial photograph sourced from Nearmaps dated 9/2/2023.
3. This drawing is conceptual only for consultation and subject to detailed engineering design and an arborist assessment.

Hepburn SHIRE COUNCIL

RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	**DATE**	Tuesday, December 02, 2025
LOCATION	☒ Council Chamber ☐ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	9:30am
COUNCILLORS PRESENT	☒ Cr Brian Hood ☒ Cr Lesley Hewitt ☒ Cr Don Henderson ☒ Cr Tim Drylie ☒ Cr Tony Clark ☒ Cr Pat Hockey ☒ Cr Shirley Cornish		
OFFICERS PRESENT	☒ Acting CEO – Bruce Lucas ☒ Acting Director Infrastructure and Delivery – Lace Daniel ☒ Director Performance and Transformation – Brooke Holmes ☒ Director Development and Community – Ron Torres Manager Community Safety & Health – Khalid Wright Manager Facilities & Circular Economy – Sean Ludeke Coordinator Resource Recovery - Chantelle Hatzinikitas Resource Recovery Officer – Candice Regan Manager Project Delivery – Ben Grounds Coordinator Project – Sam Hattam Project Manager – Elizabeth Atkin Manager Customer, Community & Economy – Jacqui Horwood Reconciliation Officer – Carolyn Sanders Click or tap here to enter text.		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/25/47603

CONFLICT OF INTEREST DISCLOSURES

Nil

NOTES:
Cr Lesley Hewitt – arrived at 10:15am

RECORD COMPLETED BY

☒ Director Performance and Transformation – Brooke Holmes

☐
Other:
Click or tap here to enter text.

Signed:

RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	**DATE**	Tuesday, December 09, 2025
LOCATION	☒ Council Chamber ☒ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	10:15am
COUNCILLORS PRESENT	☐ Cr Brian Hood ☒ Cr Lesley Hewitt ☒ Cr Don Henderson ☒ Cr Tim Drylie ☒ Cr Tony Clark ☐ Cr Pat Hockey ☒ Cr Shirley Cornish		
OFFICERS PRESENT	☒ Acting CEO – Bruce Lucas ☒ Acting Director Infrastructure and Delivery – Lace Daniel ☒ Director Performance and Transformation – Brooke Holmes ☐ Director Development and Community – Ron Torres Manager Planning – Matt Rogers Coordinator Strategic Planning – Genna Walkley Coordinator Engineering – Tim Powell Project Manager – Clay Drysdale Manager Project Delivery – Ben Grounds Coordinator Projects – Sam Hattam Project Manager – Alison Breach Manager Facilities & Circular Economy – Sean Ludeke Property Officer – Karen Menne Coordinator Facilities – Victoria O'Halloran Manager Customer Community and Economy – Jacqui Horwood Community Grants Officer – Adam Ford Click or tap here to enter text.		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: DOC/25/48509

OR

List matters considered:

Click or tap here to enter text.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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RECORD OF COUNCILLOR ATTENDANCE

NOTES:
Director Performance & Transformation – Brooke Holmes joined briefing via Teams at 11:45am
Break at 12:15pm – 12:25pm

Meeting closed 1:25pm

RECORD COMPLETED BY

☐ A/CEO – Bruce Lucas
☐ A/Director Infrastructure and Delivery – Lace Daniel
☒ Director Performance and Transformation – Brooke Holmes
☐ Director Development and Community – Ron Torres
Other:
Click or tap here to enter text.

Signed: 

RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	**DATE**	Tuesday, December 16, 2025
LOCATION	☒ Council Chamber ☒ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	4:15pm – 5:15pm
COUNCILLORS PRESENT	☒ Cr Brian Hood ☒ Cr Lesley Hewitt ☒ Cr Don Henderson ☒ Cr Tim Drylie ☒ Cr Tony Clark ☒ Cr Pat Hockey ☒ Cr Shirley Cornish		
OFFICERS PRESENT	☒ CEO – Bradley Thomas ☒ Director Infrastructure and Delivery – Bruce Lucas ☒ Director Development and Community – Ron Torres ☐ Director Performance and Transformation – Brooke Holmes Others (Position Title and Name): Click or tap here to enter text.		

MATTERS CONSIDERED

As per Council Meeting Agenda for 16 December 2025.

CONFLICT OF INTEREST DISCLOSURES

Nil.

NOTES

Nil.

RECORD COMPLETED BY

Governance Advisor – Catherine Nurse

Signed:

RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	**DATE**	Tuesday, February 03, 2026
LOCATION	☒ Council Chamber ☐ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	
COUNCILLORS PRESENT	☒ Cr Brian Hood ☒ Cr Lesley Hewitt ☒ Cr Don Henderson ☒ Cr Tim Drylie ☒ Cr Tony Clark ☒ Cr Pat Hockey ☒ Cr Shirley Cornish		
OFFICERS PRESENT	☒ CEO – Bradley Thomas ☐ Director Infrastructure and Delivery – Bruce Lucas ☐ Director Performance and Transformation – Brooke Holmes ☐ Director Development and Community – Ron Torres Others (Position Title and Name): Click or tap here to enter text.		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/26/3524

OR

List matters considered:

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CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
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NOTES:
<Record late arrivals or early departures>

RECORD COMPLETED BY

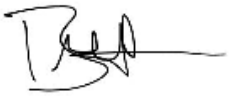
☒ CEO – Bradley Thomas
☐ Director Infrastructure and Delivery – Bruce Lucas
☐ Director Performance and Transformation – Brooke Holmes
☐ Director Development and Community – Ron Torres

RECORD OF COUNCILLOR ATTENDANCE

Other:

Click or tap here to enter text.

Signed:



RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	**DATE**	Tuesday, February 10, 2026
LOCATION	☒ Council Chamber ☒ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	
COUNCILLORS PRESENT	☒ Cr Brian Hood ☒ Cr Lesley Hewitt ☒ Cr Don Henderson ☒ Cr Tim Drylie ☒ Cr Tony Clark ☒ Cr Pat Hockey ☒ Cr Shirley Cornish		
OFFICERS PRESENT	☐ CEO – Bradley Thomas ☐ Director Infrastructure and Delivery – Bruce Lucas ☐ Director Performance and Transformation – Brooke Holmes (part) ☐ Director Development and Community – Ron Torres Others (Position Title and Name): Various Managers and Offices per agenda items		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: DOC/26/4661

OR

List matters considered:

Click or tap here to enter text.

CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
Cr Don Henderson	1.3 Legal and other matters	The entire section related to 1.3	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Choose an item.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

NOTES:
<Record late arrivals or early departures>

RECORD COMPLETED BY

☒ CEO – Bradley Thomas
☐ Director Infrastructure and Delivery – Bruce Lucas
☐ Director Performance and Transformation – Brooke Holmes
☐ Director Development and Community – Ron Torres

RECORD OF COUNCILLOR ATTENDANCE

Other:

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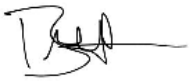
Signed:



RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing - Mid-Year Budget and Long-Term Financial Plan Review	**DATE**	Tuesday, February 10, 2026
LOCATION	☒ Council Chamber ☒ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	
COUNCILLORS PRESENT	☒ Cr Brian Hood ☒ Cr Lesley Hewitt ☒ Cr Don Henderson ☒ Cr Tim Drylie ☒ Cr Tony Clark ☒ Cr Pat Hockey ☒ Cr Shirley Cornish		
OFFICERS PRESENT	☒ CEO – Bradley Thomas ☒ Director Infrastructure and Delivery – Bruce Lucas ☒ Director Performance and Transformation – Brooke Holmes ☒ Director Development and Community – Ron Torres Others (Position Title and Name): Ange Marshall – Manager Financial Services Shey Kuma – Coordinator Finance Sustainability Ben Grounds – Manager Project Delivery Lace Daniels – Manager Operations		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: DOC/26/4831

OR

List matters considered:

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CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
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NOTES:
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RECORD COMPLETED BY

☒ CEO – Bradley Thomas
☐ Director Infrastructure and Delivery – Bruce Lucas

RECORD OF COUNCILLOR ATTENDANCE

☐ Director Performance and Transformation – Brooke Holmes
☐ Director Development and Community – Ron Torres
Other:
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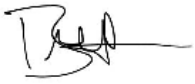
Signed:



RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	**DATE**	Tuesday, February 24, 2026
LOCATION	☒ Council Chamber ☐ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	
COUNCILLORS PRESENT	☐ Cr Brian Hood; ☐ Cr Tim Drylie; Cr Pat Hockey; Cr Don Henderson; Cr Shirley Cornish; Cr Tony Clark.		
OFFICERS PRESENT	☐ CEO – Bradley Thomas ☐ Director Infrastructure and Delivery – Bruce Lucas ☐ Director Performance and Transformation – Brooke Holmes ☐ Director Development and Community – Ron Torres Manager Project Delivery – Ben Grounds Manager Facilities and Circular Economy – Sean Ludeke Manager Community Safety and Delivery – Khalid Wright Click or tap here to enter text.		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: DOC/26/6658

OR

List matters considered:

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CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
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NOTES:
<Record late arrivals or early departures>

RECORD COMPLETED BY

☐ Director Performance and Transformation – Brooke Holmes
Other:

RECORD OF COUNCILLOR ATTENDANCE

Click or tap here to enter text.

Signed: 

RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	**DATE**	Tuesday, April 07, 2026
LOCATION	☒ Council Chamber ☒ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	9am - 12.30pm
COUNCILLORS PRESENT	☐ Cr Brian Hood ☒ Cr Lesley Hewitt ☒ Cr Tim Drylie ☒ Cr Tony Clark ☒ Cr Pat Hockey ☒ Cr Shirley Cornish		
OFFICERS PRESENT	☒ CEO – Bradley Thomas ☒ Director Community and Development – Ron Torres ☒ Director Infrastructure and Delivery – Bruce Lucas ☐ Director Performance and Transformation – Brooke Holmes Others (Position Title and Name): Jacqui Horwood, Manager Customer Community & Economy Erin Vanzetta Corporate Planning and Performance Officer Click or tap here to enter text.		

MATTERS CONSIDERED

☒ Agenda attached – CM Reference: DOC/26/11902

OR

List matters considered:

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CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
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NOTES:
<Record late arrivals or early departures>

RECORD COMPLETED BY

☒ CEO – Bradley Thomas

RECORD OF COUNCILLOR ATTENDANCE

- ☐ Director Infrastructure and Delivery – Bruce Lucas
- ☐ Director Performance and Transformation – Brooke Holmes
- ☐ Director Development and Community – Ron Torres

Other:

Click or tap here to enter text.

Signed:

RECORD OF COUNCILLOR ATTENDANCE

MEETING	Budget Workshop	**DATE**	Tuesday, April 14, 2026
LOCATION	☐ Council Chamber ☐ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	
COUNCILLORS PRESENT	☐ Cr Brian Hood ☐ Cr Lesley Hewitt ☐ Cr Don Henderson ☐ Cr Tim Drylie ☐ Cr Tony Clark ☐ Cr Pat Hockey ☐ Cr Shirley Cornish		
OFFICERS PRESENT	☐ CEO – Bradley Thomas ☐ Director Infrastructure and Delivery – Bruce Lucas ☐ Director Performance and Transformation – Brooke Holmes ☐ Director Development and Community – Ron Torres Others (Position Title and Name): Click or tap here to enter text.		

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: Click or tap here to enter text.

OR

List matters considered:

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CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
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NOTES:
<Record late arrivals or early departures>

RECORD COMPLETED BY

RECORD OF COUNCILLOR ATTENDANCE

☐ CEO – Bradley Thomas
☐ Director Infrastructure and Delivery – Bruce Lucas
☐ Director Performance and Transformation – Brooke Holmes
☐ Director Development and Community – Ron Torres
Other:
Click or tap here to enter text.

Signed:

RECORD OF COUNCILLOR ATTENDANCE

MEETING	Councillor Briefing	**DATE**	Tuesday, April 21, 2026
LOCATION	☒ Council Chamber ☒ Video Conference ☐ Other: Click or tap here to enter text.:	**TIME**	Full day
COUNCILLORS PRESENT	☒ Cr Brian Hood (part) ☐ Cr Lesley Hewitt ☒ Cr Tim Drylie ☒ Cr Tony Clark ☒ Cr Pat Hockey ☒ Cr Shirley Cornish		
OFFICERS PRESENT	☒ CEO – Bradley Thomas ☒ Director Infrastructure and Delivery – Bruce Lucas ☒ Director Performance and Transformation – Brooke Holmes ☒ Director Development and Community – Ron Torres Others – Manager Facilities and Circular Economy - Sean Ludeke Coordinator Facilities - Victoria O'Halloran Property Officer – Karen Menne Manager Financial Services - Ange Marshall Coordinator Finance-Sustainability - Shey Kuma Manager Planning - Matt Rogers Coordinator Statutory Planning - Amanda Firenze Coordinator Strategic Planning - Genna Walkley Statutory and Strategic Planner - Rebekah Forrest		

Commented [BT1]: Can you please add full name and position of

Sean, Tori, Karen, - from facilities

Ange and Shey - finance

Matt, Amanda, Genna, Rebekah - Planning

Commented [AG1R2]: Completed as requested 21/4/2026 - please advise if more changes required. Adela

MATTERS CONSIDERED

☐ Agenda attached – CM Reference: DOC/26/13327

OR

List matters considered:

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CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
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RECORD OF COUNCILLOR ATTENDANCE

NOTES:
Cr Hood in attendance only in part

RECORD COMPLETED BY

☒ CEO – Bradley Thomas
☐ Director Infrastructure and Delivery – Bruce Lucas
☐ Director Performance and Transformation – Brooke Holmes
☐ Director Development and Community – Ron Torres
Other:
Click or tap here to enter text.

Signed:

RECORD OF COUNCILLOR ATTENDANCE

MEETING	Pre-Council Meeting Briefing	DATE	Tuesday, April 28, 2026
LOCATION	Council Chamber Video Conference Other:	TIME	4.17pm
COUNCILLORS PRESENT	Cr Tony Clark Cr Shirley Cornish Cr Brian Hood ☐ (online) Cr Lesley Hewitt Cr Pat Hockey ☐		
OFFICERS PRESENT	☐ CEO – Bradley Thomas (apology arrived 5pm) ☐ Director Infrastructure and Delivery – Bruce Lucas ☐ Director Performance and Transformation – Brooke Holmes ☐ Director Development and Community – Ron Torres Others (Position Title and Name): Jacqui Horwood, Manager Customer Community and Economy, Allison Watt, Governance Coordinator		

MATTERS CONSIDERED

Agenda attached – CM Reference: DOC/26/14216

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CONFLICT OF INTEREST DISCLOSURES

Declared by	Item being considered	Time left meeting	Time Returned
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RECORD OF COUNCILLOR ATTENDANCE

NOTES:

CEO Bradley Thomas was an apology but joined the briefing at 5pm. The briefing concluded at 5.08pm.

RECORD COMPLETED BY

☐

☐ Allison Watt, Governance Coordinator

Signed: Allison Watt

28 April 2026

Document number: DOC/26/10332