



Agenda

Scheduled Council Meeting

Tuesday 15 April 2025 at 6pm

Council Chamber,
25 Ferres Boulevard, South Morang



**City of
Whittlesea**

Councillors

Cr Aidan McLindon, Mayor	Kirrip Ward
Cr Daniela Zinni, Deputy Mayor	Bundoora Ward
Cr Nic Brooks	Thomastown Ward
Cr Blair Colwell	Mill Park Ward
Cr Lawrie Cox	Ganbul Gulinj Ward
Cr Deb Gunn	Painted Hills Ward
Cr Stevan Kozmevski	Lalor Ward
Cr Jarrod Lappin	Mernda Ward
Cr David Lenberg	Epping Ward
Cr Christine Stow	North Ward
Cr Martin Taylor	South Morang Ward

Executive Leadership Team

Craig Lloyd	Chief Executive Officer
Agata Chmielewski	Director Community Wellbeing
Debbie Wood	Director Infrastructure & Environment
Sarah Rowe	Acting Director Customer & Corporate Services
Liam Wilkinson	Acting Director Planning & Development
Janine Morgan	Executive Manager Public Affairs
Jacinta Stevens	Executive Manager Office of Council & CEO

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Note:

At the Chair's discretion, the meeting may be closed to the public in accordance with Section 66(2)(a) of the *Local Government Act 2020*. The provision which is likely to be relied upon to enable closure is set out in each item. These reports are not available for public distribution.

Question Time:

Council will hold public question time for up to 30 minutes at each Scheduled Council Meeting to allow for public questions, petitions or joint letters from our community to be read out by the Chief Executive Officers delegate and responses will be provide by the Chief Executive Officer.

Questions are required to be submitted in writing no later than 12 noon on the day prior to a Scheduled Council Meeting.

Priority will be given to questions or statements that relate to agenda items. Any questions submitted after 12 noon the day prior will be held over to the following Council Meeting.

The Public Question form can be downloaded from Council's website. Refer:
<https://www.whittlesea.vic.gov.au/about-us/council/council-meetings/>

Council is committed to ensuring that all residents and ratepayers of the municipality may contribute to Council's democratic process and therefore, if you have special requirements, please telephone Council's Governance Team prior to any Council Meeting on (03) 9217 2170.

1 Opening

1.1 Meeting Opening and Introductions

The Chair, Cr Aidan McLindon will open the meeting and introduce the Councillors and Chief Executive Officer:

Cr Daniela Zinni, Deputy Mayor

Cr Nic Brooks

Cr Blair Colwell

Cr Lawrie Cox

Cr Deb Gunn

Cr Stevan Kozmevski

Cr Jarrod Lappin

Cr David Lenberg

Cr Christine Stow

Cr Martin Taylor

Craig Lloyd, *Chief Executive Officer*

The Chief Executive Officer, Craig Lloyd will introduce members of the Executive Leadership Team:

Agata Chmielewski, *Director Community Wellbeing;*

Debbie Wood, *Director Infrastructure and Environment;*

Sarah Rowe, *Acting Director Corporate and Customer Services;*

Liam Wilkinson, *Acting Director Planning and Development;*

Janine Morgan, *Executive Manager Public Affairs;* and

Jacinta Stevens, *Executive Manager Office of Council and CEO.*

1.2 Apologies

1.3 Acknowledgement of Traditional Owners Statement

The Chair will read the following statement:

“On behalf of Council, I recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan and Taungurung People as the Traditional Owners of lands within the City of Whittlesea.

I would also like to acknowledge Elders past, present and emerging.”

1.4 Diversity and Good Governance Statement

The Chair will read the following statement:

“At the City of Whittlesea we are proud of our diversity and the many cultures, faiths and beliefs that make up our community. We strive to be an inclusive welcoming City that fosters active participation, wellbeing and connection to each other and this land. We commit as a Council to making informed decisions to benefit the people of the City of Whittlesea now and into the future, to support our community’s vision of A Place For All.”

1.5 Acknowledgements

2 Declarations of Conflict of Interest

3 Confirmation of Minutes of Previous Meeting/s

Recommendation

THAT the following Minutes of the preceding meeting as circulated, be confirmed:

- **Scheduled Meeting of Council held on 18 March 2025.**

4 Public Questions, Petitions and Joint Letters

4.1 Public Question Time

4.2 Petitions

4.2.1 Request for the Installation of Speed Humps in Mabel Street Doreen

A petition has been received from 57 resident requesting Council take immediate action concerning the installation of speed humps in Mabel Street Doreen due to concern of resident safety.

Recommendation

THAT Council

- 1. Note the petition relating to Mabel Street Doreen.**
- 2. Refer the matter to the Chief Executive Officer for consideration.**
- 3. Note the Chief Executive Officer will provide all Councillors with information at a future briefing in relation to the concerns raised in the petition.**

4.3 Joint Letters

No Joint Letters

5 Officers' Reports

5.1 Planning Scheme Amendment C251 - Rezoning at 307 Bridge Inn Road and 390 Masons Road, Mernda - Planning Panel Outcome and Adoption

Director/Executive Manager: Acting Director Planning & Development

Report Author: Strategic Planner

In Attendance: Strategic Planner

Executive Summary

This report relates to the rezoning of land at 307 Bridge Inn Road and 390 Masons Road, Mernda, to allow for residential development. The rezoning will apply to 21 hectares of land across two parcels to deliver 180-200 dwellings on one parcel and a retirement village and aged care facility on the other. The rezoning will also facilitate that transfer of 35 hectares of land to Council ownership for incorporation into the Quarry Hills Parkland.

An amendment to the Whittlesea Planning Scheme (Amendment C251wsea) is required to allow for the proposed use and development.

Amendment C251 is at the Council Adoption stage of the Planning Scheme Amendment process, having already progressed through two rounds of Council Decision and public exhibition. The purpose of this report is to detail the outcomes of the independent Planning Panel held to consider this Amendment, including discussion of the Panel Report, and for Council to decide on the adoption of the Amendment.

The Amendment applies to approximately 56 hectares of land across the two sites at 307 Bridge Inn Road and 390 Masons Road, Mernda, (*refer to Attachment 1*). The sites are currently used for animal grazing and are bound by Bridge Inn Road to the south, Masons Road to the north, residential development to the east and green wedge land to the west.

The Urban Growth Boundary (UGB) runs through the sites. The UGB is the boundary placed around Metropolitan Melbourne to contain urban growth within the boundary and to protect and conserve peri-urban land outside the boundary agriculture, environmental, historic, landscape, recreational and tourism uses. The properties were brought within the UGB in 2010 through Amendment VC68. This Amendment, which was led by the Victorian Government expanded the UGB to address the identified need for 600,000 additional dwellings in metropolitan Melbourne.

Approximately 21 hectares of the subject land sit within the UGB and 35 hectares outside the UGB. The land within the UGB is currently zoned Farming Zone, and it was always intended, through its inclusion within the UGB, to be rezoned for urban development. The land outside the UGB is currently zoned Green Wedge Zone. The Amendment proposes to rezone only the Farming Zone land within the UGB for residential use. The Green Wedge land will remain in the Green Wedge Zone.

The Amendment will facilitate the development of the 'urban' land for residential purposes and apply a development plan overlay to the rezoned land to ensure this residential development is subject to the same planning controls as the adjacent residential land.

Significantly, the Amendment also facilitates the assembly of the Quarry Hills Regional Parkland (the Parkland), now known as Quarry Hills Parkland, with the GWZ land transferred to Council and incorporated into the Parklands. The Quarry Hills Parkland is a Council master-planned open space at the heart of the City of Whittlesea, providing conservation, cultural, landscape and recreation uses. The new residential community will benefit from the amenity and recreational opportunities afforded by being in close proximity to the Parkland.

Council resolved to seek authorisation from the Minister for Planning to prepare and exhibit the Amendment at its March 2023 Council Meeting. The Amendment was then exhibited to surrounding residents, landowners and government agencies, including the Environmental Protection Authority (EPA) in August and September 2023.

Nine submissions were received through the exhibition process. As a number of these submissions could not be satisfactorily resolved, Council resolved at its August 2024 Council Meeting to request a Planning Panel be appointed to consider the amendment and submissions.

The report by the Panel members is strongly supportive of the Amendment (*refer to Attachment 2*). The report finds the Amendment to have strong strategic support and significant net community benefit through the contribution of 35 hectares of land for the Parkland. The Panel found that the matters raised in submissions had either been satisfactorily addressed or would be satisfactorily addressed at a later stage of the planning process, which the Amendment makes provisions for. The panel report recommends no changes are made and that the Amendment be adopted as exhibited (*refer to Attachment 3*).

The Amendment will enable the development of housing with access to existing shops, schools, community and recreation facilities. The Amendment will also deliver a net community benefit through the incorporation of 35 hectares of public open space into the Quarry Hills Parkland. This report recommends that Council support the Panel Report recommendation and resolve to adopt the Amendment as exhibited.

Officers' Recommendation

THAT Council:

- 1. Note the Panel Report at Attachment 2, which supports and recommends Council adopt Amendment C251wsea - Rezoning part of land at 307 Bridge Inn Road and 390 Masons Road, Mernda.**
- 2. Adopt Planning Scheme Amendment C251wsea to the Whittlesea Planning Scheme as exhibited and as included at Attachment 3.**
- 3. Submit Amendment C251wsea to the Minister for Planning for approval.**
- 4. Advise the proponent and submitters to Amendment C251wsea of the above.**

Background / Key Information

Subject Site

The sites subject to the Amendment comprise two properties located in the western extent of Mernda at 307 Bridge Inn Road and 390 Masons Road. They are bound by Bridge Inn Road to the south, Masons Road to the north, residential development to the east and green wedge land to the west. The properties total 56 hectares in area and are currently used mainly for grazing.

The sites are bisected by the Urban Growth Boundary (UGB) as a result of the UGB expansion implemented through Planning Scheme Amendment VC68 in 2010 (*refer to Attachment 4*). This Amendment identified new parcels of non-urban land which were potentially suitable for urban development and incorporated them in the UGB. This was driven by the State Strategic Plan, Melbourne at 5 Million, which identified the need for an additional 600,000 dwellings in metropolitan Melbourne.

The part of the sites within the UGB remained in a non-urban zone, Farming Zone, with the direction being to rezone the land for urban development following further strategic planning and assessment. The parts of the land inside the UGB were identified for future residential development in the North Growth Corridor Plan which was prepared by the Growth Areas Authority in 2012.

Quarry Hills Parkland

The Quarry Hills Parkland (the Parkland) is one of the defining open space and landscape features in the City of Whittlesea. The Parkland was first proposed in the South Morang Local Structure Plan (SMLSP), approved in February 1997. The subdivision of land within the SMLSP facilitated the transfer of the first landholding for the Parkland to Council. The Parkland has since been designated a regional park due to its environmental, landscape and cultural significance.

The North Growth Corridor Plan, draft Northern Metro Land Use Framework Plan (Department of Environment, Land, Water and Planning, 2021) and Whittlesea Municipal Planning Strategy (MPS) recognise the Quarry Hills Parkland as regional open space.

The Parkland has been master-planned by Council to expand the former Quarry Hills Bushland Park ensuring vital recreation, habitat, cultural and biodiversity facilities are protected and enhanced. The transfer of land for the Parkland from private ownership to Council ownership has been linked to the rezoning of land brought into the UGB since the 2010 expansion. As the UGB is determined generally by the 185m contour line, rather than property boundaries, most properties feature land both inside and outside of the UGB. As landowners seek the rezoning of the urban portion of their properties, the non-urban portion is transferred to Council for use in the Parkland.

This is secured via a voluntary Section 173 Agreement. This agreement locks in the requirement to transfer the land, the timing for the transfer, and the condition of the land when transferred. The agreement is registered on title, so the obligation runs with the property, not with the landowner. If the property were to sell, the requirement to transfer the land would still be applied.

Through this process Council has secured over 70% of the ultimate parkland well in advance of the original 40-year project timeline. The Parkland currently comprises 430 hectares in direct Council ownership, and a further 290 hectares secured in agreements with the ultimate size being approximately 1,000 hectares by 2040 (*refer to Attachment 5*). The Parkland will also contribute to Department of Transport and Planning's strategy for establishing a Grassy Eucalypt Woodland Protected Area as part of the Melbourne Strategic Assessment.

Land Transfer and Developer Contributions

In 2020, Council received the request to begin the rezoning process from the landowners, Pitamara Pty Ltd. As mentioned above, before a planning scheme amendment process begins, the transfer of the non-urban land to Council for incorporation into the Quarry Hills Parkland must be secured via a Section 173 agreement.

An agreement is also required covering the payment of developer contributions to fund local infrastructure, open space and community facilities in the surrounding area and the application of a Growth Area Infrastructure Contribution (GAIC) equivalent contribution for the area to be rezoned for residential purposes. This contribution is usually charged by the State Government to fund higher order infrastructure in the broader area. This State charge is not triggered in this instance, so Council imposes an equivalent charge which Council will manage and use to contribute to the provision of higher order infrastructure. The section 173 agreement was signed and sealed by the Council delegate on 25 August 2022.

Amendment Proposal

The Amendment proposes to rezone the urban portion (21 hectares) of the subject land within the UGB from Farming Zone to the General Residential Zone to enable development for residential purposes consistent the expansion of the UGB in 2010, with the North Growth Corridor Plan (Growth Areas Authority (GAA), 2012) and all subsequent strategic planning documents designating the site for urban use.

Specifically, the Amendment will:

- rezone the urban land to GRZ Schedule 1;
- apply the Development Plan Overlay Schedule 27 (DPO27) to the rezoned land;
- apply the Vegetation Protection Overlay Schedule 1 (VPO1) to the rezoned land; and
- delete the Environmental Significance Overlay Schedules 1 and 5 from the rezoned land.

Land to be transferred to the Quarry Hills Parkland will be retained in the Green Wedge Zone.

The Amendment will facilitate the development of the urban land for residential purposes including opportunities for housing at similar densities to adjoining residential areas and potential for retirement living and aged care, which will be further resolved at the Development Plan stage of the planning process.

It is proposed to apply the Development Plan Overlay (Schedule 27) and the Vegetation Protection Overlay (Schedule 1) to the land proposed to be rezoned. This is in line with the rezoning of neighbouring sites which were brought into the UGB with the 2010 expansion and have subsequently been rezoned. The DPO27 and VPO1 will ensure development complements the existing residential area and considers conservation values. The future Development Plan assessment will consider appropriate interfaces to the Quarry Hills, ensuring its protection from urban encroachment.

Further detail on the planning scheme amendment process can be found at Attachment 6.

Exhibition

Council received nine submissions through the exhibition of the Amendment. Five submissions objected to the amendment and requested it be abandoned. Four of the submissions against the Amendment were from neighbouring residents and one from Hanson, the operators of the near-by Wollert Landfill.

The issues raised in submissions included:

- land use compatibility with the nearby landfill;
- implementation of Environment Protection Authority (EPA) separation distances and guidelines;
- noise and disruption during development;
- impact on the road network; and
- loss of open space, habitat, views and community identity for the neighbouring residential area.

Landfill Buffer Guidelines

Prior to exhibition of the Amendment, the EPA exhibited draft updated buffer and industrial separation guidelines. The guidelines proposed expanding the recommended separation between landfills and sensitive uses, such as residential, from the current 500 metres to 1,500 metres to address potential harm from odour.

The new guidelines also increased separation distances for 'dust issues' to 500 metres which therefore does not apply to the subject development as it is located much further than 500 metres from the dust generation.

In respect to odour issues, the new guidelines did make provision for reducing the 1,500 metres separation distance to 1,000 metres where an odour risk assessment has determined the buffer could be reduced without impact on human health. Due to the subject site's proximity to the Wollert Landfill and Quarry, this proposed change to the guidelines had the potential to affect the Amendment. The EPA advised Council how to measure the distance between uses, i.e., which elements of the landfill determined the boundary of the use. Using this, and as confirmed by the EPA, the subject site sat over 2,000 metres from the Wollert landfill.

Hanson's submission provided alternative measurements, which saw the subject sites now falling within the 1,500 metre buffer area. These differed from the previous EPA confirmed separation measurement. As the subject matter experts, Council engaged the EPA again.

The EPA confirmed Hanson's measurements, noting their previous advice relied on incomplete information and that the full detail of which areas of the site were to be used for landfilling had not been shared with Council. Landfill cells were located further east than originally advised. This brought the subject sites within the 1500 metre buffer, with 307 Bridge Inn Road approximately 1130 metres from the eastern most cell and 390 Masons Road 1030 metres from the nearest cell.

The draft guidelines feature a note advising *"The 1500m buffer may be varied to a minimum of 1000m with an appropriate odour risk assessment that demonstrates an alternative buffer is acceptable."*

The EPA and Council advised the proponent of the new calculations and the need for the odour risk assessment to determine if a reduced buffer was appropriate in this situation. The Amendment was paused while this assessment was undertaken.

The odour risk assessment, performed by a suitably qualified professional, found that due to the prevailing winds at the Landfill, the risk to health and amenity posed by odour was acceptable in the area 1000m-1500m from the landfill at the subject site. EPA has reviewed and endorsed the outcomes of the assessment. The EPA's confirmation of the assessment was shared with Hanson as the relevant submitter, however, the Hanson submission was not withdrawn prior to the Panel hearing.

Planning Panel and Panel Report

As the submissions to exhibition could not be resolved, Council resolved at its August 2024 meeting to request a Planning Panel be appointed to consider all submissions.

The Planning Panel was held on 26 & 27 November 2024. Parties to the Panel were Council, the proponent, Hansons and a community member representing the four resident objectors.

At the Directions Hearing conducted by the panel, Hanson advised the Panel they were no longer seeking the Amendment to be abandoned, being satisfied with the recommendations of the odour risk assessment and EPA's endorsement of the assessment. However, they requested to remain part of the panel process and to be afforded the opportunity to present a submission.

Following the hearing, the panel members published the Panel Report in January 2025. Detail of the matters discussed and Panel's respective recommendations are discussed following.

Strategic Justification

The Panel found the Amendment has a sound strategic basis regarding the use of the site for both residential development and open space. They found the rezoning component aligns with the inclusion of the site within the UGB via Amendment VC68 (2010) and with the *Northern Growth Corridor Plan 2012* which shows the urban portion of the site as residential. A number of subsequent State and Council strategic documents have supported and reinforced this residential designation.

Regarding the transfer of the balance land for inclusion in the Quarry Hills Parkland, the report advises "this part of the subject land will provide an important contribution to one of Melbourne's most significant land assemblage exercises". They also find that this provides the Amendment's strong community net benefit. Once again, the report notes the long history of strategic planning for the Quarry Hills Parkland, beginning with the *South Morang Local Structure Plan* in 1997.

Landfill Buffer

Rather than the landfill buffer distance being a live issue for consideration, the panel was presented with the chronology of events relating to the buffer issue. The relevant stakeholders, including the EPA, had previously been satisfied the separation distance between the landfill and the residential sites was appropriate and posed no risk to human health or risk to the operation of the landfill.

Loss of open space, habitat, views, solar access and community identity

Submissions from neighbouring residents raised concerns over residential development occurring on what is currently vacant farmland. These concerns related to a loss of views, loss of habitat, over shadowing, and the loss of the particular urban fringe identity.

Council submitted that the Amendment in fact permanently secure 35 hectares of land in public ownership for public use while protecting flora, fauna and landscape views.

The Panel agreed with Council's position and highlighted the protection for existing solar panels embedded in the planning scheme.

Traffic and congestion post-development

A number of submissions from neighbouring residents raised concerns about the increased traffic and congestion that residential development would generate. Council's submission to Panel referred to the requirements of DPO27, to be applied to the rezoned land, which requires a transport strategy which provides for a road network with a high degree of internal and external connectivity and permeability. Council also identified that three existing roads have been planned so that they can be extended and provide access to each of the two sites, these being Porepunkah Street, Langdon Drive and Henwood Rise to 307 Bridge Inn Road and Brunton Drive, Lockhart Street and Masons Road to 390 Masons Road. DPO27 is the same planning control that was applied to the developed residential land to the east of the subject site, and which resulted in a robust transport network which will accommodate development of the subject land through extension of the above-mentioned existing roads abutting the site.

The Panel members agreed with submitters that residential development of the subject sites would increase traffic generation, though agreed with Council that the application of the DPO27 will ensure that these traffic matters will be properly addressed in the preparation of a development plan for the subject sites.

Construction noise and disruption

Neighbouring submitters raised concerns over the noise, dust and disruption that construction on the subject sites would create. Council's submissions acknowledged the potential for this type of disruption during any construction project. It is because of this that Council has developed a practice of requiring a site management plan or construction environmental management plan as part of any permit granted. These must address issues like construction vehicle access routes and measures to minimise the impact of noise and dust. These plans can and will be developed to minimise disruption to existing residents and manage site access and movement for construction vehicles.

The Panel was satisfied that these types of impacts would be appropriately addressed through planning permit conditions imposing either a site management plan or construction environmental management plan.

Rationale for recommendation

It is recommended that Council resolve to adopt the Amendment in its exhibited form and request approval of the Amendment by the Minister for Planning.

The Amendment will provide a number of positive outcomes, including:

- The provision of housing proximate to existing services and infrastructure in Mernda including schools, shops, community and recreation facilities.
- The continued assemblage of the Quarry Hills Parkland in public ownership.

The Amendment will see the implementation of long held strategic plans for the subject sites dating back to 1997 (South Morang Local Structure Plan) and 2012 (Northern Growth Corridor Plan) respectively.

The Amendment has been through a thorough and rigorous assessment via public exhibition and the planning panel process, which supported the Amendment and acknowledged the strong net community benefit to be delivered by the incorporation of 35 hectares of land into the Quarry Hills Parkland and commended Council's Quarry Hills project as "one of Melbourne's most significant open space land assemblage exercises".

The resolution would align with the previous Council decision of August 2024, which was to support the Amendment in its exhibited form.

Alignment to Community Plan, Policies or Strategies

Alignment to Whittlesea 2040 and Community Plan 2021-2025:

Liveable Neighbourhoods

Our City is well-planned and beautiful, and our neighbourhoods and town centres are convenient and vibrant places to live, work and play.

Response:

Residential development of the subject sites will be guided by a Development Plan to ensure well planned and orderly development. The land to be incorporated into the Parkland will provide for active and passive recreation for future and existing residents.

Sustainable Environment

We prioritise our environment and take action to reduce waste, preserve local biodiversity, protect waterways and green space and address climate change.

Response:

The amendment will facilitate the transfer of 35Ha of land to Council for inclusion in the Quarry Hills Regional Parkland. This will provide an enduring and permanent development boundary preventing any further urban expansion and protecting and conserving land of significant conservation and landscape value.

Considerations of *Local Government Act (2020)* Principles**Financial Management**

The fee for submitting the Amendment to the Minister for Planning for approval is included in the current operational budget (\$530.70).

The cost of conducting the Panel Hearing was borne by the proponents. In accordance with the *Planning and Environment Act 1987*, the proponent has also paid Council a fee to assist with the resources required to consider submissions and adoption of the Amendment. Council was responsible for covering the cost of its representation at the Panel Hearing which came from its operational budget.

A s173 agreement has been executed with the proponent which formalises the liability to pay developer contributions to fund essential infrastructure in the area.

Community Consultation and Engagement

The Amendment was publicly exhibited from 29 August 2023 to 1 October 2023. Notifications were sent to 68 owners and occupiers adjacent to the subject sites, to seven potentially affected agencies, including the EPA, and to prescribed Ministers. Notification was also published in the Northern Star Weekly on Tuesday 29 August and in the Government Gazette on 31 August.

Nine submissions were received during the exhibition. Further conversations took place between Council officers and submitters, though not all submissions were able to be resolved. The submissions were then referred to an independent Planning Panel, providing another opportunity for submitters to engage in the Amendment process.

Other Principles for Consideration**Overarching Governance Principles and Supporting Principles**

- (b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- (d) The municipal community is to be engaged in strategic planning and strategic decision making.
- (h) Regional, state and national plans and policies are to be taken into account in strategic planning and decision making.

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of the *Local Government Act* or any other Act.

Council Policy Considerations**Environmental Sustainability Considerations**

The Amendment will protect land of environmental importance through the incorporation of land into the Quarry Hills Parkland. This is in line with a number of Council policies that reference or guide the planning of the Quarry Hills Parkland including:

- *South Morang Local Structure Plan (1997);*
- *Open Space Strategy (2016);*
- *Green Wedge Management Plan (2023);*
- *Environmental Sustainability Strategy (2013);*
- *Quarry Hill Bushland Park Masterplan (2009);* and
- *Quarry Hills Parkland Future Directions Plan (2023).*

The DPO27 features a number of sustainability focused requirements for the development of the site. These include:

- retention of existing native vegetation;
- incorporation of a cycling network within the street network;
- innovative subdivision layout, urban design and built form responses that respond to the site and park interface;
- a landscape strategy that is to consider the enhancement of habitat values in open spaces; and
- a stormwater management strategy which considers water sensitive urban design principles which provides for protection of natural systems and integrated water management.

Social, Cultural and Health

The Quarry Hills Parkland Future Directions Plan was created in close collaboration with the Traditional Owners, the Wurundjeri Woi-wurrung. A key part of the plan is to return cultural practices to Country.

Economic

The development will have a positive economic impact through the development of the site for housing.

Legal, Resource and Strategic Risk Implications

With respect to Strategic Risks, the Amendment implements the Parkland assemblage method Council first adopted in the *South Morang Local Structure Plan (1997)* and which has continued to be a strategic priority. Should the Amendment be abandoned, the continued assemblage of the Quarry Hills Parkland will be put at risk.

The s173 agreement which secures the transfer of the land into the Quarry Hills Parkland ensures that the land is to be transferred free of encumbrances and land contamination.

Policy, Strategy and Legislation

Planning and Environment Act 1987

The *Planning and Environment Act 1987* (the Act) is the primary legislation guiding planning in the State of Victoria. The Act outlines the process for amending a Planning Scheme.

The Amendment implements the objectives of the Act which is detailed in the Explanatory Report included in the Amendment documents at Attachment 3.

Ministerial Directions

The Amendment considers and complies with the following ministerial directions:

- Ministerial Direction: The Form and Content of Planning Schemes.
- Ministerial Direction 1 – Potentially Contaminated Land.
- Ministerial Direction 9 - Metropolitan Strategy.
- Ministerial Direction 11 - Strategic Assessment of Amendments.
- Ministerial Direction 19 – On the preparation and content of Amendments that may significantly impact the environment, amenity and human health.

Planning Practice Notes

The Amendment is consistent with:

- Planning Practice Note 23: Applying the Incorporated Plan and Development Plan Overlays
- Planning Practice Note 90: Planning for Housing
- Planning Practice Note 92: Managing Buffers for Land Use Compatibility

Planning Assessment

Municipal Planning Strategy

- Clause 02.03-1 of the Whittlesea Planning Scheme (Settlement – Urban growth) seeks to protect the non-urban breaks between growth areas, to reinforce the urban growth boundary while protecting environmental assets.

Response: In rezoning the land, a hard border between urban and Green Wedge land is implemented with protection of the green wedge land a prime consideration.

- Clause 02.03-9 of the Whittlesea Planning Scheme (Settlement – Open space) seeks to facilitate the assembly of the Quarry Hills Regional Parkland.
Response: In facilitating the proposed rezoning of part of the subject site, Council will be transferred the balance of 35 hectares of land for the Quarry Hills Regional Parkland.

Planning Policy Framework

- Clause 11.01-1L of the Whittlesea Planning Scheme (Green wedge areas) seeks to define boundaries that preserve the integrity of both rural and urban areas.
Response: The amendment supports a natural, landscape-based boundary to urban growth, including use of identified open space, such as Quarry Hills Regional Parkland.
- Clause 11.02-3S of the Whittlesea Planning Scheme (Sequencing of development) seeks to require new development to make a financial contribution to the provision of infrastructure such as community facilities, public transport, and roads.
Response: If the Amendment is gazetted, the payment of Development Contributions and Growth Area Infrastructure Contribution (equivalent) will be required in accordance with the existing Section 173 Agreement between Council and the landowner.
- Clause 16.01-1S of the Whittlesea Planning Scheme (Housing supply) seeks to ensure an appropriate quantity, quality and type of housing is provided.
Response: The proposed rezoning will facilitate 21 hectares of additional residential land in the growth area of Mernda. The preparation of a Development Plan in accordance with DPO27 will guide the delivery of high-quality residential development and neighbourhood design.

State Government Planning Strategies

The Amendment is consistent with and implements:

- The North Growth Corridor Plan (2012) which identifies the urban land for residential use and the non-urban land for open space as part of the Quarry Hills Regional Parkland;
- *Plan Melbourne (2014)* which identifies the Quarry Hills Regional Parkland; and
- Draft Northern Metro Land Use Framework Plan (2021) which seeks to secure a 15-year supply of housing and protect the green wedge.

Implementation Strategy

Communication

Should Council resolve to adopt the Amendment, officers will submit the Amendment to the Minister for Planning for consideration. Officers will notify the proponent and submitters when this has occurred.

Critical Dates

- Council Resolution to seek Authorisation to prepare and exhibit Planning Scheme Amendment: 21 March 2023.
- Authorisation granted by Minister for Planning: 24 July 2023.
- Exhibition of Planning Scheme Amendment: 29 August 2023 – 1 October 2023.
- EPA request Odour Risk Assessment, Amendment paused: 25 October 2023.
- Council Resolution to request a Planning Panel be Appointed: 20 August 2024.
- Directions hearing: 30 October 2024.
- Panel Hearing: 26 & 27 November 2024.
- Panel Report: 6 January 2025.

Declaration of Conflict of Interest

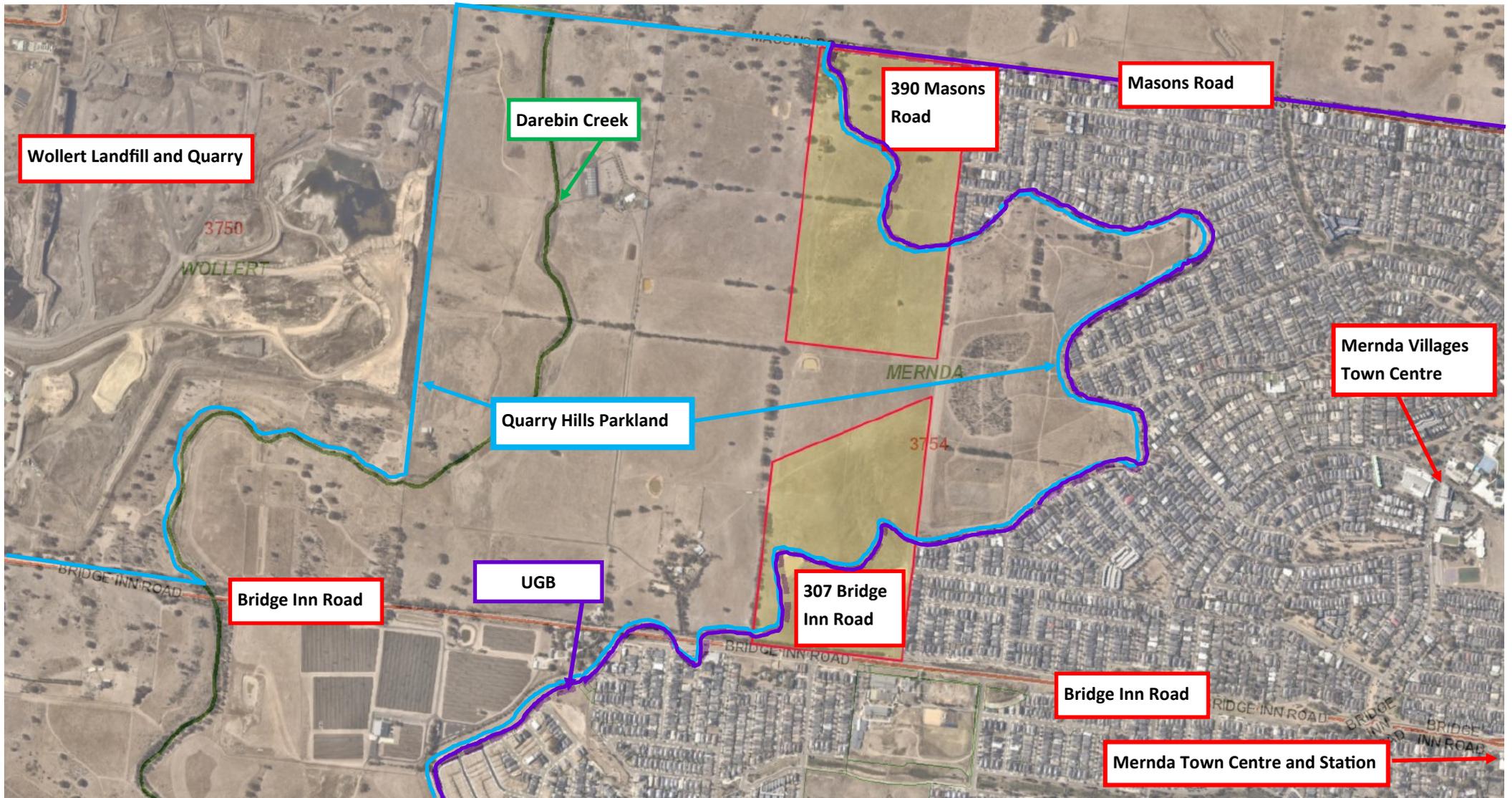
Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Attachments

1. Subject Site Plans [5.1.1 - 1 page]
2. C251 Planning Panel Report [5.1.2 - 34 pages]
3. C251 Planning Scheme Amendment Documents [5.1.3 - 17 pages]
4. Urban Growth Boundary and Existing Zoning Plan [5.1.4 - 1 page]
5. Quarry Hills Parkland Plan [5.1.5 - 1 page]
6. C251 Planning Scheme Amendment Process [5.1.6 - 1 page]

Attachment 1: Subject sites and context



**Planning
Panels
Victoria**

**Whittlesea Planning Scheme Amendment C251wsea
307 Bridge Inn Road and 390 Masons Road, Mernda**

Panel Report

Planning and Environment Act 1987

6 January 2025

How will this report be used?

This is a brief description of how this report will be used for the benefit of people unfamiliar with the planning system. If you have concerns about a specific issue you should seek independent advice.

The planning authority must consider this report before deciding whether to adopt the Amendment.

[section 27(1) of the *Planning and Environment Act 1987* (the PE Act)]

For the Amendment to proceed, it must be adopted by the planning authority and then sent to the Minister for Planning for approval.

The planning authority is not obliged to follow the recommendations of the Panel, but it must give its reasons if it does not follow the recommendations. [section 31 (1) of the PE Act, and section 9 of the *Planning and Environment Regulations 2015*]

If approved by the Minister for Planning a formal change will be made to the planning scheme. Notice of approval of the Amendment will be published in the Government Gazette. [section 37 of the PE Act]

Planning Panels Victoria acknowledges the Wurundjeri Woi Wurrung People as the traditional custodians of the land on which our office is located. We pay our respects to their Elders past and present.

Planning and Environment Act 1987

Panel Report pursuant to section 25 of the PE Act

Whittlesea Planning Scheme Amendment C251wsea

307 Bridge Inn Road and 390 Masons Road, Mernda

6 January 2025



David Merrett, Chair



Mandy Elliott, Member

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Glossary and abbreviations

Council	Whittlesea City Council
DPO27	Development Plan Overlay Schedule 27
EPA	Environment Protection Authority
EP Act	Environment Protection Act 2017
ESO	Environmental Significance Overlay
GRZ	General Residential Zone
Hanson	Hanson Construction Materials Pty Ltd and Hanson Landfill Services Pty Ltd
Landfill BPEM	EPA Publication 788 <i>Best Practice Environmental Management Publication Siting, design, operation and rehabilitation of landfills</i>
MWRRIP	Metropolitan Waste and Resource Recovery Implementation Plan
PE Act	<i>Planning and Environment Act 1987</i>
PEC	Pollock Environment Consultant
Planning Scheme	Whittlesea Planning Scheme
Proponent	Pitamara Pty Ltd

subject land 307 Bridge Inn Road and 390 Masons Road, Mernda
SWRRIP Statewide Waste and Resource Recovery Infrastructure Plan
UGB Melbourne Urban Growth Boundary

Overview

Amendment summary	
The Amendment	Whittlesea Planning Scheme Amendment C251wsea
Brief description	Rezones part of the land to the General Residential Zone and facilitates the creation of a balance lot for the Quarry Hills Regional Parkland
Subject land	307 Bridge Inn Road and 390 Masons Road, Mernda
The Proponent	Pitamara Pty Ltd
Planning Authority	Whittlesea City Council
Authorisation	24 July 2023, with a condition
Exhibition	29 August to 1 October 2023
Submissions	Number of Submissions: 9 Opposed: 4 <ul style="list-style-type: none"> • Hanson Construction Materials Pty Ltd and Hanson Landfill Services Pty Ltd (Hanson) • Petition with 175 signatures • Paul Dwyer • AJ (complete name not provided) • D Potts and N Pearse • Townshend Mernda Pty Ltd • Somerset Group Holdings Ltd • Jon Michael • Environment Protection Authority (EPA)
Panel process	
The Panel	David Merrett (Chair) and Mandy Elliott
Directions Hearing	By video, 30 October 2024
Panel Hearing	Mernda Social Support Centre and by video, 26 and 27 November 2024
Site inspections	Unaccompanied, 26 and 27 November 2024
Parties to the Hearing	Whittlesea City Council represented by Brianna Eastaugh of Maddocks solicitors Proponent and Somerset Group Holdings represented by Emma Peppler of Counsel Townshend Mernda Pty Ltd represented by Gary Steigenberger of Chris Smith & Associates Pty Ltd Hanson represented by Jordan Wright of Counsel
Citation	Whittlesea Planning Scheme PSA C251wsea [2025] PPV
Date of this report	6 January 2025

Executive summary

Whittlesea Planning Scheme Amendment C251wsea (the Amendment) seeks to:

- facilitate residential development of part of the 307 Bridge Inn Road and 12 hectares of 390 Masons Road (subject land) that is inside the Melbourne Urban Growth Boundary (UGB)
- create a lot to be transferred to the City of Whittlesea for the purposes of the Quarry Hills Regional Parkland.

Specifically, the Amendment proposes to:

- rezone 9 hectares of the subject land from Farming Zone to General Residential Zone 1 (GRZ1)
- apply a Development Plan Overlay (DPO27) to the GRZ1 land
- apply a Vegetation Protection Overlay Schedule 1 to the GRZ1 land
- delete the Environmental Significance Overlay (ESO) Schedules 1 and 5 from the GRZ1 land.

The Amendment was exhibited from 29 August to 1 October 2023. Nine submissions were received; four of which opposed the Amendment.

Key issues raised in submissions included:

- the adequacy of the buffer to the Wollert landfill
- construction noise and disruption
- traffic and congestion post-development
- loss of open space, habitat, views and community identity.

The Panel finds there is strong strategic support for:

- the rezoning of part of the subject land for residential development
- the contribution of 35 hectares of the land balance to the Quarry Hills Regional Parkland.

This strategic basis is derived from the *North Growth Corridor Plan*, Growth Areas Authority (2012) that shows the delineation of the residential and open space parts of the subject land. All subsequent strategic work supports this outcome.

The Panel finds there is a strong net community benefit with the contribution of 35 hectares of land to the Quarry Hills Regional Parkland. This contribution will assist in protecting open space, habitat and landscape values for current and future generations.

The Panel finds construction noise and disruption can be addressed with a construction management plan that would be a permit condition for any land subdivision. Similarly, traffic generation and congestion will be addressed at the development plan stage with the preparation of the traffic assessment.

Recommendation

Based on the reasons set out in this Report, the Panel recommends that Whittlesea Planning Scheme Amendment C251wsea be adopted as exhibited.

1 Introduction

1.1 The Amendment

The purpose of the Amendment is to:

- facilitate residential development of part of the subject land that is inside the UGB
- create a lot to be transferred to the City of Whittlesea for the purposes of the Quarry Hills Regional Parkland.

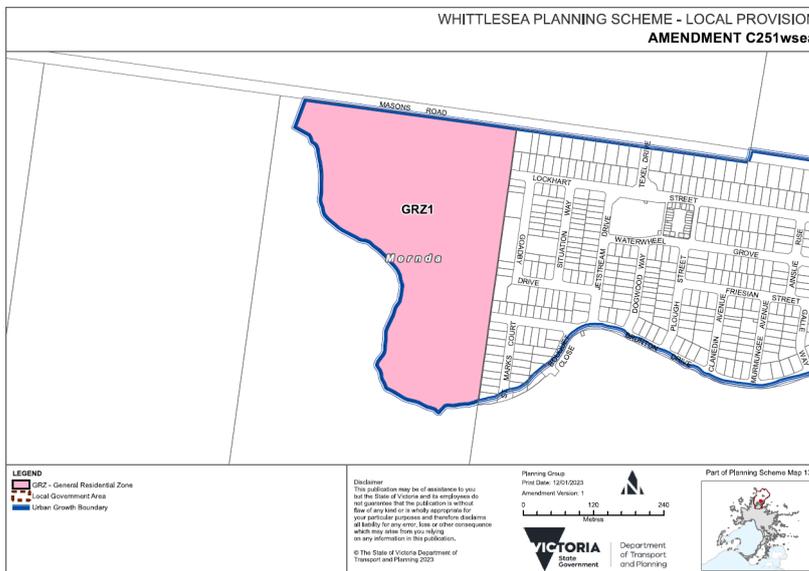
Specifically, the Amendment proposes to:

- rezone 9 hectares of 307 Bridge Inn Road and 12 hectares of 390 Masons Road (subject land), Mernda from Farming Zone to GRZ1
- apply DPO27 to the GRZ1 land
- apply a Vegetation Protection Overlay Schedule 1 to the GRZ1 land
- delete the ESO Schedules 1 and 5 from the GRZ1 land.

Figures 1 and 2 contain the zone maps. Figure 1 shows the proposed rezoning for 390 Mason Road, Mernda. Figure 2 shows the proposed rezoning for 307 Bridge Inn Road, Mernda. The blue line delineates the Urban Growth Boundary (UGB). Overall, the subject land has an area of 56 hectares. The balance of the subject land (35 hectares) and that part that remains in the Green Wedge Zone will become part of the Quarry Hills Regional Parkland.

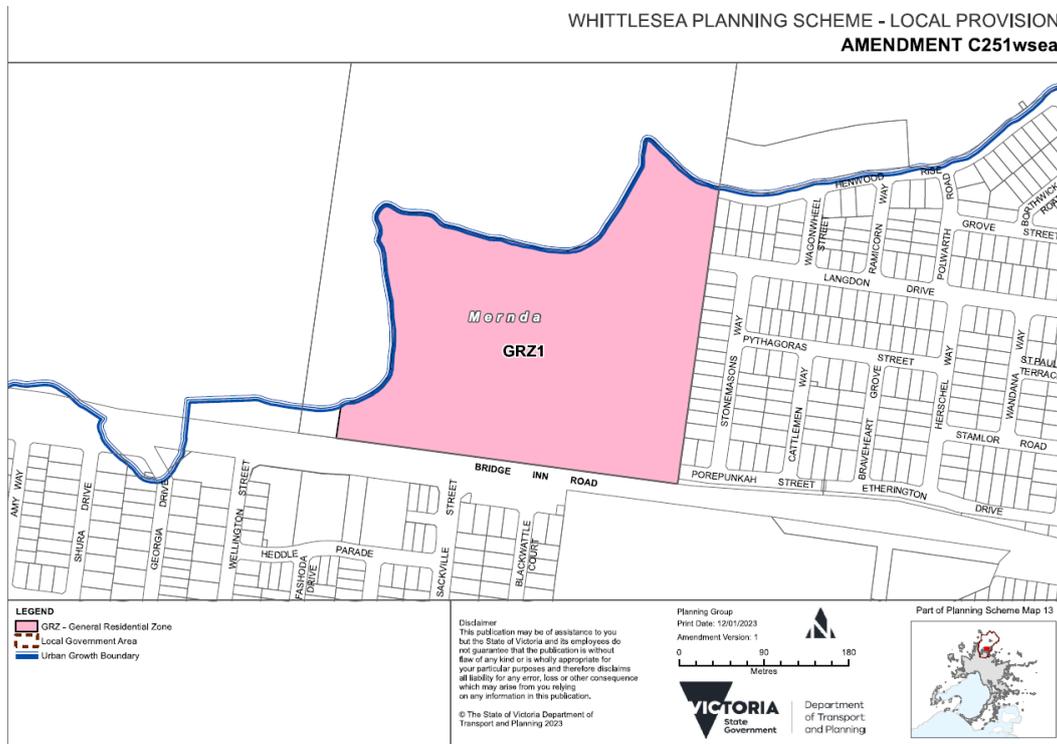
The Proponent entered into a Section 173 Agreement with Council on 25 August 2022 to transfer 35 hectares of the subject land through either the transfer for one dollar or vesting as a reserve to Council for the purposes of the Quarry Hills Regional Parkland assembly.

Figure 1 390 Masons Road, Mernda



Source: Amendment documentation

Figure 2 307 Bridge Inn Road, Mernda



Source: Amendment documentation

The DPO27 is an existing provision in the Whittlesea Planning Scheme (Planning Scheme) and applies to land developed for residential purposes to the east of the subject land. The DPO27 applies to that part of the land to be rezoned GRZ1.

As land is rezoned within the UGB, Council’s approach is to replace the ESO1 and ESO5 that relate to River Redgum Grassy Woodland ecological community with the Vegetation Protection Overlay Schedule 1.

1.2 The subject land

The Amendment applies to land outlined in red shown in Figure 3. The UGB in this area is defined by the 185 metre contour. Generally, land that is located above this contour remains in the Green Wedge Zone and strategically has been identified to contribute to the assembly of the Quarry Hills Regional Parkland.

A significant feature to the west of the subject land is the Wollert Landfill and Wollert Quarry, operated by Hanson. The eastern edge of this landfill and quarry is located approximately 1200 metres from the western edge of the proposed rezoning.

There is no direct vehicle access to the subject land from either Masons Road or Bridge Inn Road. Figure 4 contains a photo of 390 Masons Road from the western end of Lockhart Street. Figure 5 contains a photo of 307 Bridge Inn Road taken from the western of Langdon Drive.

The subject land comprises two separate titles with no common boundary. The subject land is undulating. 390 Masons Road contains some native vegetation; however, 307 Bridge Inn Road is cleared of native vegetation and contains two dams.

Figure 3 Aerial photo of the subject land and its context



Source: D7, paragraph 15

Figure 4 390 Masons Road from Lockhart Street



Source: Panel photo

Figure 5 307 Bridge Inn Road from Langdon Drive



Source: Panel photo

1.3 Background

Key parts of this Amendment are:

- residential development within the UGB
- the assembly of the Quarry Hills Regional Parkland.

The Quarry Hills Regional Parkland was first identified in the South Morang Local Structure Plan in 1997 with an area of approximately 1,100 hectares. To date there is 325 hectares that Council owns and manages, 104 hectares leased by Council, 289 hectares where there are agreements in place for the transfer of the land (including the subject land). The balance of 342 hectares remains in private ownership.

Council provided a helpful summary of the strategic background in its Part A submission. In summary:

- The *Mernda Strategy Plan* (approved October 2004 and amended December 2016) does not apply to the subject land but the application of the DPO27 and Vegetation Protection Overlay Schedule 1 in this Amendment were first used on land further east.
- The *Quarry Hills Bushland Park Masterplan* (2009) is the first master plan of the park, and an update was recently the subject of community consultation.
- The *North Growth Corridor Plan*, Growth Areas Authority (2012) contains Figure 6 that shows the first delineation of the residential parts and public open space parts of the subject land.

Figure 6 North Growth Corridor Plan as it affects the subject land (red)



Source: D7, paragraph 34

- The *Open Space Strategy* (2016) supports the assembly of the Quarry Hills Regional Parkland as:
 - having “the potential to become a major regional reserve and create a significant non-urban break between South Morang and Mernda”
 - being a “significant geological feature” which “affords spectacular views across the municipality and to the City of Melbourne skyline and beyond”.
- The *Quarry Hills Regional Parkland Landscape Masterplan*, Whittlesea City Council (February 2019) identifies the subject land as “properties subject to further investigation” for the transfer of land to the park.
- The *Quarry Hills Regional Parklands Future Directions Plan* prepared by Council and the Wurundjeri Woi wurrung Cultural Heritage Aboriginal Corporation (2023) identifies the subject land as forming part of the parkland.
- The *Green Wedge Management Plan* (2023) supports the assembly of the parkland and its regional role.

1.4 Relevant Amendment

Amendment C272wsea proposes to extend the use of the Wollert Landfill by introducing a Waste and Resource Recovery Centre at the landfill and rezoning the whole site to Special Use Zone Schedule 12 from the Green Wedge Zone. Council resolved to request Ministerial Authorisation on 19 March 2024 and is now finalising the documents for submission to the Minister for Planning.

Amendment C272wsea does not extend operations closer to the subject land.

1.5 The Panel’s approach

Key issues raised in submissions were:

- the adequacy of the buffer to the Wollert landfill

- construction noise and disruption
- traffic and congestion post-development
- loss of open space, habitat, views and community identity.

The Panel notes that since Council considered submissions on 20 August 2024 the impact of landfill buffers on the subject land has been resolved. This is considered in Chapter 3.

The Panel has assessed the Amendment against the principles of net community benefit and sustainable development, as set out in Clause 71.02-3 (Integrated decision making) of the Planning Scheme.

The Panel considered all written submissions made in response to the exhibition of the Amendment, observations from site visits, and submissions, evidence and other material presented to it during the Hearing. All submissions and materials have been considered by the Panel in reaching its conclusions, regardless of whether they are specifically mentioned in the Report.

This Report deals with the issues under the following headings:

- Strategic issues
- Wollert Landfill buffers
- Loss of open space, habitat, views, solar access and community identity
- Traffic and congestion post-development
- Construction noise and disruption.

1.6 Limitations

Some submitters raised issues that were outside the scope of the Amendment. These include:

- the Amendment is a surprise because Stockland advised residents to the east of the subject land that it could not be developed
- birds drop scavenged items from the Wollert Landfill onto surrounding properties
- the Wollert Landfill causes increased truck traffic that is disruptive
- the Wollert Landfill should be moved further from established dwellings and use of the incinerator stopped
- concerns about loss of views from private properties
- concerns that construction may cause disruption and associated negative impacts including crime.

These matters are not addressed further in this Report.

2 Strategic issues

2.1 Planning context

This chapter identifies planning context relevant to the Amendment. Appendix B highlights key imperatives of relevant provisions and policies.

Table 1 Planning context

	Relevant references
Victorian planning objectives	- section 4 of the PE Act
Municipal Planning Strategy	- Clause 02.03-1 (Settlement – urban growth) - Clause 02.03-2 Environmental and landscape values) - Clause 02.03-6 (Housing) - Clause 02.03-9 (Infrastructure – open space)
Planning Policy Framework	- Clause 11.01-1L (Green wedge areas) - Clause 11.02-1S (Supply of urban land) - Clause 11.02-3S (Sequencing of development) - Clause 11.03-2S (Growth areas) - Clause 12.05 (Significant environments and landscapes) - Clause 13.05-1S (Noise management) - Clause 13.07-1S (Land use compatibility) - Clause 16.01-1S (Housing)
Other planning strategies and policies	- Plan Melbourne Direction 4, Policies 4.1, 4.2
Planning scheme provisions	- Green Wedge Zone - Farming Zone - Environmental Significance Overlay
Planning scheme amendments	- Whittlesea Planning Scheme Amendment C272wsea
Ministerial directions	- Ministerial Direction 1 (Potentially Contaminated Land) - Ministerial Direction 9 (Metropolitan Planning Strategy) - Ministerial Direction 11 (Strategic Assessment of Amendments) - Ministerial Direction 19 (Amendments that may significantly impact on the environment, amenity and human health)
Planning practice notes	- Planning Practice Note 23: Applying the Incorporated Plan and Development Plan Overlays September 2022 - Planning Practice Note 30: Potentially Contaminated Land July 2021 - Planning Practice Note 46: Strategic Assessment Guidelines September 2022 - Planning Practice Note 90: Planning for Housing July 2023 - Planning Practice Note 91 Using the Residential Zones July 2023

- Planning Practice Note 92: Managing Buffers for Land Use
Compatibility March 2021

2.2 Strategic justification

(i) Submissions

Council submitted the Amendment was strategically justified because the:

- residential development of the land will meet demand for additional housing in a location that has been identified for residential development since 2012
- subject land is within the UGB
- Amendment protects the non-urban breaks between growth areas and delivers 35 hectares to the Quarry Hills Regional Parkland
- Amendment protects native vegetation (River Redgum) and biodiversity assets by retaining them in the Quarry Hills Regional Parkland
- Amendment protects the buffers of the Wollert landfill.

Submitters were concerned with specific issues such as the proximity of the Wollert Landfill and generally did not support the rezoning. These submitters did not submit the Amendment was not strategically justified.

The Proponent considered the Amendment had strong strategic justification. It stated¹:

- As part of Amendment VC68 - Delivering Melbourne's Newest Sustainable Communities, in 2010 the UGB was shifted to its present location, notably including the areas proposed to be re-zoned to GRZ1 as being within the UGB. At this time the subject sites were effectively identified as appropriate for urban purposes, albeit with the precise form of development subject to further detailed strategic assessment and site-specific investigation.
- The *North Growth Corridor Plan 2012* clearly marks the areas proposed to be re-zoned to GRZ1 as 'residential'.
- The Municipal Framework Plan in Clause 02.04-1 identifies the areas proposed to be re-zoned to GRZ1 as being 'urban land'.

Hanson, the operator of the Wollert Landfill and Wollert Quarry, initially objected to the Amendment as the buffer distance was not met. It has since amended its position after the:

- Landfill Buffer Guideline was finalised in August 2024
- Proponent prepared an Odour Risk Assessment and the addendum that found a buffer less than 1,500 metres and above 1,000 metres was appropriate.

Hanson now supports the Amendment which is discussed in detail in Chapter 3.

Townshend Mernda, as the prospective purchaser of the residential land at 390 Mason Road, Mernda, reiterated the support of Council and the Proponent. It submitted²:

Detailed assessment of the amendment against the Whittlesea Planning Scheme and enabling strategic documents has been set out in the exhibited amendment documentation as well as the Part A submissions by the responsible authority and proponent. These assessments demonstrate that the proposed amendment is based on well-established strategic directions, since 2010 when the Urban Growth Boundary was amended to include the land, the amendment now proposes for residential growth. The expectation for them to be developed, to effectively complete the Mernda Strategy Plan, is well documented.

¹ D27, paragraph 11

² D28, paragraphs 22 and 23

This amendment will contribute to the orderly development of the Mernda area and contribute to much needed housing supply as well as continuation of regional parkland for the benefit of Mernda and Victoria.

(ii) Discussion

The Panel considers the Amendment has strategic merit and has a strong net community benefit.

Parts of the subject land have been identified since 2012 for residential development and are, importantly, within the UGB. This designation has been supported by a range of other strategic documents prepared by Council and the state government since 2012. Importantly, the role of the balance of the subject land is also clear. This part of the subject land will provide an important contribution to one of Melbourne's most significant open space land assemblage exercises. While only 3 per cent of the Quarry Hills Regional Parkland, the Panel considers this is a major contribution to the protection of the River Redgum Grassy Woodland ecological vegetation community, landscape and the Amendment's net community benefit.

The submitters generally raised specific issues that are addressed in the following chapters. Residential development east of the subject land generally occurred between 2013 and 2017, after the part of the subject lands' designation within the UGB.

Clause 71.02-3 requires Council to balance conflicting objectives in favour of net community benefit and sustainable development. The residential role of part of the subject land was set in 2012 when it was included in the UGB. The open space role of the balance of the subject land was determined in 1997 by the South Morang Local Structure Plan and these roles have been reinforced over the years.

(iii) Conclusions

For the reasons set out in this Report, the Panel concludes that the Amendment:

- is supported by, and implements, the relevant sections of the Planning Policy Framework
- is consistent with the relevant Ministerial Directions and Practice Notes
- is well founded and strategically justified
- should proceed subject to addressing the more specific issues raised in submissions as discussed in the following chapters.

3 Wollert Landfill buffers

3.1 The issue

Hanson operate:

- the Wollert Quarry, which extracts, processes and treats between 1.5 and 2.5 million tonnes of basalt per annum
- the Wollert Landfill, which accepts a range of wastes and also incorporates a transfer station, an energy generation facility from the combustion of landfill gas and a solar energy facility.

The issue is whether the proposed buffers from the landfill site are adequate to meet odour requirements on proposed future sensitive uses.

3.2 Background

The Wollert Quarry (Work Authority 393) was first established in 1972, and it extracts, processes and treats between 1.5 and 2.5 million tonnes of basalt per year to supply materials for major commercial and infrastructure projects. The Wollert Quarry is subject to two planning permits which allow extractive industry uses and development in accordance with the approved Work Authority. Parts of the Wollert Quarry have been exhausted and are rehabilitated through the construction of landfill cells which are lined, filled with waste, capped and revegetated.

The Wollert Landfill has operated since 2000. It is licensed under the *Environment Protection Act 2017* (EP Act) to accept a range of wastes including putrescible, solid inert, shredded tyres, asbestos, and Category C contaminated soil. It incorporates a transfer station, an energy generation facility from the combustion of landfill gas and a solar energy facility. The Wollert Landfill is also subject to Planning Permit 701889 from May 1994 which allows its use and development as an engineered landfill that progressively rehabilitated quarried land and a waste transfer station in accordance with endorsed plans. The plans indicate future waste cells.

The Wollert Landfill is a key component of the waste management framework in metropolitan Melbourne, serving seven local councils, including the City of Whittlesea. It is identified as one of the 'Hubs of State Importance' in both the Statewide Waste and Resource Recovery Infrastructure Plan (SWRRIP) and the Metropolitan Waste and Resource Recovery Implementation Plan (MWRRIP). The SWRRIP notes the importance of the Wollert Landfill and states³:

It is important that urban planning allows adequate buffers and planning controls to protect the amenity of surrounding communities and prevent establishing incompatible uses that could impact on the functionality of the site over the long term.

Collectively, the SWRRIP and the MWRRIP highlight the significance of the Wollert Landfill in terms of meeting Melbourne's current and future requirements for landfill space and the importance of urban planning to provide the Wollert Landfill with adequate buffers and prevent incompatible land uses.

The Environment Protection Authority (EPA) Publication 788 *Best Practice Environmental Management Publication Siting, design, operation and rehabilitation of landfills* (Landfill BPEM) is the source document for best practice environmental management measures for landfills.

³ D31, paragraph 22

The EPA recently released the Landfill Buffer Guideline in August 2024. The Landfill Buffer Guideline provides advice on:

- human health and amenity risks posed by landfills
- separation distances for landfills
- appropriate land uses within landfill buffers.

The new Landfill Buffer Guideline supports the Landfill BEPM.

The Landfill Buffer Guideline sets out buffer requirements for landfills and states:

The information in this guideline replaces sections 5.1.5, 8.2.1 and 8.2.2 of the Landfill BEPM Siting, design, operation and rehabilitation of landfills (Landfill BEPM) (EPA publication 788).

For the Wollert Landfill, which accepts municipal (putrescible) waste (Type 2) with a tipping face equal or greater to 900 square metres, a buffer of 1,500 metres is required from sensitive uses, but this may be varied to a minimum of 1,000 metres with an appropriate odour risk assessment that demonstrates an alternative buffer is acceptable.

Hanson's submission to the exhibition of the Amendment requested it be abandoned as the buffers could not be met (that is, 1,500 metres from the landfill extent) and would allow incompatible land uses.

In its submission to the exhibited Amendment, the EPA outlined that the current Works Approval 22388 (issued in 1995):

allows the operator to develop the eastern portion of the site into landfill cells in the future, subject to obtaining an operating licence. What this means is that the distance between the landfill (measured from the leachate ponds and landfill cells (active, closed and future)) and the Site has been greatly reduced, and would no longer provide the 1500m buffer between the future landfill and future sensitive land uses that would establish once the Site is rezoned.

The EPA submission to the exhibited Amendment also noted⁴:

Given the information now at hand, it is now EPA's submission that:

- The landfill operator has a works approval to develop the eastern portion of the site into landfill cells, subject to obtaining an operating licence.
- It appears that the recommended buffer of 1500m for amenity impacts would no longer be met.
- The agent of change principle requires the person or entity proposing a land use or development (new or expanding, modified or varied) that may give rise to conflicting land uses, to provide evidence to the decision maker that any variation from a specified separation distance is appropriate.
- The proponent of the Amendment as the 'agent of change' will therefore need to prepare a risk assessment to demonstrate that a variation to the recommended buffer distance is appropriate, in that a reduced buffer would still:
 - protect human health and amenity from the effects of pollution and waste associated with an operating landfill; and
 - protect landfill operations from inappropriate land use and development nearby that may constrain its operations.

The Amendment shouldn't progress until this work is undertaken.

⁴ Page 3

As the subject land is between 1,000 and 1,500 metres from the Wollert Landfill (Figure 7), the Proponent commissioned Pollock Environment Consultant (PEC) to prepare an Odour Risk Assessment to determine the appropriate buffer distance to the proposed residential land uses.

Figure 7 Proximity of the Wollert Landfill to the subject land (blue)



Source: D14 page 16

The Odour Risk Assessment (March 2024) analysed previous EPA field odour surveys and applied directional (for example, wind direction) buffers to the Wollert Landfill. The assessment found that⁵:

- analysis of the EPA field odour surveys demonstrates that the default 1,500 metre separation distance to the east of the landfill can be reduced by at least 500 metres to account for the directional variation
- the subject land is not constrained from sensitive land use when the directional variation in atmospheric dispersive capacity at Wollert Landfill is taken into account
- the degree of clearance of the Subject Land from the directional buffer is sufficient to allow for different degrees of exceedance to be adopted when modelling the directional buffer.

The findings of the Odour Risk Assessment indicate that the risk of odour impact on the subject land from landfilling operations at future cells in the eastern most portion of the Wollert Landfill is low because the required separation distances are achieved.

The EPA reviewed the Odour Risk Assessment, and it agreed⁶ with its findings that the risk of odour emissions to the proposed residential land is low and that there would be sufficient separation between future sensitive land uses and any future landfill cells constructed in the eastern portion of the Wollert Landfill. However, the EPA recommended that the Odour Risk Assessment be amended to include an assessment of potential odour emissions from Cell 21 as

⁵ D17, paragraphs 62.4

⁶ D21

the closest future cell to the subject land (Figure 8 - Cell 21). PEC prepared an addendum in June 2024.

Figure 8 Location of Cell 21



Source: D15, page 5

Figure 9 was included in the addendum report and found that⁷:

Northern Land Parcel

- The application of the directional buffer to possible Cell #21 shows that compliance is obtained at the northern land parcel. The clearance of the western face of the land parcel ranges from 220 metres at the southern corner, down to 60 metres at the northern corner.
- The radial 1000 metres buffer shows a similar clearance, ranging from 300 metres at the southern corner, down to 120 metres at the northern corner.

Southern Land Parcel

- The application of the directional buffer to possible Cell #21 shows compliance is emphatic at the southern land parcel, with the nearest north west tip of the parcel having a clearance of 540 metres.

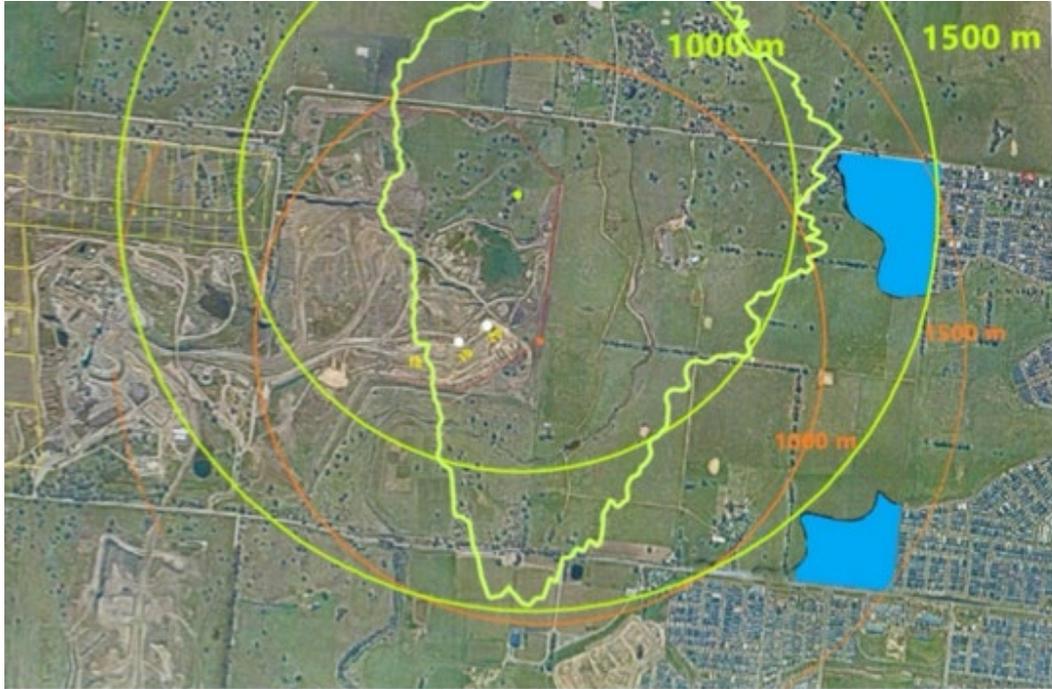
Hanson subsequently advised the Panel prior to the Hearing⁸ that:

- the commissioning of a risk assessment for planning scheme amendments that would allow sensitive uses within 1,500 metres of an active landfill was a requirement of the Draft Guidelines and has been retained in the Final Guidelines
- since then, the Proponent has engaged PEC and produced a risk assessment which will be considered by the Panel. The risk assessment concludes that the subject land is not constrained from sensitive use
- given the above factors, Hanson's current position in relation to the Amendment is that it no longer objects to the rezoning as proposed in the Amendment.

⁷ D15, pages 8-9

⁸ D3

Figure 9 Directional buffer from Cell 21



Source: D15

3.3 Submissions

Council submitted that the Amendment is consistent with, and appropriately supports, Clause 13.07-1S (Land use compatibility) of the planning scheme which seeks “to protect community amenity, human health and safety while facilitating appropriate commercial, industrial, infrastructure or other uses with potential adverse off-site impacts.” Council submitted the Amendment supported the objective and strategies of Clause 13.07-1S because⁹:

In relation to the Wollert Landfill, the *Separation Distance from Wollert Quarry/Landfill Report* prepared by PEC in March 2024 (**Odour Risk Assessment**) and the *Separation Distance from Wollert Quarry/Landfill: Addendum Report* prepared by PEC in June 2024 (**Addendum Report**) demonstrate that 1,000 metres is a sufficient separation distance between future sensitive uses on the Subject Land and any future landfill cells constructed in the eastern portion of Wollert Landfill in respect of odour issues. This has been confirmed by the EPA; and

In relation to Wollert Quarry, the following guidelines recommend a separation distance of 500 metres between a quarry and sensitive use and therefore compliance is emphatic with:

- Recommended Separation Distances for Industrial Residual Air Emissions (Publication 1518, EPA March 2013); and
- Separation Distance Guideline (EPA, August 2024).

Council supported the Amendment and concluded¹⁰:

In this respect, Council relies on the Odour Impact Assessment, Addendum Report and advice received from the EPA in response to these submissions.

⁹ D17, paragraphs 40.2–40.3.2

¹⁰ D17, paragraph 77

The Proponent submitted that¹¹:

On the basis of the above it can be concluded that the presence of the Hanson landfill – both existing and future – has now been the subject of detailed, expert, site specific consideration throughout the processing of the Amendment, and having regard to the contemporary guidance.

That consideration has concluded that the Amendment is not precluded from proceeding by reason of the Hanson landfill.

Importantly, that consideration has included review by the EPA and its relevant expert. It is significant that the EPA supports the Amendment.

Hanson too, has now considered the above material, and no longer objects to the Amendment.

In these circumstances, the Panel has a solid foundation upon which to conclude – and it should conclude, on the basis of all available material - that the presence of the Hanson land to the west should not prevent the approval of the Amendment.

Hanson's submissions to the Panel were limited to those concerns regarding the separation distances between the Wollert Landfill and the subject land. Hanson emphasised the importance of the Wollert Landfill as a State Significant Waste and Resource Recovery hub, and that the continued availability and operation of the landfill is critical to the long term interest of Victoria as outlined in various strategic documents and the Whittlesea Planning Scheme. It detailed the existing approvals under the EP Act and PE Act that allow for the landfill's use and development, including its operational licence. These approvals have been in place for some time.

Hanson concluded¹²:

These documents and ordinance make very clear the critical importance to the long-term interests of the State of not undermining or reducing the ability of the existing approved landfill sites, and in particular the large landfills including the Wollert Landfill, from continuing to operate, and meeting the State's needs for waste disposal. A key factor in that continuation is protecting the landfills from encroachment by incompatible land use and development. In Hanson's submission this is a critical point for the Panel's assessment of the Proposed Amendment.

Townshend Mernda supported the assessments by PEC and its consideration by the EPA.

Some submitters considered the proposed residential land was too close to the Wollert Landfill.

3.4 Discussion

The Panel accepts that submissions on landfill buffers have been resolved between Council, the EPA, the Proponent and Townshend Mernda. This is a critical consideration given the importance of the Wollert Landfill to waste disposal and recovery for metropolitan Melbourne. The Panel acknowledges the extensive engagement between Council, the Proponent and the EPA to resolve and understand the landfill buffer issues, particularly for odour risks and the efforts to ensure the interests of the Wollert Landfill are protected from urban encroachment and that the future residents are also protected from amenity impacts such as odour.

The Panel accepts the buffer between the existing and future approved cells of the Wollert Landfill is appropriate for this site as presented in the Odour Risk Assessment and addendum report and that the subject land meets policy guidelines and will be protected from potential odour impacts.

¹¹ D27, paragraphs 33-37

¹² D31, paragraph 38

3.5 Conclusion

The Panel concludes the buffers of the Wollert Landfill and quarry to the residential development of the subject land are met and that the health, safety and amenity of future residents will be protected.

4 Loss of open space, habitat, views, solar access and community identity

4.1 The issue

The issue is whether the Amendment will result in unacceptable loss of:

- open space
- views of open space
- habitat for flora and fauna
- solar access to existing roof top solar energy systems.

4.2 Submissions

Several submitters raised concerns about the loss of open space and habitat for flora and fauna because of the residential development facilitated by this Amendment. One submitter was concerned future residential development on adjacent land would restrict solar access to roof top solar.

Council submitted *“that the Amendment will significantly benefit the provision and protection of open space by facilitating the inclusion of an additional 35 hectares of land in the Quarry Hills Regional Parkland.”* Council submitted the Quarry Hills Regional Parkland enjoys strong strategic support and will¹³:

- provide residents with an increased range of passive and active recreation opportunities
- provide an enduring and permanent development boundary which will prevent further urban expansion
- protect and conserve land of conservation and landscape values.

Council noted there are provisions in the planning system that protect existing roof top solar energy systems access to sunlight.

4.3 Discussion and finding

As discussed in Chapter 2, the Panel accepts the strategic role of the subject land was determined in 2010-2012 as either residential or as open space associated with the Quarry Hills Regional Parkland. The benefits residents currently have with the undeveloped subject land as part of an open landscape can only be described as temporary. The Panel does not support the view of the residents that there is some degree of permanence to this.

Subdivision to the east of the subject land contains roads that are intended to service the subject land (for example, Lockhart Street and Langdon Drive).

The Panel agrees with Council that the most significant benefit is the contribution of 35 hectares of the subject land to the Quarry Hills Regional Parkland and its ability to protect flora and fauna and landscape values.

The residential development of the land is not likely to impact sunlight to existing neighbouring roof top solar energy systems. One and two storey dwellings are likely to be constructed, and the

¹³ D17, paragraph 99

Panel does not accept this would result in unacceptable impacts on existing roof top solar energy systems. Planning Practice Note No 88: *Planning for domestic roof top solar energy systems* (May 2022) provides guidance on how existing roof top solar energy systems should be addressed if a planning permit is required for building and works. Council must consider:

- the extent to which it is already overshadowed
- whether it is appropriately located
- the effect of overshadowing from the proposed development.

The Panel is satisfied there is a regulatory framework in place for development that triggers the need for a planning permit to protect sunlight access to existing roof top solar energy systems.

5 Traffic and congestion post-development

5.1 The issue

The issue is whether the Amendment will result in an unacceptable increase in traffic and congestion in the local road network.

5.2 Submissions

Several submitters were concerned the residential development of the subject land would result in unacceptable traffic impacts and increased congestion.

Council submitted the increased traffic generated by the residential development could be accommodated within the local street network. It noted street connections could be made to:

- Masons Road, Lockhart Street and Brunton Drive in relation to the northern parcel
- Henwood Rise, Langdon Drive and Porepunkah Street in relation to the southern parcel.

Council referred to the application of the DPO27 to the residential part of the subject land and in particular the need for a development plan that requires:

A transport strategy which provides for a road network with a high degree of internal and external connectivity and permeability, and public transport opportunities as appropriate. This plan strategy should include:

- A road hierarchy.
- Indicative road cross sections.

Council concluded *“a robust transport network is already in place for the area, delivered by an earlier development plan and planning permit approvals and will comfortably accommodate the development of the subject land.”*

Council submitted that a period of informal consultation with adjoining landowners would take place in the preparation of the Development Plan.

The Proponent submitted that *“traffic and access issues will be appropriately resolved through future Development Plan and permit stages, as will issues relating to noise from traffic.”*

5.3 Discussion and finding

The Panel accepts that any new residential development will generate additional traffic but agrees with Council and the Proponent that the application of DPO27 will ensure these matters are addressed in the preparation of the Development Plan for the subject land.

The residents will have the opportunity to informally comment on the Development Plan.

6 Construction noise and disruption

6.1 The issue

The issue is whether the residential development of the subject land will result in unacceptable construction noise and disruption.

6.2 Submissions

Several submitters were concerned the construction of the residential subdivision will result in noise, dust and disruption.

Council submitted it *“accepts that construction noise and disruption is a significant concern for residents and believes that avoiding and minimising it is important.”* Council referred to its usual practice of requiring a site management plan or construction environmental management plan to manage the construction process. It provided an example of the site management plan permit condition for the residential subdivision to the east of the subject land. This specifically required the proposed route for construction vehicles and measures to reduce the impact of noise, dust and other emissions.

The Proponent submitted construction impacts will also be appropriately controlled through future Development Plan and permit stages.

(i) Discussion and finding

The Panel is satisfied that construction noise, construction vehicle routes and dust impacts will be appropriately addressed as a permit condition for the proposed subdivision. While a matter entirely for Council, it seems that construction vehicles would be able to avoid the residential streets in the northern property by using Masons Road. This may be more difficult in the southern property where direct vehicle access to Bridge Inn Road may not be possible.

The Panels accepts that these matters will be the subject of a site management or construction environmental management plan.

Appendix A Document list

No	Date	Description	Presented by
1	1 Nov 24	Directions Hearing notice letter	Planning Panels Victoria (PPV)
2	1 Nov 24	Email request for more time to lodge request to be heard form	Paul Dwyer
3	7 Nov 24	Response to EPA Guidelines and no objection	Hanson Constructions Materials Pty Ltd and Hanson Landfill Services Pty Ltd (Hanson)
4	8 Nov 24	Inspection map	Townshend Mernda Pty Ltd (Townshend Mernda)
5	8 Nov 24	Letter on Hanson revised position	Pitamara Pty Ltd and Summerset Group Holdings Pty Ltd and (Pitamara and Summerset)
6	13 Nov 24	Email Hearing Timetable version 2 and reconstituted Panel	Whittlesea City Council (Council)
7	14 Nov 24	Part A submission	Council
8	14 Nov 24	Document 7 Attachment A: Chronology of events	Council
9	14 Nov 24	Document 7 Attachment B: Details of Council engagement with EPA	Council
10	14 Nov 24	Document 7 Attachment C: Relevant permits and permit applications	Council
11	14 Nov 24	Document 7 Attachment D: Flora and Fauna and Contamination Risk Assessment by Cadeema	Council
12	14 Nov 24	Document 7 Attachment E: Planning Pathway Report	Council
13	14 Nov 24	Document 7 Attachment F: Current Section 173 Agreement	Council
14	14 Nov 24	Document 7 Attachment G: Odour Risk Assessment	Council
15	14 Nov 24	Document 7 Attachment H: Odour Risk Assessment Addendum	Council
16	18 Nov 24	Background and context submission	Pitamara and Summerset
17	22 Nov 24	Part B submission	Council

No	Date	Description	Presented by
18	22 Nov 24	Document 17 Attachment A: EPA and Council emails 31/1/23 to 2/2/23	Council
19	22 Nov 24	Document 17 Attachment B: EPA and Council emails 9/2/23	Council
20	22 Nov 24	Document 17 Attachment C: EPA letter 23/2/23	Council
21	22 Nov 24	Document 17 Attachment D: EPA letter 13/6/24 response to Odour Risk Assessment	Council
22	22 Nov 24	Document 17 Attachment E: EPA letter 6/9/24 response to addendum report	Council
23	22 Nov 24	Document 17 Attachment F: Existing planning controls	Council
24	22 Nov 24	Document 17 Attachment G: EPA Landfill Buffer Guideline August 2024	Council
25	22 Nov 24	Document 17 Attachment H: Extract from Logical Inclusions Advisory Committee Report No 3	Council
26	22 Nov 24	Document 17 Attachment I: Extract from Council meeting agenda 29 March 2024	Council
27	25 Nov 24	Submission	Pitamara and Summerset
28	25 Nov 24	Submission	Townshend Mernda
29	25 Nov 24	Document 28 Attachment A Melbourne Water Mernda map north	Townshend Mernda
30	25 Nov 24	Document 28 Attachment B Melbourne Water Mernda map south	Townshend Mernda
31	26 Nov 24	Submission	Hanson
32	26 Nov 24	Document 31 Attachment A: Wollert Landfill Planning Permit	Hanson
33	26 Nov 24	Document 31 Attachment B: Wollert Landfill Staging Plans	Hanson
34	26 Nov 24	Document 31 Attachment C: Clear vision of endorsed staging plan	Hanson
35	26 Nov 24	Document 31 Attachment D: Wollert Landfill Works Approval	Hanson
36	26 Nov 24	Document 31 Attachment E: Wollert Landfill Operating Licence	Hanson
37	26 Nov 24	Document 31 Attachment F: Statewide Waste and Resource Recovery Infrastructure Plan	Hanson
38	26 Nov 24	Document 31 Attachment G: Metropolitan Waste and Resource Recovery Plan 2016	Hanson
39	26 Nov 24	Document 31 Attachment H: Victorian Recycling Infrastructure Plan 2024	Hanson
40	26 Nov 24	Document 31 Attachment I: Wollert Landfill title plans	Hanson

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No	Date	Description	Presented by
41	26 Nov 24	Plan 2 from Wollert PSP	Council
42	26 Nov 24	Photos of subject land and surrounds	Townshend Mernda

Appendix B Planning context

B:1 Planning policy framework

Council submitted that the Amendment is supported by various clauses in the Planning Policy Framework, which the Panel has summarised below.

Victorian planning objectives

The Amendment will assist in implementing State policy objectives set out in section 4 of the PE Act by facilitating the orderly development of the residential land where it is anticipated and protecting landscape and biodiversity values with the inclusion of 35 hectares in the Quarry Hills Regional Parkland.

Clause 2 (Municipal Planning Strategy)

The Amendment supports the MPS by:

- creating a clear and enduring boundary between land within and outside of the UGB
- transferring 35 hectares of land in the GWZ to Council for the purpose of the Quarry Hills Regional Parkland and protecting biodiversity and landscape values.

Clause 11 (Settlement)

The Amendment supports Clause 11 by:

- facilitating residential development within the UGB
- contributing to the assembly of the Quarry Hills Regional Parkland.

Clause 12 (Environmental and landscape values)

The Amendment supports Clause 12 by protecting the significant Quarry Hills land of the subject land for transfer to Council as parkland.

Clause 13 (Environmental risks and amenity)

The Amendment supports Clause 13 by:

- ensuring noise impacts and construction traffic will be considered as part of the planning application to subdivide the land
- ensuring there is sufficient separation between the residential land and the operations of the Wollert Landfill which has been confirmed by the EPA.

Clause 16 (Housing)

The Amendment supports Clause 16 by providing additional housing opportunities that is anticipated by planning policy and strategy.

B:2 Other relevant planning strategies and policies

i) Plan Melbourne

Plan Melbourne 2017-2050 sets out strategic directions to guide Melbourne's development to 2050, to ensure it becomes more sustainable, productive and liveable as its population approaches 8 million. It is accompanied by a separate implementation plan that is regularly updated and refreshed every five years.

Plan Melbourne is structured around seven Outcomes, which set out the aims of the plan. The Outcomes are supported by Directions and Policies, which outline how the Outcomes will be achieved.

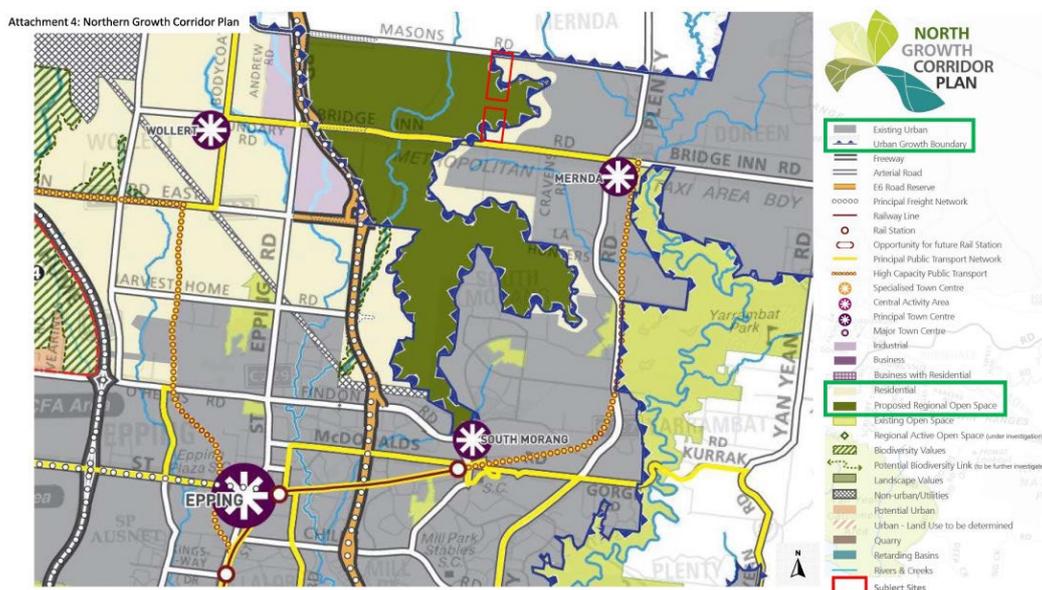
Table 2 Relevant parts of Plan Melbourne

Outcome	Directions	Policies
2 Housing choice	Manage the supply of new housing in the right locations to meet population growth and create a sustainable city	Maintain a permanent Urban Growth Boundary around Melbourne to create a more consolidated, sustainable city
6 Sustainable and resilient city	Protect and restore natural habitats	Create a network of green spaces that support biodiversity conservation and opportunities to connect with nature

ii) North Growth Corridor Plan 2012

The North Growth Corridor Plan is a high-level integrated land use and transport plan that provides a strategy for the development of the north growth corridor over the coming decades. It guides the delivery of housing, jobs, transport, town centres, open space and key infrastructure in the growth corridor.

Figure 10 North Growth Corridor Plan



Source: D7, paragraph 34

Figure 10 contains the framework plan for the North Corridor Growth Plan and the subject land is identified by the red rectangles.

Council submitted that the Amendment supports the North Growth Corridor Plan because it identifies that part of the subject land which is to be:

- rezoned GRZ1 as “residential”

- transferred to Council for the Quarry Hills Regional Parkland as *“proposed regional pen space.”*

iii) Quarry Hills Regional Parkland Masterplan 2019

The Quarry Hills Regional Parkland Masterplan 2019 identifies the subject land as *“subject to further investigation.”*

iv) Quarry Hills Regional Parkland Future Directions Plan 2023

The Quarry Hills Regional Parklands Future Directions Plan 2023 identifies the GWZ parts of the subject land as forming part of the proposed parkland.

Council submitted that the Amendment supports the Quarry Hills plans because it delivers land that was identified as forming a future part of the Quarry Hills Regional Parkland.

B:3 Planning scheme provisions

A common zone and overlay purpose is to implement the Municipal Planning Strategy and the Planning Policy Framework.

i) Zones

The land is in the Farming Zone and Green Wedge Zone. The purposes of the Farming Zone are:

- To provide for the use of land for agriculture.
- To encourage the retention of productive agricultural land.
- To ensure that non-agricultural uses, including dwellings, do not adversely affect the use of land for agriculture.
- To encourage the retention of employment and population to support rural communities.
- To encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.
- To provide for the use and development of land for the specific purposes identified in a schedule to this zone.

The purposes of the Green Wedge Zone are:

- To provide for the use of land for agriculture.
- To recognise, protect and conserve green wedge land for its agricultural, environmental, historic, landscape, recreational and tourism opportunities, and mineral and stone resources.
- To encourage use and development that is consistent with sustainable land management practices.
- To encourage sustainable farming activities and provide opportunity for a variety of productive agricultural uses.
- To protect, conserve and enhance the cultural heritage significance and the character of open rural and scenic non-urban landscapes.
- To protect and enhance the biodiversity of the area.

ii) Overlays

The land is subject to the ESO. The purposes of the Overlay are:

- To identify areas where the development of land may be affected by environmental constraints. To ensure that development is compatible with identified environmental values.

B:4 Ministerial Directions, Planning Practice Notes and guides

Ministerial Directions

The Explanatory Report discusses how the Amendment meets the relevant requirements of Ministerial Direction 11 (Strategic Assessment of Amendments) and *Planning Practice Note 46: Strategic Assessment Guidelines*, August 2018 (PPN46). That discussion is not repeated here.

The Amendment is consistent with:

Direction No 1 – Potentially Contaminated Land

Thorough investigations were carried out to determine that the land is not potentially contaminated and is therefore suitable for a sensitive (residential) use, which will be facilitated by the proposed rezoning.

Direction No 9 – Metropolitan Planning Strategy

The Amendment complies with Direction No. 9 as it is consistent with *Plan Melbourne 2017- 2050* (DELWP, 2017), particularly outcome 2 – *Melbourne provides housing choice in locations close to jobs and services*. The Amendment provides for further housing opportunities in Mernda in accordance with the North Growth Corridor Plan and the Mernda Strategy Plan, which aim to create a series of interconnected neighbourhoods around the sub-regional activity centre of Mernda.

Planning Practice Notes

The Amendment is consistent with:

- Planning Practice Note 23: Applying the Incorporated Plan and Development Plan Overlays September 2022 as it applies appropriately the DPO27 to the residential parts of the subject land
- Planning Practice Note 90: Planning for Housing July 2023 and Planning Practice Note 91 Using the Residential Zones July 2023 as it appropriately uses the GRZ for the residential parts of the subject land
- Planning Practice Note 92: Managing Buffers for Land Use Compatibility March 2021 as it applies buffers that are consistent with EPA guidelines.

Practitioner's Guide

A Practitioner's Guide to Victorian Planning Schemes Version 1.5, April 2022 (Practitioner's Guide) sets out key guidance to assist practitioners when preparing planning scheme provisions. The guidance seeks to ensure:

- the intended outcome is within scope of the objectives and power of the PE Act and has a sound basis in strategic planning policy
- a provision is necessary and proportional to the intended outcome and applies the VPP in a proper manner
- a provision is clear, unambiguous and effective in achieving the intended outcome.

Planning and Environment Act 1987

WHITTLESEA PLANNING SCHEME

AMENDMENT C251wsea

EXPLANATORY REPORT

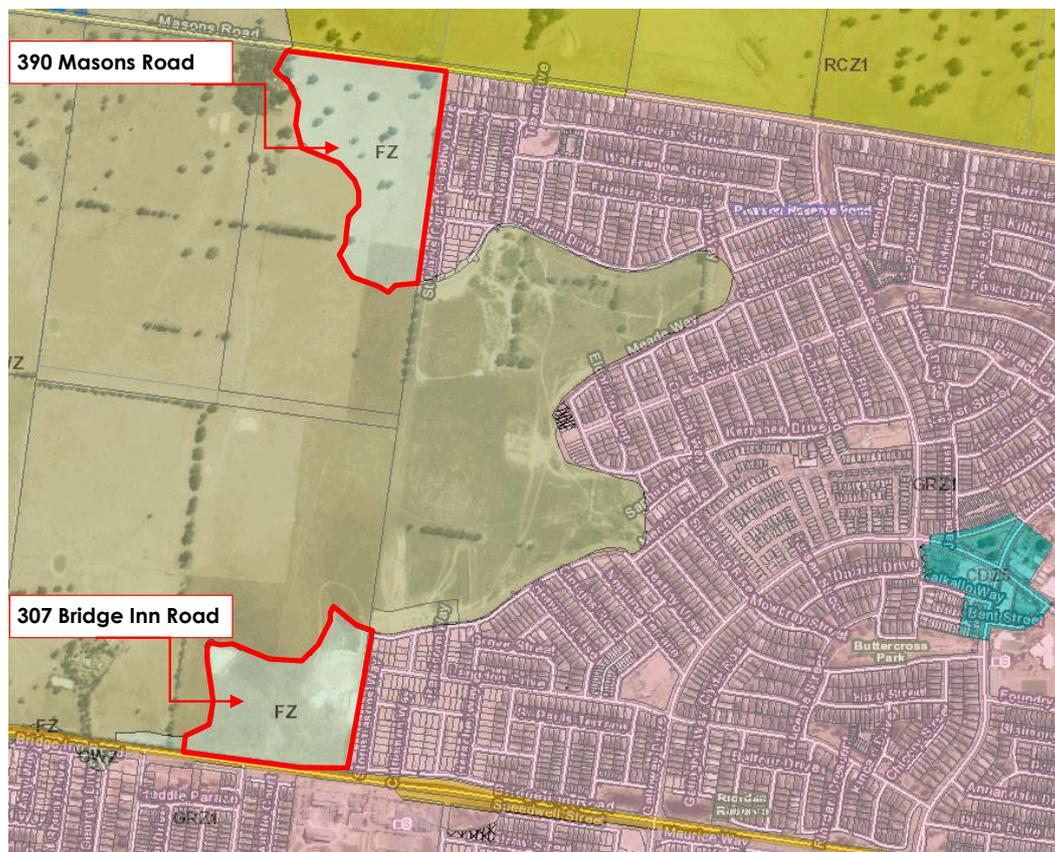
Who is the planning authority?

This amendment has been prepared by the City of Whittlesea, which is the planning authority for this amendment.

The amendment has been made at the request of Pitamara Pty. Ltd., the land-owner.

Land affected by the amendment

The amendment applies to 307 Bridge Inn Road and 390 Masons Road, Mernda. The land to be rezoned is the land within the Urban Growth Boundary currently zoned Farming Zone. This is shown in red outline in the figure below.



What the amendment does

The amendment seeks to undertake a number of planning scheme changes to the subject property in order to:

- Facilitate residential development inside the Urban Growth Boundary;

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- Create a lot to be transferred to the City of Whittlesea for the purposes of a regional parkland:

Specifically, the amendment proposes to:

- Rezone part of 307 Bridge Inn Road and part of 390 Masons Road, Mernda from Farming Zone (FZ) to General Residential Zone 1 (GRZ1);
- Apply a Development Plan Overlay (DPO27) to the rezoned GRZ1;
- Apply a Vegetation Protection Overlay (VPO1) to the land rezoned GRZ1;
- Delete the Environmental Significance Overlay (ESO1 and ESO5) from part of the site.

Strategic assessment of the amendment

Why is the amendment required?

The intention of the proposed Amendment is to enable residential development on the parts of the properties currently zoned Farming Zone and facilitate the assemblage of the Quarry Hills Regional Parkland with the balance land.

In order to achieve this, changes to the zones and overlays affecting the sites are required. The land affected by the Farming Zone, located within the Urban Growth Boundary, is proposed to be rezoned to the General Residential Zone 1 with the application of a Development Plan Overlay, Vegetation Protection Overlay and the deletion of the Environmental Significance Overlay.

The Environmental Significance Overlay is to be removed as the Vegetation Protection Overlay is considered to more appropriately address the matters identified in the Environmental Significance Overlay including the protection of significant native vegetation (River Red Gum Grassy Woodland) within an urban context.

The proposal is within the Quarry Hills Regional Parkland and will contribute to Council's continued assemblage of the parkland in line with previous rezonings in the precinct. This Amendment will facilitate the appropriate development of land located within the Urban Growth Boundary, through the application of the Zone and Development Plan Overlay, while also triggering the transfer of 35 hectares of land into public ownership for the purpose of the Quarry Hills Regional Parkland.

Having further regard to the Quarry Hills Regional Parkland, the proposed Amendment is supported by the *Quarry Hills Bushland Park Masterplan (2009)* as the 35 hectares of land to be transferred into public ownership is nominated for inclusion within the Masterplan. It is noted that the Quarry Hills Regional Parkland and its assemblage is also supported through the *Northern Growth Corridor Plan (2015)*, and *Plan Melbourne 2017-2050 (2017)*, which both identify the full extent of the parkland.

The proposed amendment will have a significant net community benefit as it will facilitate the inclusion of 35 hectares of land into Quarry Hills Regional Parkland at no cost to the community. The Quarry Hills Regional Parkland will be approximately 1,100 hectares in size once completely assembled and will provide residents with a range of passive and active recreation opportunities and provide an enduring and permanent development boundary.

How does the amendment implement the objectives of planning in Victoria?

The proposal implements the objectives of planning in Victoria as outlined in Section 4 of the *Planning and Environment Act 1987*, on the basis that it will provide for the orderly, economic and sustainable use and development of the land, and secures a pleasant living and recreational environment.

The proposed Amendment will also assist in the conservation of the Quarry Hills which are of a high aesthetic, environmental and cultural significance.

The Amendment brings the zoning in line with the Growth Corridor Plans through the rezoning of the Farming Zone land to General Residential Zone for land within the Urban Growth Boundary.

How does the amendment address any environmental, social and economic effects?

The Amendment has sought to ensure that the planning outcome proposed addresses the environmental, social and economic effects as identified in the *Planning and Environment Act (1987)*.

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The Amendment will facilitate the transfer of 35 Hectares of land into public ownership for the purpose of the Quarry Hills Regional Parkland. The land has previously been subdivided, at that time Council Officers ensured the alignment of the subdivision resulted in the retention of the two high points and connecting ridge, the richest features of the site, in the part of the land to be transferred to Council. The Quarry Hills Regional Parkland will provide for a range of positive environmental, social and economic effects in the medium to long term future of the region.

The amendment will deliver important social benefits by contributing to housing choice and diversity in the local area, which features existing social infrastructure, such as an activity centre, education facilities and regional and local open space.

Land located inside the Urban Growth Boundary will be developed for the purposes of the residential development. The development of this land will provide existing and future residents with a diverse range of housing opportunities that are close to a town centre, and direct access to both local and regional open space.

Does the amendment address relevant bushfire risk?

No part of the subject land is located within the Bushfire Management Overlay and the proposed amendment is considered to meet the objectives and strategies associated with *Clause 13.02-1 Bushfire Planning Strategies and Principles* of the Whittlesea Planning Scheme.

Noting the above, as the sites are located within a nominated Bushfire Prone Area, residential development at the interface of the Quarry Hills Regional Parkland will be required to meet the built form standards and bushfire risk mitigation measures found within the *Victorian Building Act (1993)*.

The proposal will not increase the likelihood of bushfire in the area, and any future development of land will be required to meet built form and subdivision layout requirements designed to mitigate any potential bushfire threats posed to the future community.

Does the amendment comply with the requirements of any Minister's Direction applicable to the amendment?

The Amendment is consistent with the Ministerial Direction on the Form and Content of Planning Section 7(5) of the *Planning and Environment Act (1987)*.

Under section 12(2) of the *Planning and Environment Act 1987* the following Minister's Direction is applicable to the consideration of this amendment:

Direction No 1 – Potentially Contaminated Land

Thorough investigations were carried out to determine that the land is not potentially contaminated and is therefore suitable for a sensitive (residential) use, which will be facilitated by the proposed rezoning.

Direction No 9 – Metropolitan Planning Strategy

The amendment complies with Direction No. 9 as it is consistent with *Plan Melbourne 2017- 2050* (DELWP, 2017), particularly outcome 2 – *Melbourne provides housing choice in locations close to jobs and services*. The amendment provides for further housing opportunities in Mernda in accordance with the North Growth Corridor Plan and the Mernda Strategy Plan, which aim to create a series of interconnected neighbourhoods around the sub-regional activity centre of Mernda.

Ministerial Direction No 11 – Strategic Assessment of Amendments

The amendment is prepared in accordance with Ministerial Direction No 11 to ensure a comprehensive strategic evaluation of the planning scheme amendment and the outcomes it will produce. This explanatory report is in a form that complies with this Direction.

Ministerial Direction 15 – The Planning Scheme Amendment Process

The Amendment will comply with the requirements in this Ministerial Direction through the public exhibition of the amendment, the consideration of submissions and the referral to a Planning Panel where appropriate.

Ministerial Direction 19 – Amendments that may significantly impact on the environment, amenity and human health

Council has complied with this direction by consulting with the EPA regarding the proposed new landfill odour buffer distances. The proposed extended buffer distances, though not in effect and still requiring consideration of submissions and further deliberation, had the potential to bring the subject site within the buffer from the municipal landfill at 55 Bridge Inn Road Wollert. Council engaged the EPA to ensure how measurements were to be taken and any other guidance they could provide. Following their advice Council confirmed with the EPA that the subject sites exceeded the draft new buffer distances, and no further assessment was required.

How does the amendment support or implement the Planning Policy Framework and any adopted State policy?

The amendment supports the Planning Policy Framework (PPF), giving effect to the principles and specific policies contained within the SPPF. The following objectives and strategies of the PPF are relevant to this Amendment

The PPF outlines that:

- *Planning is to anticipate and respond to the needs of existing and future communities through provision of zoned and serviced land for housing, employment, recreation and open space, commercial and community facilities and infrastructure.*
- *Planning is to recognise the need for, and as far as practicable contribute towards...diversity of choice, economic viability, accessibility.....a high standard of urban design and amenity....."*
- *Planning is to facilitate sustainable development that takes full advantage of existing settlement patterns and investment in transport, utility, social, community and commercial infrastructure and services.*

General Objectives relevant to the subject land include:

Clause 11- Settlement:

Planning is to anticipate and respond to the needs of existing and future communities through provision of zoned and serviced land for housing, employment, recreation and open space, commercial and community facilities and infrastructure.

The amendment shall provide for the residential development of land within the Urban Growth Boundary. The Development Plan Overlay will ensure an opportunity for the subdivision to be well designed, which would provide for a diverse housing stock and high standards of urban design interface with Quarry Hills Regional Park.

Clause 11.02 Managing Growth

- *To ensure a sufficient supply of land is available for residential, commercial, retail, industrial, recreational, institutional, and other community uses.*
- *To facilitate the orderly development of urban areas.*
- *To manage the sequence of development in areas of growth so that services are available from early in the life of new communities.*

Clause 12- Environmental and Landscape Values:

12.05-1S - To protect and conserve environmentally sensitive areas.

12.05-2S - To protect and enhance significant landscapes and open spaces that contribute to character, identity and sustainable environments.

The Amendment seeks to protect the significant Quarry Hills land which is to be transferred into public ownership for the purposes of the Quarry Hills Regional Parkland. Development will be sensitive to the existing views and vistas from the subject site and would not detract from its natural qualities and aesthetic values.

Clause 15- Built Environment and Heritage:

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- *Planning should ensure all land use and development appropriately responds to its surrounding landscape and character, valued built form and cultural context.*
- *Planning should protect places and sites with significant heritage, architectural, aesthetic, scientific and cultural value.*
- *Planning should promote development that is environmentally sustainable and should minimise detrimental impacts on the built and natural environment.*
- *Planning should promote excellence in the built environment and create places that:*
 - *Are enjoyable, engaging and comfortable to be in.*
 - *Contribute positively to local character and sense of place.*
 - *Reflect the particular characteristics and cultural identity of the community.*
 - *Enhance the function, amenity and safety of the public realm.*

The Development Plan Overlay Schedule 27 that is to be applied to the rezoned land includes provisions to ensure that development identifies and responds to the features of the land and its setting, such as slope, existing native vegetation, and interfaces with open space.

Clause 16- Housing:

16.01-1S To facilitate well-located, integrated and diverse housing that meets community needs.

16.01-3S To identify land suitable for rural residential development.

The amendment rezones the subject land to provide for housing that is well located in regard to local services, shopping, employment, transport and open space. The surrounding development has been guided by the Mernda Local Strategy Plan which has delivered rail extension, local and major town centres, expanded road network, schools and community centres all within proximity to the subject site.

How does the amendment support or implement the Local Planning Policy Framework, and specifically the Municipal Strategic Statement?

Not applicable as Whittlesea Planning Scheme does not contain an MSS.

How does the amendment support or implement the Municipal Planning Strategy?

The amendment implements and is supported by the objectives and strategies in the Municipal Planning Strategy relating to settlement, urban growth, neighbourhood character, housing – in particular housing diversity and housing affordability, and infrastructure.

The Strategic directions at Clause 02.03, under Whittlesea Planning Scheme outline:

02.03-1 Green Wedge Zone:

Council aims to protect green wedge areas by:

- *Conserving and enhancing the rural and natural landscape character.*
- *Encouraging agricultural and tourism uses compatible with the environmental values of the green wedge.*
- *Supporting emerging forms of agriculture in rural areas.*
- *Protecting natural and cultural heritage.*
- *Maintaining designated non-urban breaks.*
- *Protecting identified viewing corridors that offer important visual access to rural and natural areas.*
- *Protecting and enhancing biodiversity and environmental values.*
- *Reducing land use conflict between the green wedge areas and urban and rural communities.*
- *Supporting natural, cultural and landscape values for tourism and recreation.*
- *Discouraging development that would diminish the significant rural character of the green wedge areas.*

OFFICIAL

02.03-2 Environmental and Landscape values

Council aims to:

- *Protect areas of biodiversity and native vegetation including conservation areas protected for urban growth areas.*
- *Increase connectivity between key habitat areas whether regional or local.*
- *Avoid incremental incursions into environmentally sensitive areas beyond the boundaries of land reserved for future urban development.*
- *Prioritise vegetation offsets in areas of Red Gum Woodlands beyond the urban fringe*
- *Protect River Red Gum trees due to their intrinsic value in establishing a character and identity, especially for newly developing areas but also in existing rural areas.*

Does the amendment make proper use of the Victoria Planning Provisions?

The proposed amendment utilises the most appropriate planning tools within the Victorian Planning Provisions.

The land will be rezoned in line with all adjoining properties, applying a General Residential 1 Zone, a Development Plan Overlay and Vegetation Protection Overlay which is consistent with adjoining properties.

How does the amendment address the views of any relevant agency?

Council has sought guidance and support from the EPA, as discussed below, the Department of Transport and Planning on potential road connection from Bridge Inn Road. The Amendment has responded to these agencies feedback.

Does the amendment address relevant requirements of the Transport Integration Act 2010?

The proposed amendment will have no significant impact on the transport system as defined in Section 3 of the *Transport Integration Act 2010*. Any proposed developed of land within the Urban Growth Boundary will be required to provide for all transport services as necessary, including the creation of bicycle lanes, and bus facilities as defined by the Act.

No statement of policy principals prepared under Section 22 of the *Transport Integration Act 2010* apply to the subject property.

Resource and administrative costs

The proposed amendment is unlikely to have a significant impact on the resource and administrative costs of the responsible authority.

While some residential development will be facilitated through the rezoning of land inside the Urban Growth Boundary, the number of potential planning applications associated with a parcel of this size would be unlikely to present a significant increase in workload for Council.

*Planning and Environment Act 1987***WHITTLESEA PLANNING SCHEME****AMENDMENT C251wsea****INSTRUCTION SHEET**

The planning authority for this amendment is the City of Whittlesea.

The Whittlesea Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of ten attached map sheets.

Zoning Maps

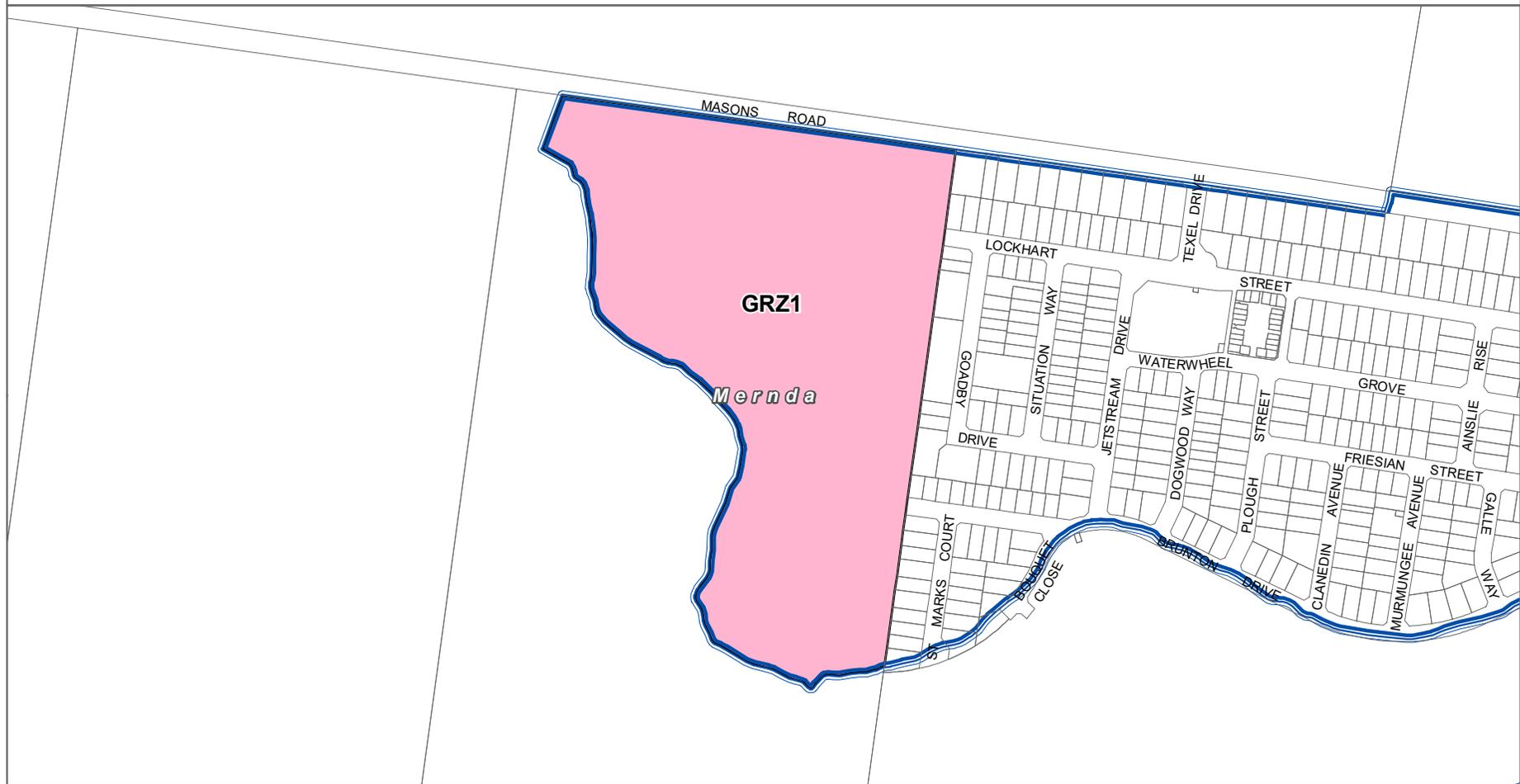
1. Amend Planning Scheme Map No13 in the manner shown on the attached maps marked "Whittlesea C251wsea 004znMap13 Exhibition" and "Whittlesea C251wsea 009znMap13 Exhibition".

Overlay Maps

2. Amend Planning Scheme Map No 13 in the manner shown on the eight attached maps marked
"Whittlesea C251wsea 001d-esoMap13 Exhibition"
"Whittlesea C251wsea 002d-esoMap13 Exhibition"
"Whittlesea C251wsea 006d-esoMap13 Exhibition"
"Whittlesea C251wsea 007d-esoMap13 Exhibition"
"Whittlesea C251wsea 003dpoMap13 Exhibition"
"Whittlesea C251wsea 008dpoMap13 Exhibition"
"Whittlesea C251wsea 005vpoMap13 Exhibition"
"Whittlesea C251wsea 010vpoMap13 Exhibition"

End of document

WHITTLESEA PLANNING SCHEME - LOCAL PROVISION
AMENDMENT C251wsea



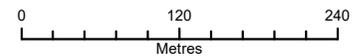
LEGEND

- GRZ - General Residential Zone
- Local Government Area
- Urban Growth Boundary

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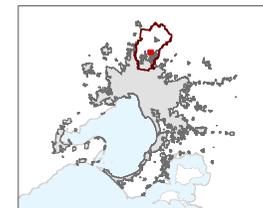
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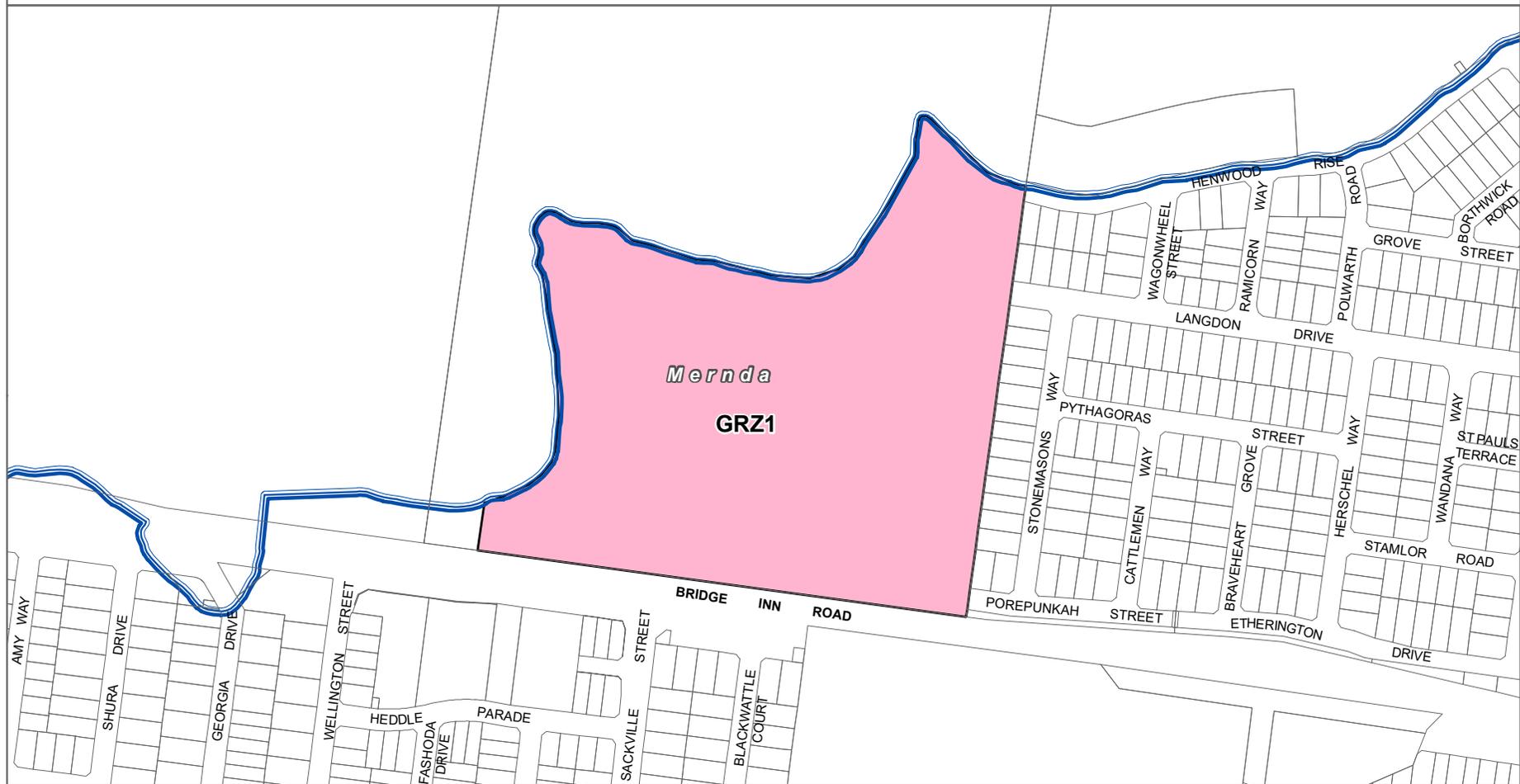


Department of Transport and Planning

Part of Planning Scheme Map 13



WHITTLESEA PLANNING SCHEME - LOCAL PROVISION
AMENDMENT C251wsea



LEGEND

- GRZ - General Residential Zone
- Local Government Area
- Urban Growth Boundary

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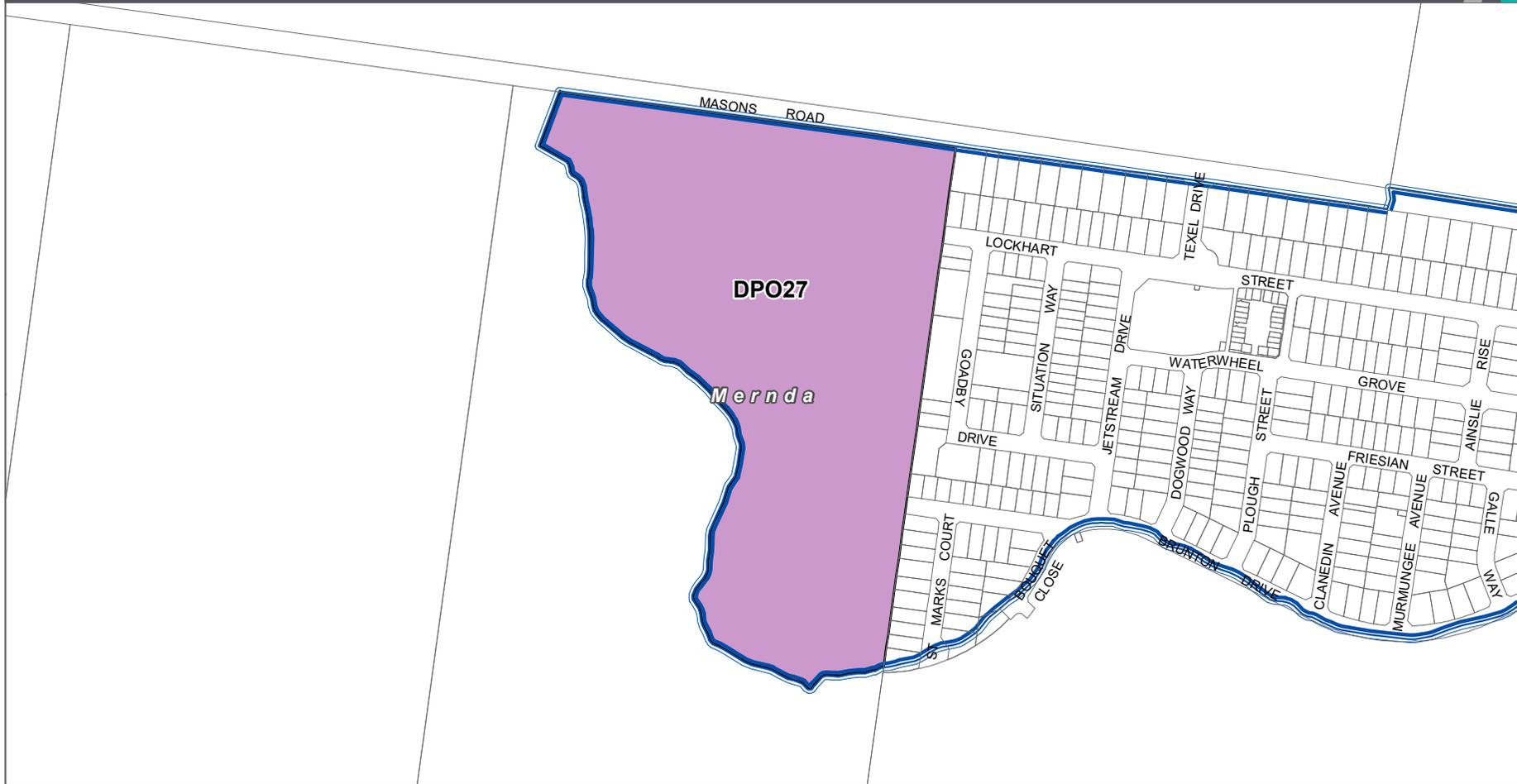
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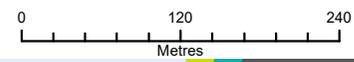
LEGEND

-  DPO27 - Development Plan Overlay - Schedule 27
-  Local Government Area
-  Urban Growth Boundary

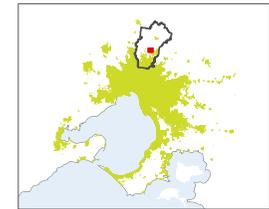
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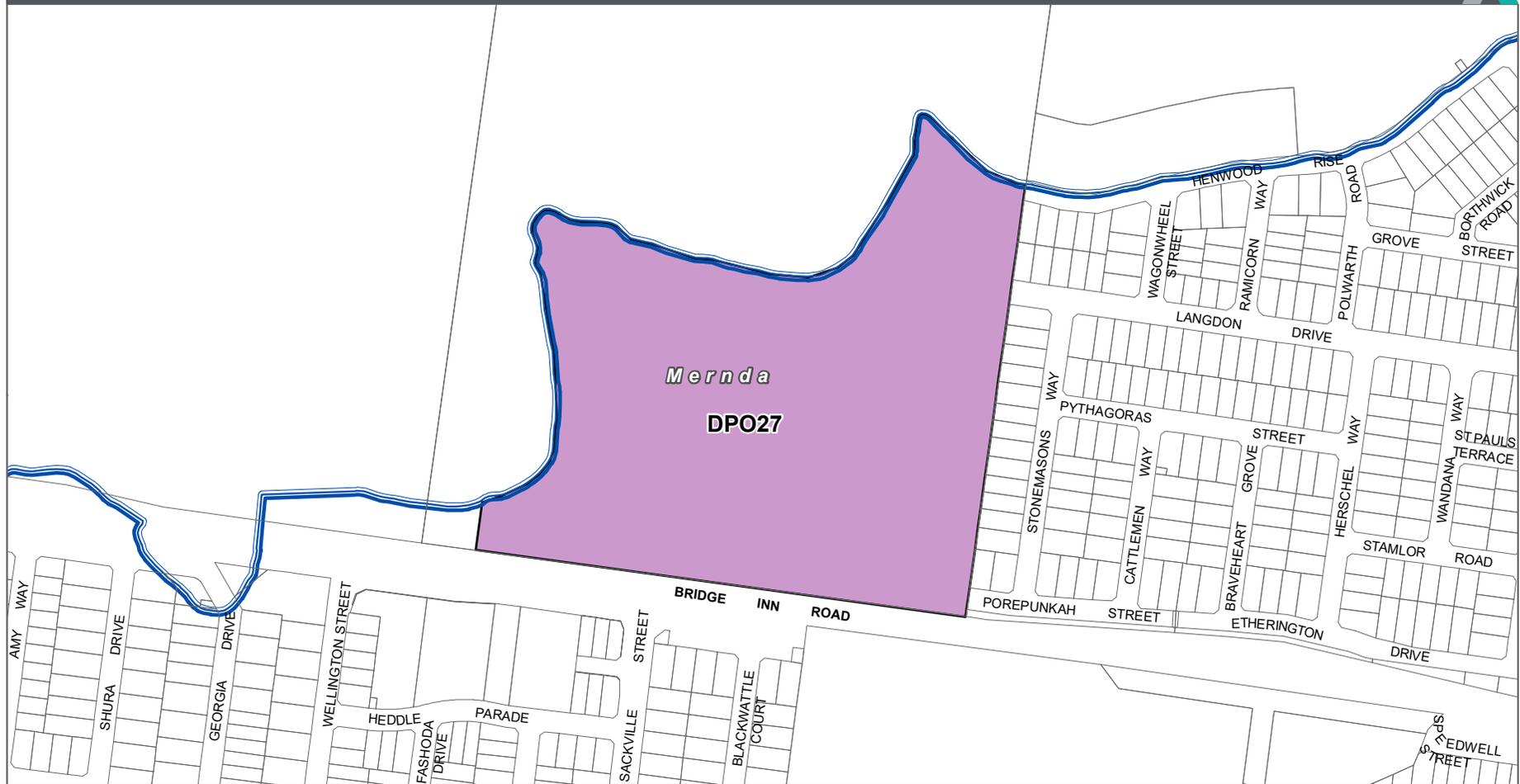
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WHITTLESEA PLANNING SCHEME - LOCAL PROVISION AMENDMENT C251wsea



LEGEND

- DPO27 - Development Plan Overlay - Schedule 27
- Local Government Area
- Urban Growth Boundary

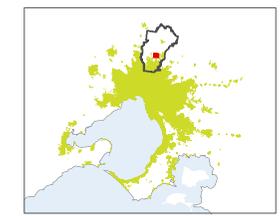
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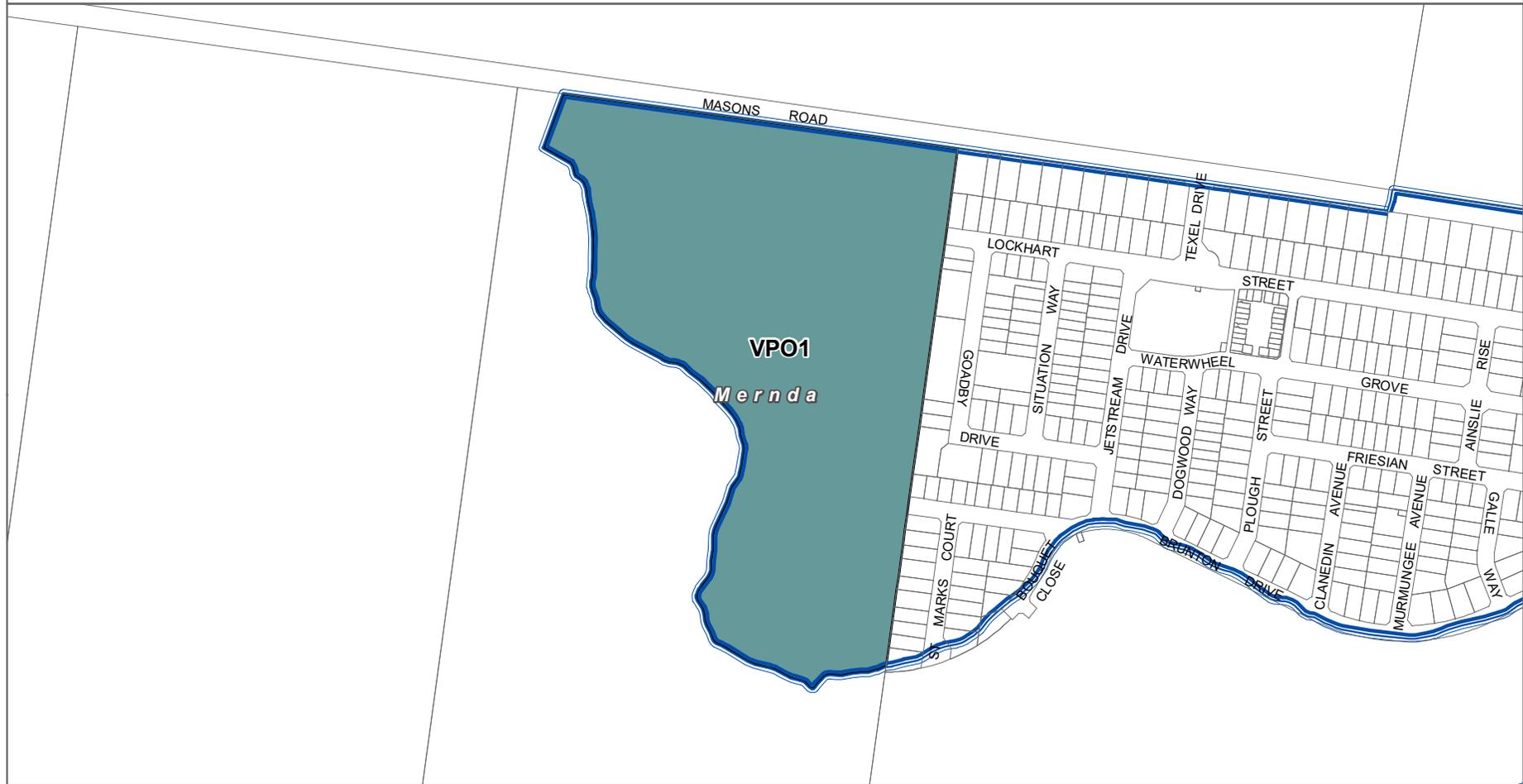
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AMENDMENT C251wsea



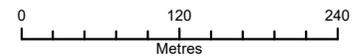
LEGEND

-  VPO1 - Vegetation Protection Overlay - Schedule 1
-  Local Government Area
-  Urban Growth Boundary

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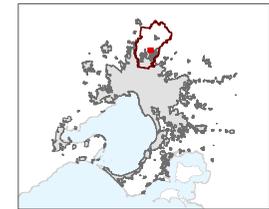
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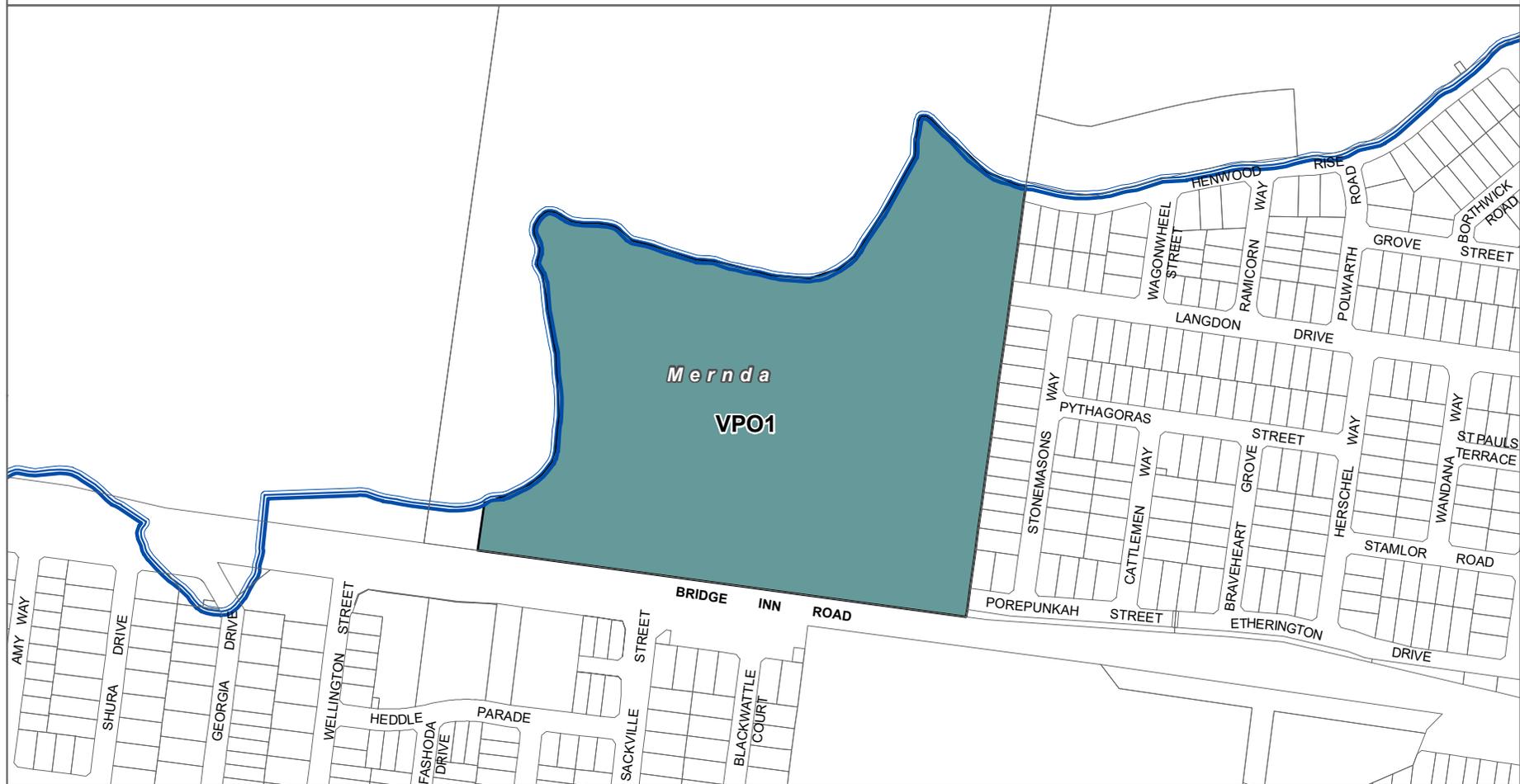


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Part of Planning Scheme Map 13VPO



WHITTLESEA PLANNING SCHEME - LOCAL PROVISION
AMENDMENT C251wsea



LEGEND

- VPO1 - Vegetation Protection Overlay - Schedule 1
- Local Government Area
- Urban Growth Boundary

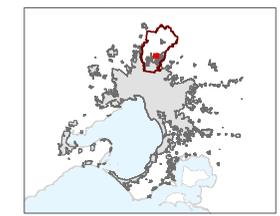
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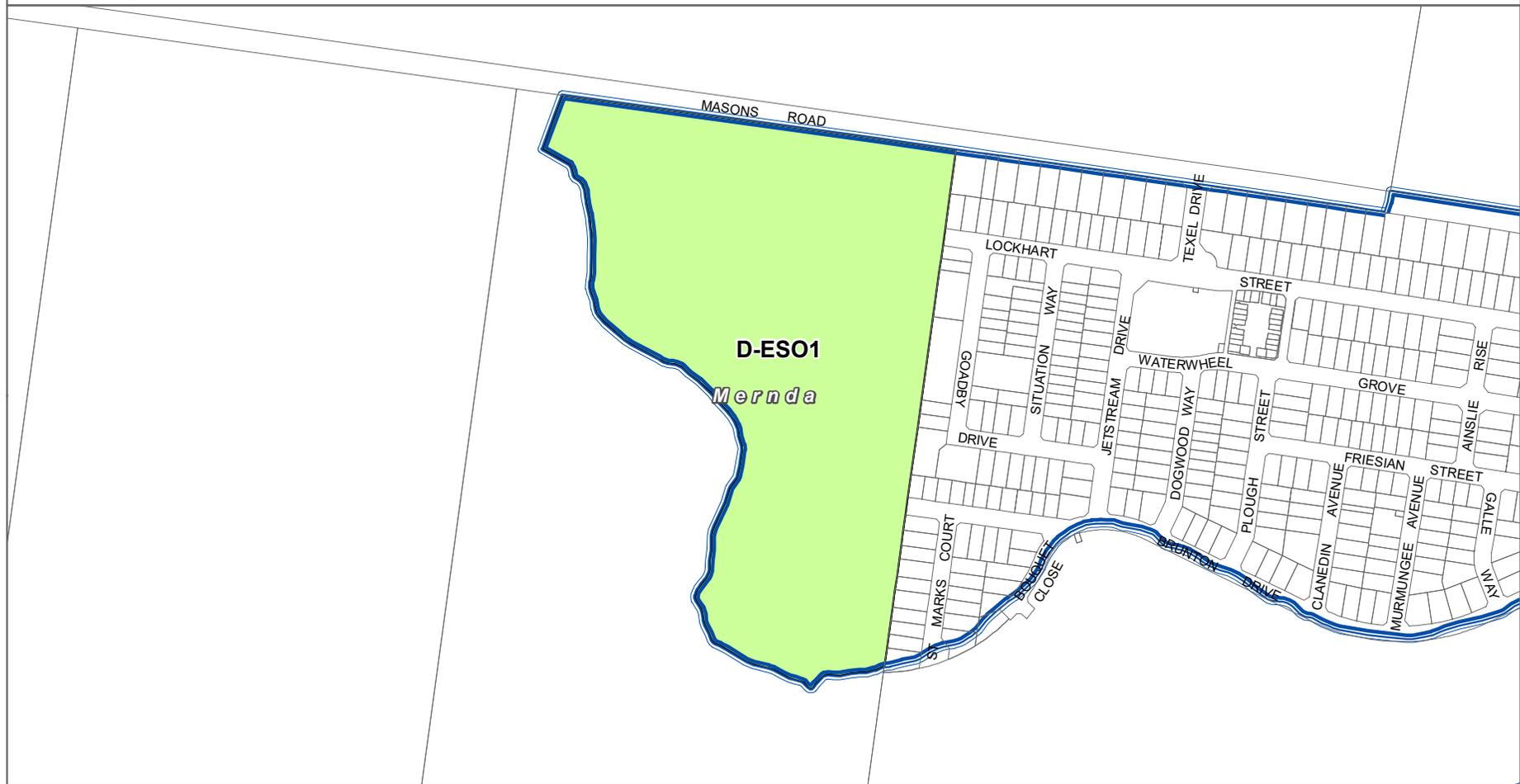
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AMENDMENT C251wsea



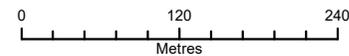
LEGEND

- D-ESO - Area to be deleted from an Environmental Significance Overlay
- Local Government Area
- Urban Growth Boundary

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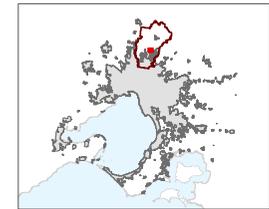
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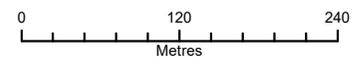
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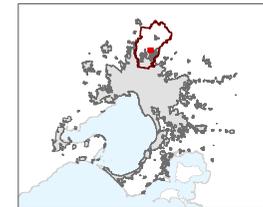
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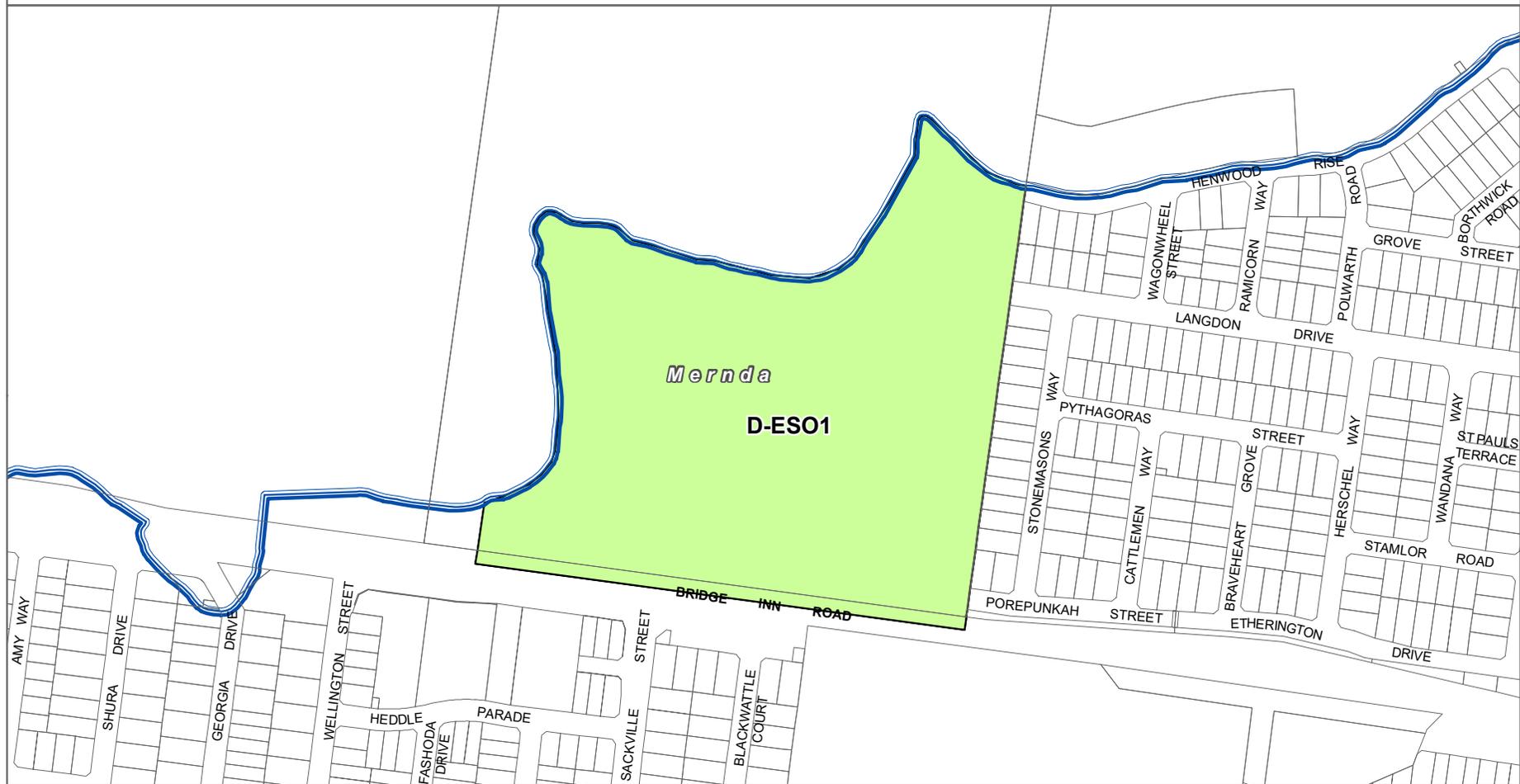


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AMENDMENT C251wsea



LEGEND

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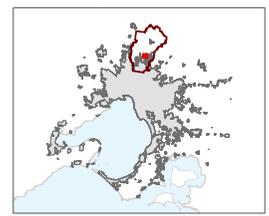
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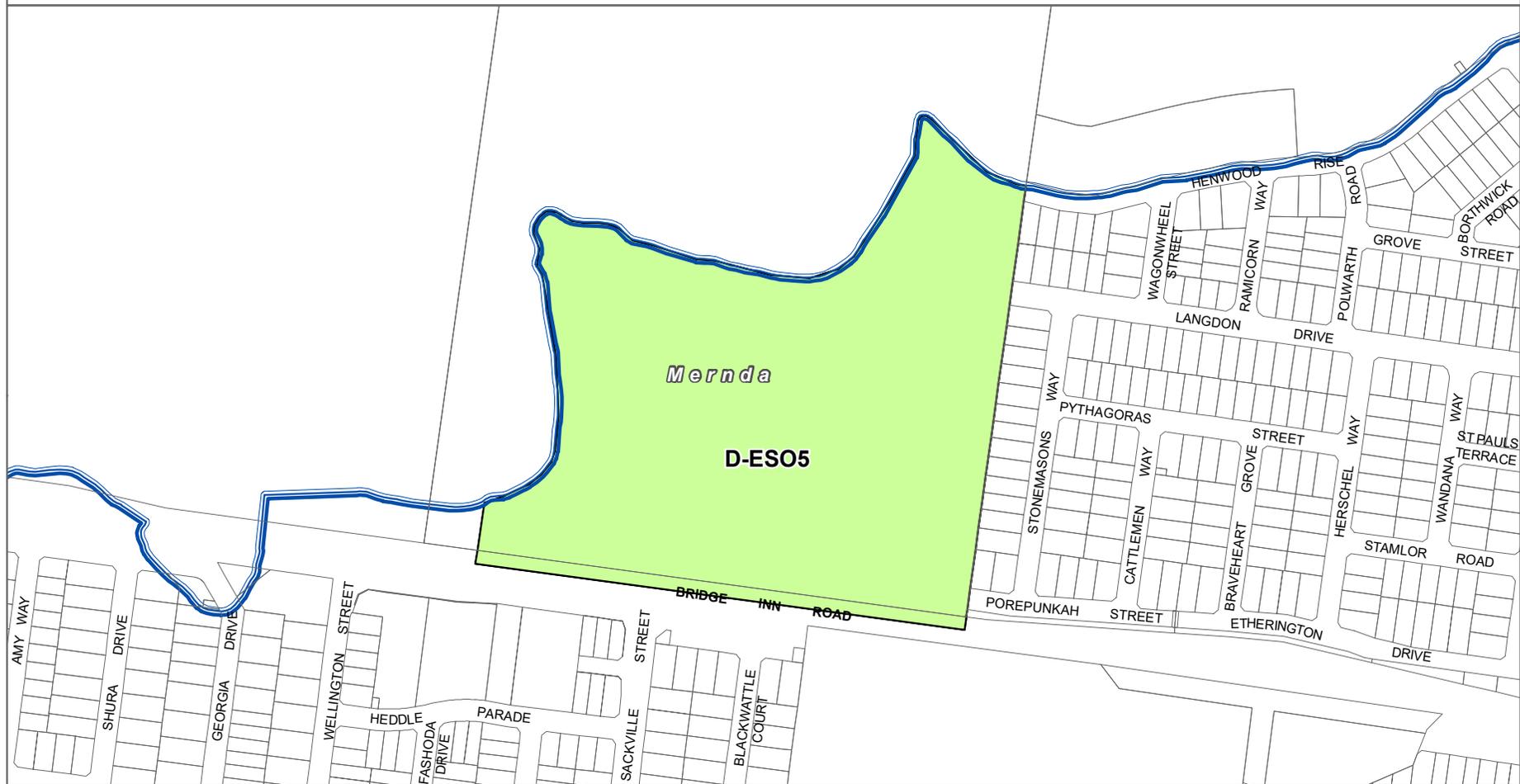
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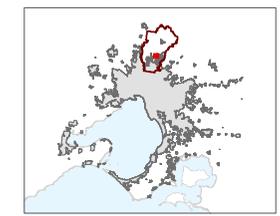
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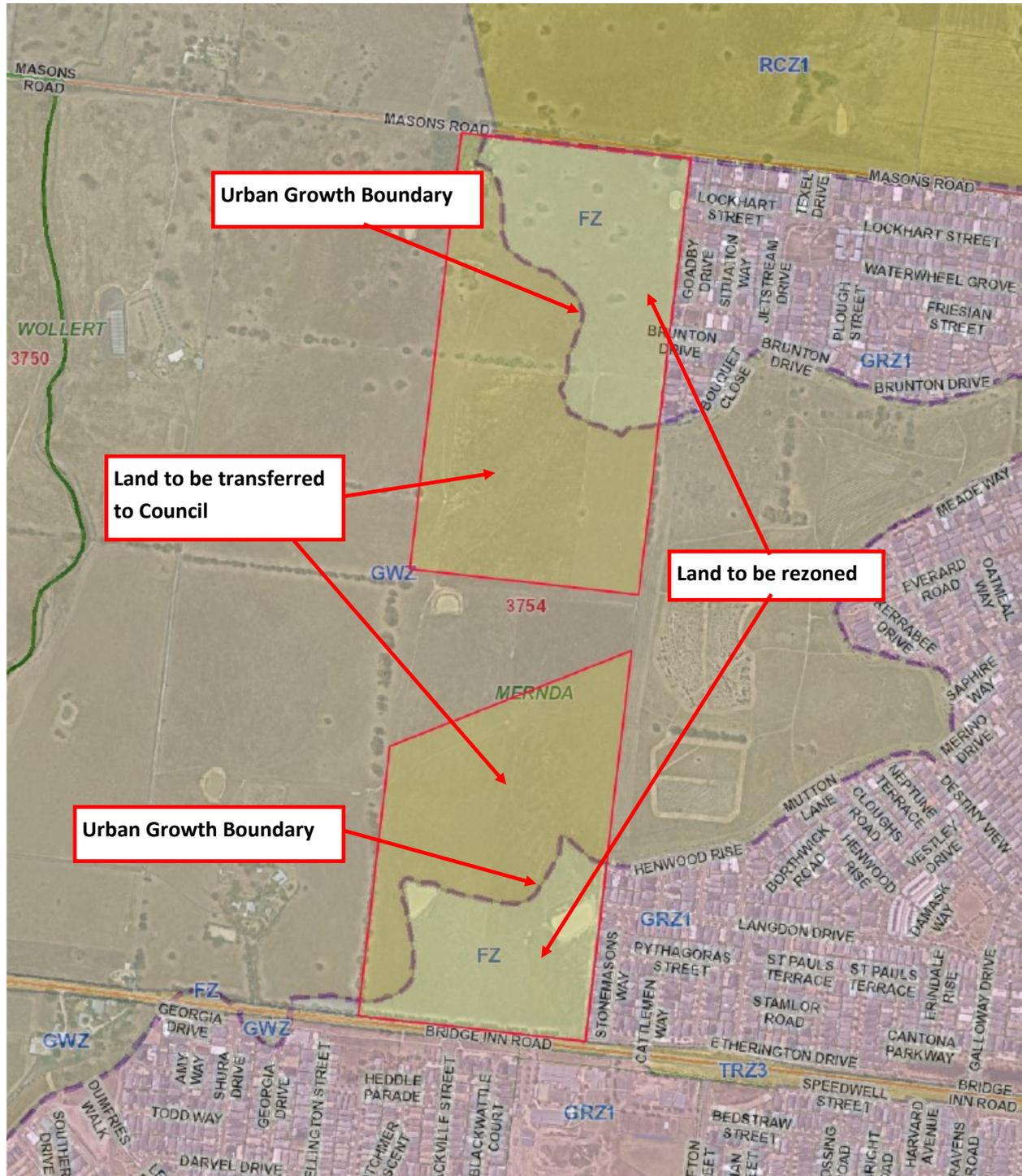
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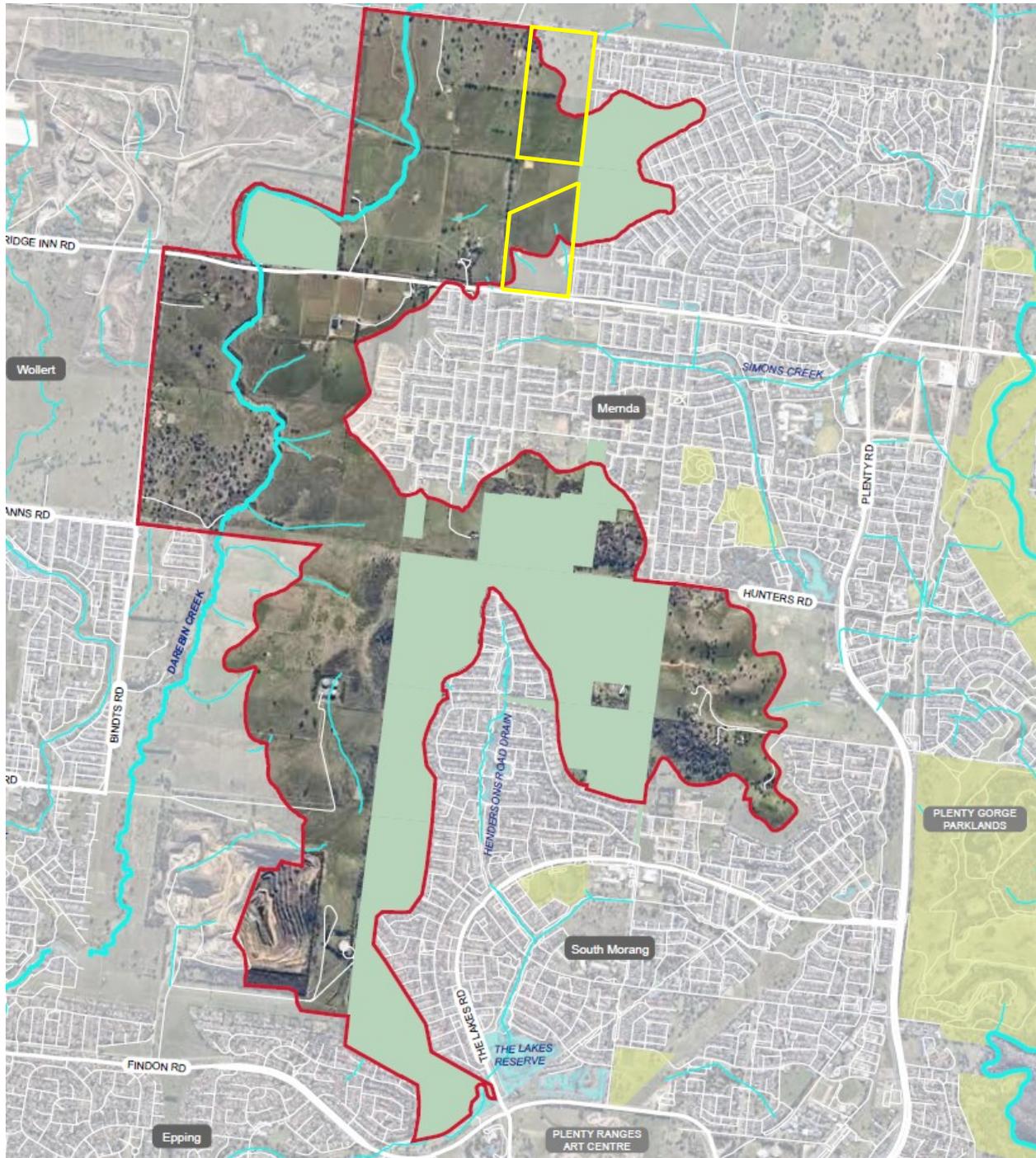
Part of Planning Scheme Map 13ESO



Attachment 4: Urban Growth Boundary and Zoning Plan



Attachment 5: Quarry Hills Parkland Full extent and Council Ownership



MAP 1 The current and proposed parkland

LEGEND

- Current Parklands (Council owned and managed)
- Proposed Parklands (this Plan)
- Subject Sites
- Watercourse
- Existing parks and open spaces



Planning Scheme Amendment process C251

Proponent-led amendments



5.2 Proposed Budget 2025-26, Proposed Financial Plan 2025-26 to 2034-35 and Proposed Revenue and Rating Plan 2025-26 to 2028-29

Director/Executive Manager: Acting Director Customer & Corporate Services

Report Author: Unit Manager Financial Development & Accountability

In Attendance: Acting Chief Financial Officer
Unit Manager Financial Strategy & Performance

Executive Summary

The purpose of this report is for Council to consider the Proposed Budget 2025-26 (the 'Proposed Budget', Attachment 1), Proposed Financial Plan 2025-26 to 2034-35 (the 'Proposed Financial Plan', Attachment 2), and Revenue and Rating Plan 2025-26 to 2028-29 (the 'Proposed Revenue and Rating Plan' Attachment 3) which have been prepared in accordance with the requirements of the Local Government Act 2020. Hereafter, these documents will collectively be referred to as the 'Proposed Financial Strategic Documents' throughout this report.

The Proposed Financial Strategic Documents have been developed to align to community priorities identified through consultation and Council's key strategic directions. It is recommended that the Proposed Financial Strategic Documents be endorsed for community consultation from Wednesday 16 April 2025 to Sunday 4 May 2025, and a Hearing of Submissions Committee of Council be established to consider submissions from the community.

Officers' Recommendation

THAT Council:

- 1. Endorse the following proposed documents to commence public exhibition and community consultation between the period Wednesday 16 April 2025 to Sunday 4 May 2025;**
 - a) Proposed Budget 2025-26, including the Proposed Fees and Charges Schedule at Attachment 1.**
 - b) Proposed Financial Plan 2025-26 to 2034-35 at Attachment 2.**
 - c) Proposed Revenue and Rating Plan 2025-26 to 2028-29 at Attachment 3.**
- 2. Resolve to hold a Hearing of Submissions Committee (Committee) meeting on Tuesday 6 May 2025 at 5pm in the Council Chamber at Civic Centre, 25 Ferres Boulevard, South Morang.**
- 3. Note the Committee will provide recommendations to Council at its Scheduled Council Meeting on Tuesday 17 June 2025.**

Background / Key Information

The Proposed Financial Strategic Documents have been carefully drafted to ensure Council remains financially responsible while meeting the immediate needs of our growing community and securing a strong, sustainable future. These documents reflect Council's commitment to prudent financial management, ensuring resources are allocated efficiently while maintaining essential services and delivering long-term infrastructure projects.

The Proposed Financial Strategic Documents provide for the ongoing delivery of high quality essential services for our community including kerbside waste collection, maternal and child health, libraries and the upgrade of our existing facilities and assets, the maintenance and protection of our natural environment and open spaces, and the delivery of new infrastructure projects that will accommodate our rapidly growing diverse community.

Over the next ten years, Council will invest \$5.1 billion with an initial \$463.65 million in 2025-26 to deliver community services and invest in essential infrastructure. This includes a \$1.07 billion capital works investment over ten years, with \$116.6 million allocated in 2025-26 to improve community assets and create a lasting legacy for residents.

Background

The Proposed Financial Strategic Documents have been developed using the principles of responsible financial management, ensuring Council remains financially sustainable despite increasing cost pressures. External factors such as inflation, interest rates and global uncertainty continue to impact operating costs, requiring prudent financial planning to maintain essential services and infrastructure investment.

With population projections indicating a 40% increase by 2041; adding more than 6,000 new residents each year, Council faces the challenge of an expanding capital program to meet the needs of this rapidly growing municipality. The demand for roads, parks and community facilities is increasing at an unprecedented rate. Committed to delivering high-quality infrastructure, the gap in development contributions funding places additional pressure on financial sustainability, making strategic prioritisation of capital projects essential. The Proposed Financial Strategic Documents outline our approach and define how we will invest in the resources needed to support critical service delivery while driving efficiencies to ensure the needs of the community are met.

Despite these financial challenges, Council remains committed to making strategic decisions today that will safeguard future generations from unnecessary financial pressures while continuing to deliver essential services. Through rigorous budgeting, operational efficiencies, and responsible financial management, Council will ensure that the City of Whittlesea remains well-positioned to navigate financial pressures while investing in a strong, well-served future for the community.

At the same time, Council remains committed to supporting those experiencing vulnerability within our community. We continue to subsidise State and Federal contracted services, such as Aged Care, ensuring critical services remain accessible. In addition, Council will invest \$18.2 million in community grants over the next ten years to foster social connection, support volunteers, and deliver programs that enhance wellbeing and resilience.

Financial hardship support is also being maintained, with flexible payment arrangements, rate deferrals, and fee waivers available for those experiencing financial difficulties. Council also continues to partner with community organisations to provide essential food and material aid.

The Fair Go Rates System caps Council's rate increases to a rate set by the Victorian Government, with the 2025-26 cap set at 3 per cent. While this presents budgetary challenges, Council has worked diligently to identify operational efficiencies, reduce costs, and prioritise spending, ensuring it can continue to deliver critical services without seeking a variation to the rate cap for the 2025-26 year.

Additionally, the State Government has replaced the Fire Services Property Levy with a newly introduced Emergency Services and Volunteers Fund, shifting the funding model for further funding of emergency services for Council to collect on behalf of the Victorian Government. This change is expected to cause a significant rise in costs, with most property owners facing an increase of at least double the current charge. Despite this transition, local councils must administer and collect the levy on behalf of the State Government, effectively acting as intermediaries in the process. The increased costs and ongoing collection responsibilities raise concerns about the financial impact on communities and the administrative demands placed on councils.

Waste Charges

In 2018-19 the City of Whittlesea introduced the itemisation of waste charges on rates notices to provide transparency on the costs associated with this service provision. The cost of providing waste services continues to increase each year due to various factors including the Victorian Government's Landfill Levy and the requirement to transition to a four-bin collection system in line with the Victorian Government's, Recycling Victoria Strategy.

Historically, Council has subsidised the cost of the provision of kerbside waste collection services to rate payers in our municipality, including offsetting the increasing Victorian Government's Landfill Levy.

The Victorian Government's landfill levy will increase by 28% per tonne in 2025-26, further adding to the financial strain on waste management operations. As a result, Council is no longer able to continue to subsidise the landfill levy charge for waste management.

The full cost of the levy will now be passed on, ensuring Council can continue to manage waste services and other essential services sustainably.

As a result, waste charges in 2025-26 are proposed to increase by \$84.90 per household which will mean a total charge of \$409.95 with the landfill levy comprising of \$105.85 for the average residential household, noting the inclusion of the fee for glass collection service and Food Organics Garden Organics (FOGO) service, in line with the Victorian Government Circular Economy Plan.

Waste charges provide for a weekly garbage collection, fortnightly recycling, and monthly glass bin collection for residential households. The FOGO bin is available as an optional service for eligible properties, at a cost of \$95.30 per annum as a separate charge.

Waste charges for commercial properties are proposed to be \$437.95 with a landfill levy of \$166.60. This provides for a weekly garbage and fortnightly recycling kerbside collection.

Council is committed to keeping waste charges affordable for our community. Even with necessary adjustments, our waste charges will remain among the lowest when compared to our neighbouring and growth councils, ensuring continued value and sustainability for our residents.

The Minister's Good Practice Guidelines for Local Government Service Rates and Charges were released in December 2023 and Council is working towards understanding the implications of these guidelines on future annual budgets.

Proposed Financial Strategic Documents highlights

Key highlights from Council's Proposed Financial Strategic Documents include:

- Operating revenue of \$493.97 million in 2025-26 and \$5.38 billion over ten years (including developer contributions, non-monetary assets, and non-recurrent capital grants).
- Operating expenditure of \$347.05 million in 2025-26 and \$4.03 billion over ten years.
- Adjusted underlying deficit of \$14.32 million in 2025-26 and \$19.56 million over ten years (excluding developer contributions, non-monetary assets and non-recurrent capital grants). Council anticipates being in a surplus position once reserve funding for operating expenditure is taken into consideration.
- Continue investing in essential services for our community such as:
 - Resource recovery and waste management with \$35.39 million in 2025-26 and \$525.98 million over ten years.
 - Family, children and youth services with \$15.52 million in 2025-26 and \$180.35 million over ten years.
 - Aged services with \$11.44 in 2025-26 and \$132.75 million over ten years.

- Supporting local businesses and communities in services such as business event programs and economic development with \$2 million in 2025-26 and \$22.23 million over ten years.
- Leisure, recreation and community facilities with \$11.09 million in 2025-26 and \$138.42 million over ten years.
- Libraries with \$6.09 million in 2025-26 and \$89.16 million over ten years.
- Parks and open space with \$31.24 million in 2025-26 and \$421.53 million over ten years.
- Transport network improvements with \$24.90 million in 2025-26 and \$296.59 million over ten years.
- Continue building and maintaining essential roads and infrastructure and investing in new facilities such as libraries, community centres, parks and playgrounds.
- Increase community emergency resilience and preparedness, including a focus on at-risk people and communities.

The Council Plan 2025-26 to 2028-29 (Community Plan 2025-26 to 2028-29) is currently being developed with a newly elected Council, in accordance with the Local Government Act, with a requirement for it to be formally adopted by 31 October 2025. The draft plan will undergo extensive community consultation to ensure it reflects the needs and priorities of residents. Once finalised, it will serve as a clear roadmap for the city's future, aligning services, infrastructure, and financial planning with community expectations.

Capital Works

Our Financial Plan delivers a focused \$116.6 million in 2025-26 reflecting the ongoing challenges to the supply and availability of labour and materials and \$1.07 billion Capital Works Program over the next ten years that invests in planning for shovel-ready projects to maximise our opportunities for grant funding in future years.

Highlights include:

- Continue construction of the Regional Sports Precinct.
- Complete the construction of Murnong (Patterson Drive) community centre in Donnybrook.
- Continue construction of West Wollert Community Centre.
- Complete the upgrade of Peter Hopper Lake in Mill Park.
- Complete construction of the Hill Top Splash Park and Playground in Doreen.
- Continue the roll out of the Food and Garden Organics bin service.
- Commence the development of Johnsons Road housing precinct in Mernda.
- Commence the upgrade of Huskisson Reserve Multipurpose facility.
- Delivery of local road restoration and resurfacing.
- Ongoing programs to upgrade playgrounds and landscaping.

Alignment to Community Plan, Policies or Strategies

Alignment to 'Whittlesea 2040: A Place for All'

High Performing Organisation

We engage effectively with the community, to deliver efficient and effective services and initiatives, and to make decisions in the best interest of our community and deliver value to our community.

The Proposed Financial Strategic Documents are key enablers for planning and managing Council's financial sustainability. They outline the key services and actions Council prioritises for delivery in the financial year 2025-26 and beyond, specifying the program of work with a focus on implementing the Council Vision 'Whittlesea 2040: A Place for All' effectively.

Considerations of *Local Government Act (2020)* Principles

Financial Management

The cost is included in the current budget.

Community Consultation and Engagement

An extensive program of community engagement has been conducted to inform the development of the Proposed Financial Strategic Documents. Throughout August-September 2024 Council asked the community to tell us what was important to them to help shape Council's Proposed Financial Strategic Documents including 2025-26 Budget, Financial Plan 2026-35 and Revenue and Rating Plan 2026-29. More than 880 people shared their thoughts both online and at 13 community-based pop-ups.

Our community told us their top five priorities were roads, public transport and footpaths; parks playgrounds and open space; community facilities; community safety; and arts, culture and events.

We again checked in with the community during December 2024 and January 2025 to confirm the priorities identified. Of the 133 people that participated, the majority (75%) agreed with the order of the priority areas.

In February 2025, 46 carefully selected community members, representing the diverse demographics of the community, participated in three focus groups to discuss local priorities. They identified key service areas they valued most and wished to see maintained or enhanced. Local business support, youth services, public health and safety, waste management, and ageing well services emerged as top priorities for continued or increased support. Participants also provided support for maintenance of areas such as animal management, creative communities, community strengthening, biodiversity, land management, and sustainable planning and design.

Following Council endorsement, we will be conducting a further check-in with the community to ensure the resultant Proposed Financial Strategic Documents align with community priorities. The community will be invited to lodge formal submissions between Wednesday 16 April 2025 to Sunday 4 May 2025.

A Hearing of Submissions Committee of Council will be established to consider submissions on the Proposed Financial Strategic Documents and hear from members of the public who wish to speak to their submissions.

Based on the feedback from community consultation and after consideration of all submissions, the Hearing of Submissions Committee may make recommendations to Council at the Council Meeting on Tuesday 17 June 2025.

Other Principles for Consideration

Overarching Governance Principles and Supporting Principles

- (g) The ongoing financial viability of the Council is to be ensured.

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of the *Local Government Act* or any other Act.

Council Policy Considerations

Environmental Sustainability Considerations

The Proposed Financial Strategic Documents prioritise the City of Whittlesea's key actions in the environmental space for the financial year 2025-26, in line with the community vision articulated in 'Whittlesea 2040: A Place for All' and the Sustainable Environment Goal and associated strategy.

Social, Cultural and Health

The Proposed Financial Strategic Documents prioritise the City of Whittlesea's key actions in the social, cultural and health space for the financial year 2025-26 and beyond, in line with the community vision articulated in 'Whittlesea 2040: A Place for All' and the Connected Community and Liveable Neighbourhoods Goals and associated strategies.

Economic

The Proposed Financial Strategic Documents prioritise the City of Whittlesea's key actions in the economic space for the financial year 2025-26 and beyond, in line with the community vision articulated in 'Whittlesea 2040: A Place for All' and the Strong Local Economy Goal and associated strategy.

Legal, Resource and Strategic Risk Implications

No implications.

Implementation Strategy**Communication**

A comprehensive multi-channel communications campaign will promote the opportunity for community to provide their feedback and make a submission on the Proposed Financial Strategic Documents.

The Hearing of Submissions Committee to Council will consider community submissions regarding the strategic proposed documents and hear community members who wish to present their submission in person.

Critical Dates

- Community consultation to inform drafts was undertaken in August-September 2024 and December-February 2025.
- Council to consider the Proposed Financial Strategic Documents to be released for further community consultation at Council Meeting on Tuesday 15 April 2025.
- Consultation is proposed from Wednesday 16 April 2025 to Sunday 4 May 2025, 5pm.
- The Hearing of Submissions Committee will meet to consider community feedback and submissions on Tuesday 6 May 2025.
- The Proposed Financial Strategic Documents will be considered for endorsement by Council at a Council Meeting to be held on Tuesday 17 June 2025 following consideration of community feedback and any submissions to Council.

Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Attachments

1. Proposed Budget 2025-26 [5.2.1 - 105 pages]
2. Proposed Financial Plan 2025-26 - 2024-35 [5.2.2 - 45 pages]
3. Proposed Revenue and Rating Plan 2025-26 to 2028-29 [5.2.3 - 38 pages]



Proposed Budget

2025-2026

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DRAFT

Acknowledgement of Traditional Owners

We recognise the rich Aboriginal heritage of this country and acknowledge the Wurundjeri Willum Clan and Taungurung People as the Traditional Owners of lands within the City of Whittlesea.

Mayor and Chief Executive Officer's Introduction

This message will be finalised following completion of the consultation on the Proposed Budget 2025-26.

DRAFT

2025-26 Budget

Operating highlights



\$494m
Operating income/revenue



\$347m
Operating expenditure



\$146.9m
Operating surplus/deficit



\$27m
Family, children, youth and aged services



\$31.2m
Parks and open space



\$35.4m
Resource recovery and waste management



\$24.9m
Transport network improvements



\$11.1m
Leisure, recreation and community facilities



\$8.5m
Public health, safety and emergency management



\$6.9m
Libraries



\$2m
Local businesses and communities



\$2m
Community grants

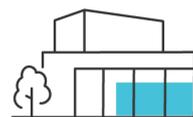
Capital works highlights



\$116.6m
Capital works program



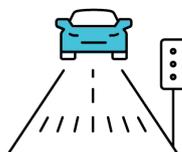
\$37.4m
Investment in renewing and expanding assets



\$79.2m
Investment in new assets



\$41.9m
Recreation, leisure and community facilities



\$16.4m
Roads



\$19.6m
Parks and open space

Chief Financial Officer's Report

The City of Whittlesea's Proposed Budget 2025-26 sets a financially responsible path forward for the organisation to continue to deliver critical investment in services and key infrastructure to support our rapidly growing community.

The proposed budget aims to continue Council's commitment to invest in services and infrastructure in a financially responsible way by balancing the needs of our community while achieving long-term financial sustainability.

In 2025-26, Council is budgeting for a full year operating surplus of \$146.92 million. This is largely driven by revenue received from non-monetary developer contributions of \$109.35 million, monetary developer contributions of \$34.69 million and capital grant income of \$19.7 million.

Operating Proposed Budget Snapshot

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000
Total Income / Revenue	498,168	493,973
Total Expenses	310,658	347,049
*Operating Surplus/(Deficit)	187,510	146,924
**Adjusted underlying surplus/(deficit)	9,830	(14,315)

*Whilst the operating surplus may appear large, it is calculated to comply with the requirements of Australian Accounting Standards and importantly does not equate to excess cash available for Council to spend. This is due to the fact that Council's surplus is largely made up of either non-cash items such as asset contributions from developers or cash items that are restricted by legislation in how they can be used by Council in the future.

**The calculation for adjusted underlying result takes into consideration adjusted revenue and total expenses (including expenditure that is funded via Development Contribution Plan reserves). The main factor contributing to an underlying operating deficit is works in kind reimbursement payments to be paid to the developer relating to the Developer Contribution Plan. These payments are entirely funded by the Development Contribution Plan reserve. In addition, the deficit is expected to be managed through careful financial oversight and strategic reserve allocations, ensuring a return to a surplus position.

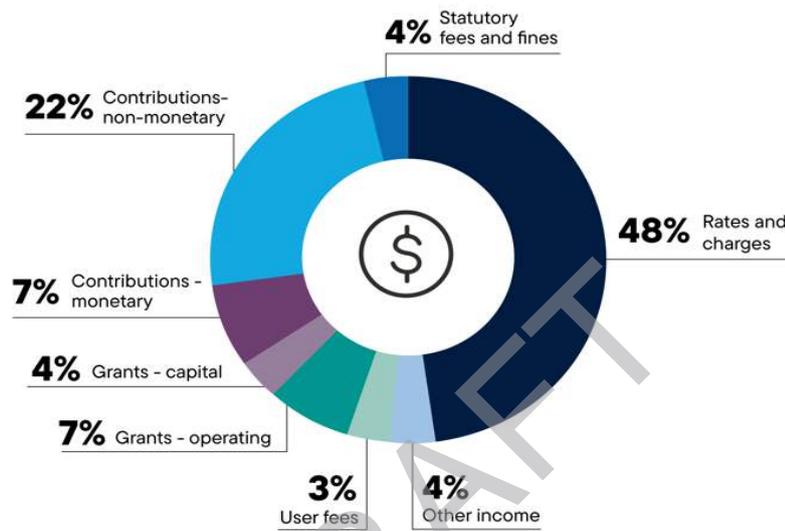
Capital Works Proposed Budget Snapshot

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000
Total capital works expenditure	108,650	116,601
Represented by		
New asset expenditure	74,466	79,208
Asset renewal expenditure	21,553	23,795
Asset upgrade expenditure	12,631	13,598
Asset expansion expenditure	-	-

Where Council's money comes from

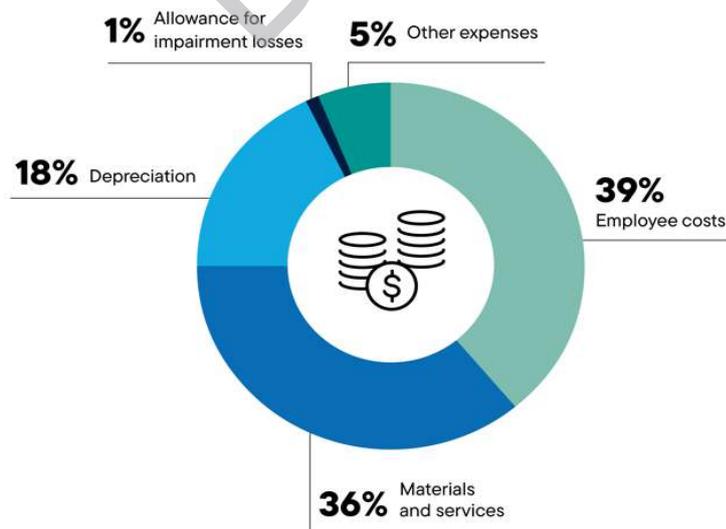
Council's income comes from a number of sources including:

- Rates and charges
- Statutory fees and fines
- Charging user fees for some of our services
- Operating grants funding from the Federal and State Government
- Capital grants funding from the Federal and State Government
- Monetary contributions from developers
- Non-monetary contributions from developers
- Share of net profits/(losses) of associates and joint ventures
- Other income.



How Council's money is spent

Council uses the money it receives from rates and other sources to deliver services to our community, including providing new facilities and maintaining, renewing and upgrading our existing community infrastructure assets.



Proposed Budget Highlights

Key highlights from Council's Proposed Budget 2025-26 include:

- Operating revenue of \$493.97 million (including 32.6% or \$161.24 million of total revenue relating to developer contributions, non-monetary assets and non-recurrent capital grants)
- Operating expenditure of \$347.05 million
- Adjusted underlying deficit of \$14.32 million (excluding developer contributions, non-monetary assets and non-recurrent capital grants). Council anticipates being in a surplus position once reserve funding for operating expenditure is taken into consideration.
- Continue investing in essential services for our community such as:
 - Resource recovery and waste management with \$35.39 million
 - Family, children and youth services with \$15.52 million
 - Aged services with \$11.44
 - Leisure, recreation and community facilities with \$11.09 million
 - Libraries with \$6.09 million
 - Parks and open space with \$31.24 million
 - Transport network improvements with \$24.90 million
 - Supporting local businesses with \$2 million.

Capital Works Program Highlights

Our Proposed Budget delivers a focused \$116.6 million capital works program that reflects the ongoing challenges to the supply and availability of labour and materials and ensures project readiness to maximise our opportunities for grant funding in future years.

Highlights include:

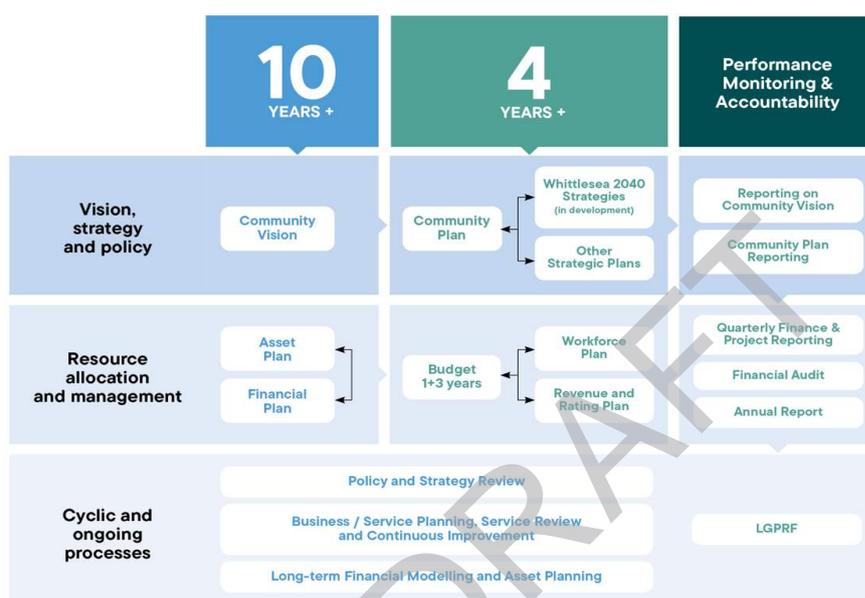
- Continue construction of the Regional Sports Precinct in Mernda
- Complete the construction of Murnong (Patterson Drive) community centre in Donnybrook
- Continue construction of West Wollert Community Centre
- Complete the upgrade of Peter Hopper Lake in Mill Park
- Complete construction of the Hill Top Splash Park and Playground in Doreen
- Continue the roll out of the Food and Garden Organics bin service
- Commence the development of Johnsons Road housing precinct in Mernda
- Commence the upgrade of Huskisson Reserve Multipurpose facility
- Delivery of local road restoration and resurfacing
- Ongoing programs to upgrade playgrounds and landscaping.

1. Link to the Integrated Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated strategic planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative planning and accountability framework

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



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

1.1.1 Key planning considerations

Service level planning

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

1.2 Our purpose

Our Vision

Whittlesea 2040: A place for all

The City of Whittlesea's vision guides our effort to keep pace with the rapid changes to and growth of our municipality over the next few years.

Organisational purpose

Making Lives Better

Our values

We:

- Deliver for our community
- Work as one team
- Care for each other

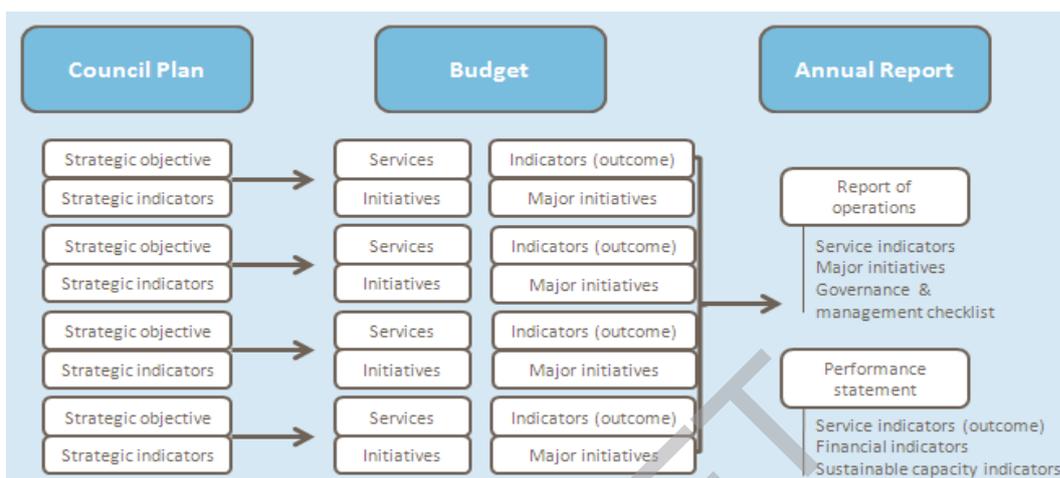
1.3 Strategic objectives

Council delivers services and initiatives under 26 major service groups. Each contributes to achieving Council's strategic objectives, which are grouped under five goals.

Goal	Description
Connected community	In 2040, the City of Whittlesea is a place that opens its arms to every resident, where all walks of life are celebrated and supported. Our community is compassionate and welcoming. We are healthy and can easily access the support services we need. People of all backgrounds, ages and abilities feel that they are an essential part of the community. We work together, making our community a better place for all.
Liveable neighbourhoods	In 2040, the City of Whittlesea is well-planned and beautiful. Our neighbourhoods and town centres are convenient and vibrant places to live, work and play. Everything we need is close by. We have a variety of quality housing that suits our life stages and circumstances. Every resident is able to get where they need to go with ease and can leave the car at home.
Strong local economy	In 2040, the City of Whittlesea is the smart choice for innovation, business growth and industry. People of all ages have opportunities to learn and develop skills locally. There are many opportunities to gain employment and build careers not too far from home. Residents support local business and we are renowned for our successful local economy.
Sustainable environment	In 2040, the City of Whittlesea's superb landscapes and natural environment are an enduring source of pride. Our iconic River Red Gums, local biodiversity and precious natural assets are protected for future generations. Locals and visitors enjoy spending time in our natural environments and our leafy suburbs. Together, we are working to reduce our impact on the environment and adapt to the changing climate.
High performing organisation	Council delivers a range of internal functions and activities enabling the delivery of efficient and effective services and initiatives. Council's goal is to be a high-performing organisation which delivers best value to the community.

2. Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2025-26 year and how these will contribute to achieving the strategic objectives outlined in the Community Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

Key actions

The Council Plan 2025-29 (Community Plan 2025-29) is currently being developed with a newly elected Council, in accordance with the Local Government Act, with a requirement for it to be formally adopted by 31 October 2025. Once the Community Plan 2025-29 draft is complete, it will be made available for community consultation to ensure the plan effectively addresses the needs and priorities of our community.

2.1 Connected community

In 2040, the City of Whittlesea is a place that opens its arms to every resident, where all walks of life are celebrated and supported. Our community is compassionate and welcoming. We are healthy and can easily access the support services we need. People of all backgrounds, ages and abilities feel that they are an essential part of the community. We work together, making our community a better place for all.

Services

Service Group		Actual	Forecast	Budget
		2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Aboriginal reconciliation	Income	0	0	0
	Expense	482	1,053	1,165
	Surplus / (deficit)	(482)	(1,053)	(1,165)

We work with our Aboriginal residents to achieve meaningful Reconciliation and work with the community to facilitate services and infrastructure which is inclusive, welcoming and pays respect to cultural identity. We seek to support the Aboriginal and Torres Strait Islander community through building strong organisational, stakeholder and community relationships. We facilitate the Whittlesea Reconciliation Group to foster reconciliation, run programs and events that raise awareness and promote discussion.

Ageing well	Income	8,316	8,620	9,537
	Expense	10,872	10,794	11,443
	Surplus / (deficit)	(2,556)	(2,174)	(1,906)

We support older residents to age well by providing services, programs and activities such as delivered meals, domestic assistance, personal care, seniors' clubs support, positive ageing programs and social connection. We help older residents to access user-directed aged care services and facilitate partnerships for services and infrastructure.

Animal management	Income	1,588	1,330	1,377
	Expense	2,902	2,773	2,948
	Surplus / (deficit)	(1,314)	(1,443)	(1,571)

We ensure people and their pets can live together harmoniously and safely in our community. We reunite lost pets with their owners, facilitate pet adoptions, operate the wat djerring Animal Facility, investigate animal incidents and complaints, establish and monitor measures put in place to mitigate the risks posed by dangerous and restricted breed dogs, attend to wandering livestock, and audit animal-related businesses to ensure welfare standards are upheld. We keep a register of cats and dogs that live in the City of Whittlesea and promote responsible pet ownership through a series of communication campaigns and events each year.

Community facilities	Income	2,487	2,584	2,302
	Expense	5,776	6,514	7,257
	Surplus / (deficit)	(3,289)	(3,930)	(4,955)

We plan, construct, manage and maintain Council-owned and operated facilities to support valued community services, events, leisure activities and community-run activities and groups. Specific Council services supported include maternal and child health, early childhood and social support activities. External services supported include other allied health and community services.

Service Group		Actual	Forecast	Budget
		2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Community strengthening	Income	1,117	1,019	1,170
	Expense	4,326	4,852	5,668
	Surplus / (deficit)	(3,209)	(3,833)	(4,498)

We build inclusive, empowered and connected communities through the planning and delivery of evidence-based place-based programs and services in partnership with relevant stakeholders.

Creative communities	Income	8	31	29
	Expense	1,725	1,620	1,993
	Surplus / (deficit)	(1,717)	(1,589)	(1,964)

Through arts and culture, we bring people together and provide great experiences, regardless of background, income, age or ability.

Our strategic approach:

- enables a creative sector that is vibrant and viable
- delivers events that showcase and celebrate our strengths and cultural diversity
- preserves and promotes our history, our living traditions and the co-creation of cultures
- ensures that Aboriginal, historic cultural and natural heritage places, assets and features are retained, conserved and integrated into the urban design and neighbourhood character of our municipality.

Customer services and community communications	Income	196	0	0
	Expense	10,595	10,215	10,267
	Surplus / (deficit)	(10,399)	(10,215)	(10,267)

We put customers and the community at the heart of how we deliver valued council services and civic events, and how we communicate, engage and consult with our community. We continue to invest in facilities, processes, people and systems to improve our services, and advocate to all levels of government to support our community now and into the future.

Children and family services	Income	7,678	6,507	6,138
	Expense	11,234	13,207	14,192
	Surplus / (deficit)	(3,556)	(6,700)	(8,054)

We aim to improve health, social and educational outcomes for children and families within the City of Whittlesea. We provide high quality, evidence-based services, programs and activities to strengthen family wellbeing, capacity and connection. Key services include maternal and child health and early years management and support.

Leisure and recreation	Income	1,145	3,557	1,794
	Expense	2,447	5,599	3,832
	Surplus / (deficit)	(1,302)	(2,042)	(2,038)

We strategically plan and manage leisure and recreation facilities within the City of Whittlesea. We support individuals and groups to participate in sport and recreation activities and organisations using Council spaces. We liaise with sports clubs to support their development, community participation and effective use of sports grounds, pavilions and other facilities.

Libraries	Income	0	0	0
	Expense	5,798	6,417	6,904
	Surplus / (deficit)	(5,798)	(6,417)	(6,904)

We offer library services through Yarra Plenty Regional Library in partnership with Banyule and Nillumbik Councils. We seek to build a skilled community that has a sense of wellbeing, inclusion and belonging through free access to relevant collections, public programs and welcoming, accessible spaces for learning.

Service Group		Actual	Forecast	Budget
		2023-24	2024-25	2025-26
		\$'000	\$'000	\$'000
Public health and safety	Income	9,427	11,194	11,467
	Expense	7,537	7,654	8,519
	Surplus / (deficit)	1,890	3,540	2,948

We protect and enhance community health, safety and wellbeing by:

- educating the community about their responsibilities to contribute to public health and safety
- enforcing state and local laws
- delivering immunisation programs
- working with emergency service agencies to plan and respond to emergencies
- deliver evidence-based projects and programs to address major health and wellbeing issues faced by the community.

Youth services	Income	211	39	44
	Expense	1,674	1,195	1,324
	Surplus / (deficit)	(1,463)	(1,156)	(1,280)

Our Youth Services provide a range of programs, activities and events for young people aged 10-25 years and their families. Council also facilitates networks and advocates for inclusive social and physical infrastructure that support all young people, and work closely with a range of external organisations.

Service Performance Outcome Indicators

Service	Indicator	Actual	Forecast	Budget
		2023-24	2024-25	2025-26
Animal management	Health and safety	100.00%	100.00%	100.00%
Aquatic facilities	Utilisation	4.22	4.51	4.51
Governance	Consultation and engagement	51	51	51
Maternal and child health	Participation	73.60%	72.00%	72.00%
	(Aboriginal) Participation	80.71%	80.00%	80.00%
Food safety	Health and safety	100.00%	100.00%	100.00%
Libraries	Membership	18.94%	20.00%	20.00%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.2 Liveable neighbourhoods

In 2040, the City of Whittlesea is well-planned and beautiful. Our neighbourhoods and town centres are convenient and vibrant places to live, work and play. Everything we need is close by. We have a variety of quality housing that suits our life stages and circumstances. Every resident is able to get where they need to go with ease and can leave the car at home.

Services

Service Group		Actual	Forecast	Budget
		2023-24	2024-25	2025-26
		\$'000	\$'000	\$'000
Parks and open space	Income	334	50	398
	Expense	22,786	24,794	31,239
	Surplus / (deficit)	(22,452)	(24,744)	(30,841)

We provide, manage and maintain Council's parks and open space assets such as parks, playgrounds, street trees, sports fields and lawns. We also plan strategically for future parks and open space projects.

Service Group		Actual	Forecast	Budget
		2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Planning and building	Income	4,374	4,179	3,540
	Expense	12,352	11,856	12,411
	Surplus / (deficit)	(7,978)	(7,677)	(8,871)

We administer and enforce building and planning legislation, and how land is being used and developed from a strategic and statutory perspective. This includes policy and master plan preparation and implementation, and approval of infrastructure and public spaces associated with urban development.

Traffic operations and safety	Income	7,107	6,885	7,194
	Expense	8,055	9,671	10,261
	Surplus / (deficit)	(948)	(2,786)	(3,067)

We seek to ensure a safe and efficient road network for motorists, pedestrians and cyclists. Programs include staffing school crossings at flagged and un-flagged crossings, and running community education programs about safe traffic behaviour around schools.

Transport network improvements	Income	6,222	11,007	5,961
	Expense	23,019	23,046	24,931
	Surplus / (deficit)	(16,797)	(12,039)	(18,970)

We plan, provide and maintain accessible, functional, safe and well-connected local transport infrastructure within the municipality. We advocate with State agencies for better transport outcomes for upgrading existing and providing new transport infrastructure, and better public transport services.

Service Performance Outcome Indicators

Service	Indicator	Actual	Forecast	Budget
		2023-24	2024-25	2025-26
Roads	Condition	97.24%	94.80%	93.50%
Statutory planning	Service standard	67.84%	70.00%	69.36%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.3 Strong local economy

In 2040, the City of Whittlesea is the smart choice for innovation, business growth and industry investment. People of all ages have opportunities to learn and develop skills locally. There are many opportunities to gain employment and build careers not too far from home. Residents support local business and we are renowned for our successful local economy.

Services

Service Group		Actual	Forecast	Budget
		2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Investment attraction and growth	Income	0	0	0
	Expense	17	47	84
	Surplus / (deficit)	(17)	(47)	(84)

We encourage new and support reinvestment within the City of Whittlesea through networking, relationship management with stakeholders and promotion of the opportunities and initiatives available.

Service Group		Actual	Forecast	Budget
		2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Local business support	Income	223	5	5
	Expense	2,265	2,191	2,004
	Surplus / (deficit)	(2,042)	(2,186)	(1,999)

We support our businesses by guiding and making it easy for them to engage with Council, promoting funding and employment opportunities, facilitating networking with complementary businesses, promoting business initiatives to increase customer base, coordinating special rate schemes, supporting trader associations, and case managing issues and planning applications.

Pathways for employment and education	Income	0	0	0
	Expense	188	1,074	493
	Surplus / (deficit)	(188)	(1,074)	(493)

We facilitate and encourage collaboration between educational institutions, local businesses, industry and stakeholders to align educational offerings and employment pathways with the current and future needs of the community.

2.4 Sustainable environment

In 2040, the City of Whittlesea's superb landscapes and natural environment are an enduring source of pride. Our iconic River Red Gums, local biodiversity and precious natural assets are protected for future generations. Locals and visitors enjoy spending time in our natural environments and our leafy suburbs. Together, we are working to reduce our impact on the environment and adapt to the changing climate.

Services

Service Group		Actual	Forecast	Budget
		2023-24 \$'000	2024-25 \$'000	2025-26 \$'000
Biodiversity, land management, sustainable planning and design	Income	117	62	230
	Expense	4,858	5,275	5,689
	Surplus / (deficit)	(4,741)	(5,213)	(5,459)

Through our role as a statutory authority, we play a crucial role in delivering an environmentally sustainable city. We facilitate sustainable land management and biodiversity conservation on public and private land across urban and rural areas. We educate and empower the community to undertake biodiversity conservation activities and sustainable land management.

Climate change	Income	0	0	0
	Expense	40	62	60
	Surplus / (deficit)	(40)	(62)	(60)

We provide services to support the community's adaptation and mitigate climate change risks. We work to reduce the urban heat island effect and support urban greening, deliver walking and cycling paths supporting active travel for the community. We show leadership by avoiding, minimising and offsetting greenhouse gas emissions from our operations. We improve infrastructure, and help the community prepare for the unavoidable impacts of our changing climate, including increases in extreme weather events. We educate and empower the community to reduce greenhouse gas emissions.

Service Group		Actual	Forecast	Budget
		2023-24	2024-25	2025-26
		\$'000	\$'000	\$'000
Integrated water management	Income	21	0	0
	Expense	1,008	1,100	1,094
	Surplus / (deficit)	(987)	(1,100)	(1,094)

We work alongside State Government agencies and utility providers to develop and deliver integrated water management services for our community, protecting and restoring our natural waterways. Council manages its water assets to ensure that they are planned, delivered, and maintained effectively. We are committed to ensuring water is used efficiently throughout our city. We support the community to understand and appreciate the water cycle and use water wisely.

Resource recovery and waste management	Income	1,694	1,900	1,840
	Expense	30,436	31,605	35,393
	Surplus / (deficit)	(28,742)	(29,705)	(33,553)

We provide sustainable solutions for the collection, disposal and recovery of waste materials generated within the community and through our own operations. We develop strategic policy, education programs and operational maintenance activities to avoid, minimise and recover waste and keep our city clean, healthy and safe. We undertake compliance and enforcement for illegal waste dumping in our municipality. We support and empower the community transition to a circular economy.

Service Performance Outcome Indicators

Service	Indicator	Actual	Forecast	Budget
		2023-24	2024-25	2025-26
Waste management	Waste diversion	44.46%	45.00%	46.00%

* refer to table at end of section 2.5 for information on the calculation of Service Performance Outcome Indicators

2.5 High-performing organisation

Council delivers a range of internal functions and activities enabling the delivery of efficient and effective services and initiatives. Council's goal is to be a high-performing organisation which delivers best value to the community.

Services

Service Group		Actual	Forecast	Budget
		2023-24	2024-25	2025-26
		\$'000	\$'000	\$'000
Our finance and assets	Income	5,741	4,903	4,356
	Expense	39,711	34,603	48,564
	Surplus / (deficit)	(33,970)	(29,700)	(44,208)

We ensure Council is managed in a financially sustainable way where resources are allocated effectively to support the delivery of the desired community outcomes. This includes rate setting and revenue generation, prudent financial planning and management, procurement of goods and services, and effective asset management.

Our governance	Income	370	586	609
	Expense	8,294	9,955	8,739
	Surplus / (deficit)	(7,924)	(9,369)	(8,130)

We ensure Council has adequate structures and processes in place to manage the business of local government in an effective and compliant manner. This includes key strategic planning, communications, decision-making and monitoring/reporting activities to achieve Council's purpose of delivering the best outcomes for the local community.

Service Group		Actual	Forecast	Budget
		2023-24	2024-25	2025-26
		\$'000	\$'000	\$'000
Our people	Income	84	94	117
	Expense	6,383	7,490	8,879
	Surplus / (deficit)	(6,299)	(7,396)	(8,762)

We ensure the City of Whittlesea has adequate labour capacity (numbers) and capability (skills and knowledge) to provide services to our community now, and into the future in an efficient, effective, and sustainable manner.

Our systems and knowledge	Income	183	0	0
	Expense	13,786	15,426	16,108
	Surplus / (deficit)	(13,603)	(15,426)	(16,108)

We ensure our users can rely on an effective working environment in terms of technology, applications, information management, research, insights and analytics. We provide the key platforms enabling service and infrastructure delivery across the organisation.

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Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	The community satisfaction rating out of 100 with the consultation and engagement efforts of the council. (This includes consulting and engaging directly with the community on key local issues requiring decisions by council).	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Service standard	The percentage of regular and VicSmart planning application decisions made within legislated time frames.	[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
Roads	Condition	The 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
Libraries	Participation	Library membership (The percentage of resident municipal population who are registered library members).	[Number of registered library members / Population] x100
Waste management	Waste diversion	The percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic facilities	Utilisation	The number of visits to aquatic facilities per head of municipal population.	[Number of visits to aquatic facilities / Population]
Animal management	Health and safety	The percentage of animal management prosecutions which are successful.	[Number of successful animal management prosecutions / Total number of animal management prosecutions] x100
Food safety	Health and safety	The percentage of critical and major non-compliance outcome notifications that are followed up by Council.	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and child health	Participation	The percentage of children enrolled who participate in the MCH service. The percentage of Aboriginal 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 [Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.6 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenses	Income/ Revenue
	\$'000	\$'000	\$'000
Connected community	(41,652)	75,511	33,859
Liveable neighbourhoods	(61,750)	78,843	17,093
Strong local economy	(2,576)	2,581	5
Sustainable environment	(40,167)	42,236	2,069
High-performing organisation	(77,208)	82,290	5,082
Total	(223,353)	281,461	58,108
Expenses added in:			
Depreciation	(62,952)		
Amortisation - intangible assets	(71)		
Amortisation - right of use assets	(918)		
Borrowing	(1,542)		
Finance costs -	(104)		
Deficit before funding sources	(288,940)		
Funding sources added in:			
Rates and charges	239,452		
Grants	19,955		
Contributions -	34,691		
Contributions - non-monetary	109,348		
Non recurrent capital grants	17,200		
Interest	15,218		
Total funding sources	435,864		
Surplus/(deficit) for the year*	146,924		

*This surplus reported, includes all revenue recognised in the financial period, including gifted subdivisional assets (non-monetary), developer contributions and grants towards capital works projects. It is important to note that the operating surplus is not a cash surplus; therefore, it does not convert to immediately available cash for Council. Significant amounts of the surplus are restricted by legislation and must be used for future infrastructure investment.

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2025-26 has been supplemented with projections to 2028-29.

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

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

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Comprehensive Income Statement

For the four years ending 30 June 2029

	NOTES	Forecast	Budget	Projections		
		2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Income / Revenue						
Rates and charges	4.1.1	220,970	239,452	255,463	267,791	280,601
Statutory fees and fines	4.1.2	22,454	20,834	21,041	21,561	22,427
User fees	4.1.3	12,675	12,515	13,134	13,526	13,902
Grants - operating	4.1.4	35,661	36,129	36,433	37,344	38,278
Grants - capital	4.1.4	18,761	19,695	7,845	2,495	2,495
Contributions - monetary	4.1.5	54,211	34,691	16,691	17,691	14,691
Contributions - non-monetary	4.1.5	107,204	109,348	111,535	113,766	116,041
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		763	783	803	823	843
Share of net profits/(losses) of associates and joint ventures		200	200	200	200	200
Other income	4.1.6	25,269	20,326	20,431	18,644	19,539
Total income / revenue		498,168	493,973	483,576	493,841	509,017
Expenses						
Employee costs	4.1.7	124,425	135,331	136,859	141,495	146,275
Materials and services	4.1.8	102,753	124,280	115,651	126,047	129,174
Depreciation	4.1.9	59,353	62,952	61,817	65,981	69,541
Amortisation - intangible assets	4.1.10	71	71	66	-	-
Depreciation - right of use assets	4.1.11	939	918	928	930	1,052
Allowance for impairment losses		2,973	3,186	3,170	3,240	3,405
Borrowing costs		85	1,542	3,889	5,260	4,850
Finance costs - leases		123	104	79	43	209
Other expenses	4.1.12	19,936	18,665	19,439	20,036	21,085
Total expenses		310,658	347,049	341,898	363,032	375,591
Surplus/(deficit) for the year*		187,510	146,924	141,678	130,809	133,426
Total comprehensive result		187,510	146,924	141,678	130,809	133,426

*This surplus reported, includes all revenue recognised in the financial period, including gifted subdivisional assets (non-monetary), developer contributions and grants towards capital works projects. It is important to note that the operating surplus is not a cash surplus; therefore, it does not convert to immediately available cash for Council. Significant amounts of the surplus are restricted by legislation and must be used for future infrastructure investment.

Balance Sheet

For the four years ending 30 June 2029

		Forecast	Budget	Projections		
	NOTES	2024-25	2025-26	2026-27	2027-28	2028-29
		\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		35,581	25,222	25,244	25,278	25,324
Trade and other receivables		52,608	52,962	53,489	53,935	54,436
Other financial assets		354,807	393,996	403,357	413,330	436,835
Inventories		79	79	79	79	79
Other assets		7,580	7,580	7,580	7,580	7,580
Total current assets	4.2.1	450,655	479,839	489,749	500,202	524,254
Non-current assets						
Other non-financial assets		22	22	22	22	22
Investments in associates, joint arrangement and subsidiaries		2,926	3,126	3,326	3,526	3,726
Property, infrastructure, plant & equipment		4,941,090	5,104,870	5,292,358	5,451,208	5,569,796
Right-of-use assets	4.2.4	2,680	2,473	1,545	856	3,162
Intangible assets		137	66	-	-	-
Total non-current assets	4.2.1	4,946,855	5,110,557	5,297,251	5,455,612	5,576,706
Total assets		5,397,510	5,590,396	5,787,000	5,955,814	6,100,960
Liabilities						
Current liabilities						
Trade and other payables		35,135	34,313	33,463	31,482	30,566
Trust funds and deposits		68,760	86,920	105,080	123,240	141,400
Contract and other liabilities		20,900	20,900	20,900	20,900	20,900
Provisions		22,869	24,874	25,155	26,007	26,885
Interest-bearing liabilities	4.2.3	1,593	3,857	7,404	10,327	10,986
Lease liabilities	4.2.4	919	957	995	972	1,004
Total current liabilities	4.2.2	150,176	171,821	192,997	212,928	231,741
Non-current liabilities						
Provisions		2,526	2,747	2,778	2,872	2,969
Interest bearing liabilities	4.2.3	6,032	30,374	65,088	83,799	74,255
Lease liabilities	4.2.4	1,689	1,443	448	(283)	2,071
Total non-current liabilities	4.2.2	10,247	34,564	68,314	86,388	79,295
Total liabilities		160,423	206,385	261,311	299,316	311,036
Net assets		5,237,087	5,384,011	5,525,689	5,656,498	5,789,924
Equity						
Accumulated surplus		3,208,069	3,355,373	3,505,763	3,644,244	3,772,837
Reserves		2,029,018	2,028,638	2,019,926	2,012,254	2,017,087
Asset Revaluation Reserves		1,744,419	1,744,419	1,744,419	1,744,419	1,744,419
Asset Development Reserves		220,439	225,434	229,286	234,355	236,692
Asset Replacement Reserves		64,160	58,785	46,221	33,480	35,976
Total equity		5,237,087	5,384,011	5,525,689	5,656,498	5,789,924

Statement of Changes in Equity

For the four years ending 30 June 2029

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2025 Forecast					
Balance at beginning of the financial year		5,049,577	3,047,817	1,744,419	257,341
Impact of adoption of new accounting standards		-	-	-	-
Adjusted opening balance		5,049,577	3,047,817	1,744,419	257,341
Surplus/(deficit) for the year		187,510	187,510	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(73,618)	-	73,618
Transfers from other reserves		-	46,360	-	(46,360)
Balance at end of the financial year		5,237,087	3,208,069	1,744,419	284,599
2026 Budget					
Balance at beginning of the financial year		5,237,087	3,208,069	1,744,419	284,599
Surplus/(deficit) for the year		146,924	146,924	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves	4.3.1	-	(40,360)	-	40,360
Transfers from other reserves	4.3.1	-	40,740	-	(40,740)
Balance at end of the financial year	4.3.2	5,384,011	3,355,373	1,744,419	284,219
2027					
Balance at beginning of the financial year		5,384,011	3,355,373	1,744,419	284,219
Surplus/(deficit) for the year		141,678	141,678	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(21,557)	-	21,557
Transfers from other reserves		-	30,269	-	(30,269)
Balance at end of the financial year		5,525,689	3,505,763	1,744,419	275,507
2028					
Balance at beginning of the financial year		5,525,689	3,505,763	1,744,419	275,507
Surplus/(deficit) for the year		130,809	130,809	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(17,754)	-	17,754
Transfers from other reserves		-	25,426	-	(25,426)
Balance at end of the financial year		5,656,498	3,644,244	1,744,419	267,835
2029					
Balance at beginning of the financial year		5,656,498	3,644,244	1,744,419	267,835
Surplus/(deficit) for the year		133,426	133,426	-	-
Net asset revaluation gain/(loss)		-	-	-	-
Transfers to other reserves		-	(17,415)	-	17,415
Transfers from other reserves		-	12,582	-	(12,582)
Balance at end of the financial year		5,789,924	3,772,837	1,744,419	272,668

Statement of Cash Flows

For the four years ending 30 June 2029

NOTES	Forecast	Budget	Projections		
	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	220,570	238,898	254,983	267,421	280,217
Statutory fees and fines	22,864	17,842	17,846	18,259	18,918
User fees	12,602	12,521	13,112	13,512	13,889
Grants - operating	35,661	36,129	36,433	37,344	38,278
Grants - capital	18,761	19,695	7,845	2,495	2,495
Contributions - monetary	54,211	34,691	16,691	17,691	14,691
Interest received	15,500	15,218	15,193	13,227	13,979
Trust funds and deposits taken	25,578	25,578	25,578	25,578	25,578
Other receipts	9,769	5,108	5,238	5,417	5,560
Net GST refund / payment	-	-	-	-	-
Employee costs	(123,663)	(133,105)	(136,547)	(140,549)	(145,300)
Materials and services	(102,753)	(124,280)	(115,651)	(126,047)	(129,174)
Short-term, low value and variable lease payments	(798)	(822)	(850)	(1,981)	(916)
Trust funds and deposits repaid	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)
Other payments	(19,936)	(18,665)	(19,439)	(20,036)	(21,085)
Net cash provided by/(used in) 4.4.1	160,948	121,390	113,014	104,913	109,712
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(108,651)	(116,601)	(136,112)	(109,366)	(70,347)
Proceeds from sale of property, infrastructure, plant and equipment	(814)	-	(855)	(876)	(898)
(Payments)/Redemption of investments	(39,807)	(39,189)	(9,361)	(9,973)	(23,505)
Proceeds from sale of investments	-	-	-	-	-
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/ (used in) investing activities 4.4.2	(149,272)	(155,790)	(146,328)	(120,215)	(94,750)
Cash flows from financing activities					
Finance costs	(85)	(1,542)	(3,889)	(5,260)	(4,850)
Proceeds from borrowings	-	30,626	45,625	31,457	1,562
Repayment of borrowings	(1,566)	(4,020)	(7,364)	(9,823)	(10,447)
Interest paid - lease liability	(123)	(104)	(79)	(43)	(209)
Repayment of lease liabilities	(917)	(919)	(957)	(995)	(972)
Net cash provided by/(used in) financing activities 4.4.3	(2,691)	24,041	33,336	15,336	(14,916)
Net increase/(decrease) in cash & cash equivalents	8,985	(10,359)	22	34	46
Cash and cash equivalents at the beginning of the financial year	26,596	35,581	25,222	25,244	25,278
Cash and cash equivalents at the end of the financial year	35,581	25,222	25,244	25,278	25,324

Statement of Capital Works

For the four years ending 30 June 2029

NOTES	Forecast	Budget	Projections		
	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Property					
Land	-	1,000	1,900	-	-
Land improvements	-	60	350	1,271	1,100
Total land	-	1,060	2,250	1,271	1,100
Buildings	11,859	13,180	14,250	9,071	412
Building improvements	9,790	7,985	16,695	16,459	3,450
Total buildings	21,649	21,165	30,945	25,530	3,862
Total property	21,649	22,225	33,195	26,801	4,962
Plant and equipment					
Plant, machinery and equipment	2,895	1,952	1,794	2,904	1,746
Fixtures, fittings and furniture	300	335	137	77	79
Computers and telecommunications	780	250	1,509	1,127	1,027
Total plant and equipment	3,975	2,537	3,440	4,108	2,852
Infrastructure					
Roads	24,485	16,355	27,121	23,238	21,580
Bridges	100	298	300	300	650
Footpaths and cycleways	5,274	7,240	9,179	6,891	6,268
Drainage	878	650	1,260	1,950	2,700
Recreational, leisure and community facilities	20,594	41,935	31,650	23,680	8,478
Waste management	661	2,382	30	-	-
Parks, open space and streetscapes	18,794	19,578	27,132	18,833	20,552
Off street car parks	1,050	1,150	1,005	85	90
Other infrastructure	11,190	2,251	1,800	3,480	2,215
Total infrastructure	83,026	91,839	99,477	78,457	62,533
Total capital works expenditure	4.5.1 108,650	116,601	136,112	109,366	70,347
Represented by:					
New asset expenditure	74,466	79,208	85,818	56,360	30,722
Asset renewal expenditure	21,553	23,795	26,186	35,290	28,073
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	12,631	13,598	24,108	17,716	11,552
Total capital works expenditure	4.5.1 108,650	116,601	136,112	109,366	70,347
Funding sources represented by:					
Proceeds from sales	762	783	855	876	898
External funding	21,313	22,171	7,845	2,494	2,495
Contributions	5,113	7,130	6,125	2,259	5,778
Council cash	59,864	44,811	56,067	57,683	57,402
Reserves	21,598	11,080	19,595	14,597	2,212
Borrowings	-	30,626	45,625	31,457	1,562
Total capital works expenditure	4.5.1 108,650	116,601	136,112	109,366	70,347

Statement of Human Resources

For the four years ending 30 June 2029

	Forecast	Budget	Projections		
	2024-25	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	120,669	131,095	132,598	137,139	141,821
Employee costs - capital	3,756	4,236	4,261	4,356	4,454
Total staff expenditure	124,425	135,331	136,859	141,495	146,275
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	995.0	1,043.5	1,048.5	1,053.5	1,058.5
Total staff numbers	995.0	1,043.5	1,048.5	1,053.5	1,058.5

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

Department	Budget 2025-26 \$'000	Comprises			
		Permanent		Casual	Temporary
		Full Time \$'000	Part time \$'000	\$'000	\$'000
Office of the CEO	469	469	-	-	-
Executive	6,143	6,047	96	-	137
Community Wellbeing	37,750	16,090	21,660	735	639
Planning and Development	25,600	13,255	12,345	-	299
Infrastructure and Environment	31,615	30,804	811	-	1,430
Customer and Corporate Services	21,704	17,976	3,726	200	2,225
Shared Services	1,972	976	996	87	90
Total permanent staff expenditure	125,253	85,617	39,634	1,022	4,820
Other employee related expenditure	5,842				
Capitalised labour costs	4,236				
Total expenditure	135,331				

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

Department	Budget 2025-26	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
Office of the CEO	1.0	1.0	-	-	-
Executive	44.5	44.0	0.5	-	0.6
Community Wellbeing	282.2	145.3	136.8	5.9	5.7
Planning and Development	204.4	152.9	51.5	-	3.6
Infrastructure and Environment	261.0	255.8	5.2	-	12.0
Customer and Corporate Services	157.4	134.0	23.4	1.8	17.6
Shared Services	14.8	5.1	9.7	0.8	1.0
Total permanent staff expenditure	965.3	738.1	227.2	8.6	40.5
Other employee related expenditure	49.0				
Capitalised labour FTE	29.2				
Total staff	1,043.5				

Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2029

	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000
Office of the CEO				
Permanent - Full time	469	473	487	501
Women	-	-	-	-
Men	469	473	487	501
Persons of self-described gender	-	-	-	-
Vacant positions	-	-	-	-
New positions	-	-	-	-
Permanent - Part time	-	-	-	-
Women	-	-	-	-
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Vacant positions	-	-	-	-
New positions	-	-	-	-
Total Office of the CEO	469	473	487	501
Executive				
Permanent - Full time	6,047	6,091	6,274	6,462
Women	4,553	4,587	4,724	4,866
Men	754	759	782	806
Persons of self-described gender	-	-	-	-
Vacant positions	740	745	767	790
New positions	-	-	-	-
Permanent - Part time	96	97	100	103
Women	-	-	-	-
Men	96	97	100	103
Persons of self-described gender	-	-	-	-
Vacant positions	-	-	-	-
New positions	-	-	-	-
Total Executive	6,143	6,188	6,373	6,565
Community Wellbeing				
Permanent - Full time	16,090	16,292	17,016	17,761
Women	10,953	11,090	11,411	11,742
Men	3,085	3,123	3,214	3,307
Persons of self-described gender	115	116	120	123
Vacant positions	1,688	1,709	1,759	1,810
New positions	248	254	514	779
Permanent - Part time	21,660	21,929	22,565	23,220
Women	17,735	17,955	18,475	19,012
Men	807	818	841	866
Persons of self-described gender	-	-	-	-
Vacant positions	3,118	3,157	3,248	3,342
New positions	-	-	-	-
Temporary and other expenditure	639	647	665	685
Women	-	-	-	-
Men	-	-	-	-
Persons of self-described gender	97	98	101	104
Vacant positions	542	549	564	581
New positions	-	-	-	-
Casuals	735	759	784	810
Women	-	-	-	-
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Vacant positions	735	759	784	810
New positions	-	-	-	-
Total Community Wellbeing	37,750	38,222	39,581	40,982

	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Planning and Development				
Permanent - Full time	13,255	13,437	14,014	14,609
Women	6,319	6,405	6,590	6,781
Men	6,047	6,129	6,306	6,489
Persons of self-described gender	-	-	-	-
Vacant positions	703	713	733	755
New positions	186	190	385	584
Permanent - Part time	12,345	12,512	12,874	13,247
Women	6,664	6,754	6,950	7,151
Men	4,954	5,022	5,167	5,317
Persons of self-described gender	-	-	-	-
Vacant positions	727	736	758	780
New positions	-	-	-	-
Total Planning and Development	25,601	25,949	26,888	27,856
Infrastructure and Environment				
Permanent - Full time	30,804	31,132	32,198	33,298
Women	8,564	8,657	8,915	9,183
Men	20,243	20,455	21,075	21,715
Persons of self-described gender	-	-	-	-
Vacant positions	1,872	1,894	1,951	2,011
New positions	124	127	257	389
Permanent - Part time	811	819	843	868
Women	197	199	205	211
Men	380	384	395	407
Persons of self-described gender	-	-	-	-
Vacant positions	233	236	242	250
New positions	-	-	-	-
Total Infrastructure and Environment	31,614	31,951	33,041	34,166
Customer and Corporate Services				
Permanent - Full time	17,976	18,146	18,750	19,372
Women	10,042	10,137	10,440	10,754
Men	6,541	6,602	6,797	6,999
Persons of self-described gender	-	-	-	-
Vacant positions	1,331	1,344	1,384	1,425
New positions	62	63	128	195
Permanent - Part time	3,726	3,760	3,872	3,986
Women	2,804	2,830	2,914	3,000
Men	737	744	766	788
Persons of self-described gender	-	-	-	-
Vacant positions	185	186	192	198
New positions	-	-	-	-
Total Customer and Corporate Services	21,702	21,906	22,621	23,359
Shared Services				
Permanent - Full time	976	982	1,012	1,042
Women	298	300	309	318
Men	332	334	344	354
Persons of self-described gender	-	-	-	-
Vacant positions	347	349	359	370
New positions	-	-	-	-
Permanent - Part time	996	1,002	1,032	1,063
Women	753	758	781	804
Men	85	85	88	90
Persons of self-described gender	-	-	-	-
Vacant positions	158	159	164	169
New positions	-	-	-	-
Total Shared Services	1,972	1,985	2,044	2,105
Permanent - Full time	85,617	86,553	89,750	93,046
Permanent - Part time	39,634	40,120	41,285	42,488
Temporary and other expenditure	4,821	4,870	5,013	5,161
Casuals	1,023	1,056	1,090	1,126
Casuals, temporary and other expenditure	5,844	5,925	6,103	6,286
Capitalised labour costs	4,236	4,261	4,356	4,454
Total staff expenditure	135,331	136,859	141,495	146,275

	2025-26	2026-27	2027-28	2028-29
	FTE	FTE	FTE	FTE
Office of the CEO				
Permanent - Full time	1.0	1.0	1.0	1.0
Women	-	-	-	-
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-
Vacant positions	-	-	-	-
New positions	-	-	-	-
Permanent - Part time	-	-	-	-
Women	-	-	-	-
Men	-	-	-	-
Persons of self-described gender	-	-	-	-
Vacant positions	-	-	-	-
New positions	-	-	-	-
Total Office of the CEO	1.0	1.0	1.0	1.0
Executive				
Permanent - Full time	44.0	44.0	44.0	44.0
Women	32.0	32.0	32.0	32.0
Men	6.0	6.0	6.0	6.0
Persons of self-described gender	-	-	-	-
Vacant positions	6.0	6.0	6.0	6.0
New positions	-	-	-	-
Permanent - Part time	0.5	0.5	0.5	0.5
Women	-	-	-	-
Men	0.5	0.5	0.5	0.5
Persons of self-described gender	-	-	-	-
Vacant positions	-	-	-	-
New positions	-	-	-	-
Total Executive	44.5	44.5	44.5	44.5
Community Wellbeing				
Permanent - Full time	145.3	147.3	149.3	151.3
Women	99.0	99.0	99.0	99.0
Men	27.0	27.0	27.0	27.0
Persons of self-described gender	1.0	1.0	1.0	1.0
Vacant positions	18.3	18.3	18.3	18.3
New positions	-	2.0	4.0	6.0
Permanent - Part time	136.8	136.8	136.8	136.8
Women	113.0	113.0	113.0	113.0
Men	6.0	6.0	6.0	6.0
Persons of self-described gender	-	-	-	-
Vacant positions	17.8	17.8	17.8	17.8
New positions	-	-	-	-
Total Community Wellbeing	282.2	284.2	286.2	288.2
Planning and Development				
Permanent - Full time	152.9	154.4	155.9	157.4
Women	75.0	75.0	75.0	75.0
Men	68.9	68.9	68.9	68.9
Persons of self-described gender	-	-	-	-
Vacant positions	9.0	9.0	9.0	9.0
New positions	-	1.5	3.0	4.5
Permanent - Part time	51.5	51.5	51.5	51.5
Women	29.7	29.7	29.7	29.7
Men	18.4	18.4	18.4	18.4
Persons of self-described gender	-	-	-	-
Vacant positions	3.4	3.4	3.4	3.4
New positions	-	-	-	-
Total Planning and Development	204.4	205.9	207.4	208.9

	2025-26	2026-27	2027-28	2028-29
	FTE	FTE	FTE	FTE
Infrastructure and Environment				
Permanent - Full time	255.8	256.8	257.8	258.8
Women	65.5	65.5	65.5	65.5
Men	173.2	173.2	173.2	173.2
Persons of self-described gender	-	-	-	-
Vacant positions	17.1	17.1	17.1	17.1
New positions	-	1.0	2.0	3.0
Permanent - Part time	5.2	5.2	5.2	5.2
Women	1.1	1.1	1.1	1.1
Men	2.3	2.3	2.3	2.3
Persons of self-described gender	-	-	-	-
Vacant positions	1.9	1.9	1.9	1.9
New positions	-	-	-	-
Total Infrastructure and Environment	261.0	262.0	263.0	264.0
Customer and Corporate Services				
Permanent - Full time	134.0	134.5	135.0	135.5
Women	79.0	79.0	79.0	79.0
Men	45.0	45.0	45.0	45.0
Persons of self-described gender	-	-	-	-
Vacant positions	10.0	10.0	10.0	10.0
New positions	-	0.5	1.0	1.5
Permanent - Part time	23.4	23.4	23.4	23.4
Women	17.8	17.8	17.8	17.8
Men	4.2	4.2	4.2	4.2
Persons of self-described gender	-	-	-	-
Vacant positions	1.4	1.4	1.4	1.4
New positions	-	-	-	-
Total Customer and Corporate Services	157.4	157.9	158.4	158.9
Shared Services				
Permanent - Full time	5.1	5.1	5.1	5.1
Women	2.0	2.0	2.0	2.0
Men	1.1	1.1	1.1	1.1
Persons of self-described gender	-	-	-	-
Vacant positions	2.0	2.0	2.0	2.0
New positions	-	-	-	-
Permanent - Part time	9.7	9.7	9.7	9.7
Women	7.1	7.1	7.1	7.1
Men	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-
Vacant positions	1.6	1.6	1.6	1.6
New positions	-	-	-	-
Total Shared Services	14.8	14.8	14.8	14.8
Casuals and temporary staff	49.0	49.0	49.0	49.0
Capitalised labour	29.2	29.2	29.2	29.2
Total staff numbers	1,043.5	1,048.5	1,053.5	1,058.5

4. Notes to the Financial Statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

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

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2025-26 the FGRS cap has been set at 3%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3% in line with the rate cap.

This will raise total rates and charges for 2025-26 to \$239.45 million.

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

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change	
			\$'000	%
General Rates*	189,416	199,239	9,823	5.19%
Service rates and charges	26,588	35,721	9,133	34.35%
Special rates and charges	281	105	(176)	(62.63%)
Supplementary rates and rate adjustments	3,585	3,137	(448)	(12.50%)
Interest on rates and charges	1,100	1,250	150	13.64%
Total rates and charges	220,970	239,452	18,482	8.36%

*These items are subject to the rate cap established under the Fair Go Rates System (FGRS)

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2024-25 cents/\$NAV	2025-26 cents/\$NAV	Change %
General rate for residential properties ²	0.046835790	0.04594135	-1.91%
General rate for commercial properties ²	0.046835790	0.04594135	-1.91%
General rate for industrial properties ²	0.046835790	0.04594135	-1.91%
General rate for farm properties ²	0.028101470	0.02756481	-1.91%

²Subject to certified valuation data being received from the Valuer General Victoria.

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	2024-25 \$	2025-26 \$	Change	
			\$	%
Residential ³	156,247,749	164,385,076	8,137,327	5.21%
Commercial ³	15,196,969	15,985,708	788,739	5.19%
Industrial ³	16,919,626	17,797,773	878,147	5.19%
Farm ³	1,051,276	1,070,171	18,895	1.80%
Total amount to be raised by general rates	189,415,620	199,238,728	9,823,108	5.19%
Annualised 2024-25 supplementary rate revenue	4,020,000	-		
	193,435,620	199,238,728	5,803,108	3.00%

³Note the amount to be raised by general rates for 2025-26 is subject to the final certified valuations for 1 January 2025 being received from the Valuer General Victoria and the completion of the 2024-25 supplementary rates.

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	2024-25	2025-26	Change	
	Number	Number	Number	%
Residential ⁴	94,038	96,789	2,751	2.93%
Commercial ⁴	3,085	3,110	25	0.81%
Industrial ⁴	4,739	4,750	11	0.23%
Farm ⁴	130	94	(36)	(27.69%)
Total number of assessments	101,992	104,743	2,751	2.70%

⁴Note the number of assessments for 2025-26 may change as further supplementary valuations are completed.

4.1.1(e) The basis of valuation to be used is the Net Annual Value (NAV)**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	2024-25	2025-26	Change	
	\$	\$	\$	%
Residential ⁵	3,336,075,865	3,578,299,872	242,224,007	7.26%
Commercial ⁵	324,473,426	347,888,414	23,414,988	7.22%
Industrial ⁵	361,254,200	387,323,400	26,069,200	7.22%
Farm ⁵	37,410,000	38,823,825	1,413,825	3.78%
Total value of land	4,059,213,491	4,352,335,511	293,122,020	7.22%

⁵Note the value of land for 2024-25 is subject to the final certified valuations for 1 January 2024 being received from the Valuer General Victoria.

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

Type of Charge	Per Rateable	Per Rateable	Change	
	Property 2024-25	Property 2025-26	\$	%
Waste Kerbside Service Charge	205.70	208.80	3.10	1.51%
Commercial Waste Kerbside Service Charge	267.30	271.35	4.05	1.52%
Food and Green Waste	105.15	95.30	- 9.85	(9.37%)
Landfill Levy - Waste Kerbside Service Charge	14.20	105.85	91.65	645.42%
Landfill Levy - Commercial Waste Kerbside Service Charge	19.80	166.60	146.80	741.41%
Landfill Levy - Other	16.65	15.45	- 1.20	(7.21%)

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

Type of Charge	2024-25	2025-26	Change	
	\$	\$	\$	%
Waste Kerbside Service Charge	17,969,638	19,076,523	1,106,885	6.16%
Commercial Waste Kerbside Service Charge	1,286,103	698,825	(587,279)	(45.66%)
Food and Green Waste	5,800,000	5,699,708	(100,292)	(1.73%)
Landfill Levy - Waste Kerbside Service Charge	1,224,651	9,357,034	8,132,384	664.06%
Landfill Levy - Commercial Waste Kerbside Service Charge	78,547	670,898	592,352	754.14%
Landfill Levy - Other	229,171	217,969	(11,202)	(4.89%)
Total	26,588,109	35,720,957	9,132,848	34.35%

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

	2024-25	2025-26	Change	
	\$	\$	\$	%
Residential	156,247,749	164,385,076	8,137,327	5.21%
Commercial	15,196,969	15,985,708	788,739	5.19%
Industrial	16,919,626	17,797,773	878,147	5.19%
Farm rate	1,051,276	1,070,171	18,895	1.80%
Waste Kerbside Service Charge	17,969,638	19,076,523	1,106,885	6.16%
Commercial Waste Kerbside Service Charge	1,286,103	698,825	(587,279)	(45.66%)
Food and Green Waste	5,800,000	5,699,708	(100,292)	(1.73%)
Landfill Levy - Waste Kerbside Service Charge	1,224,651	9,357,034	8,132,384	664.06%
Landfill Levy - Commercial Waste Kerbside Service Charge	78,547	670,898	592,352	754.14%
Landfill Levy - Other	229,171	217,969	(11,202)	(4.89%)
Supplementary rates and rate adjustments	3,585,000	3,137,000	(448,000)	(12.50%)
Total Rates and charges	219,588,729	238,096,685	18,507,956	8.43%

4.1.1(j) Fair Go Rates System Compliance

The City of Whittlesea is required to comply with the State Government's FGRS. The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2024-25	2025-26
Total Rates	\$ 189,415,620	\$ 199,238,728
Number of rateable properties	101,992	104,743
Base Average Rate	\$ 1,807.46	\$ 1,846.76
Maximum Rate Increase (set by the State Government)	2.75%	3.00%
Capped Average Rate	\$ 1,857.17	\$ 1,902.16
Maximum General Rates and Municipal Charges Revenue	\$ 189,415,988	\$ 199,238,728
Budgeted Supplementary Rates	\$ 3,500,000	\$ 3,256,938
Budgeted Total Rates and Municipal Charges Revenue	\$ 192,915,988	\$ 202,495,666

4.1.1(k) 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 (2025-26: estimated \$3,256,938 and 2024-25: \$3,500,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(l) Differential rates

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

- rate of 0.04594135 in the NAV dollar in respect of residential, commercial and industrial use land (of a non-farm nature)
- rate of 0.02756481 in the NAV dollar in respect of farm land.

Each differential rate will be determined by multiplying the Net Annual Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of its functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

General rate

The general rate for rateable residential, commercial and industrial properties applies to all properties which do not fall into the farm rate classification (see below).

Farm rate

The farm rate may be applied to some properties within the Municipality which are classified by Council as Farm Land as defined in Section 2(1) of the *Valuation of Land Act 1960* which states, "farm land" means any rateable land:

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

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

4.1.2 Statutory fees and fines

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change	
			\$'000	%
Infringements and costs	10,055	10,275	220	2.19%
Court recoveries	1,425	1,590	165	11.58%
Permit fees	9,361	6,826	(2,535)	(27.08%)
Certificates and regulatory service fees	1,613	2,143	530	32.86%
Total statutory fees and fines	22,454	20,834	(1,620)	(7.21%)

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include parking infringements, animal registrations, Health Act registrations, building control permits, statutory planning permits and subdivision supervision fees. The statutory fees are projected to be less than 2024-25 primarily due to decrease in regulatory and subdivision supervision fees.

4.1.3 User fees

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change	
			\$'000	%
Aged and health services	942	1,234	292	31.00%
Family and children services	349	223	-126	(36.10%)
Registrations	2,669	2,786	117	4.38%
Leisure centre fees	2,072	1,520	-552	(26.64%)
Property leases and rentals	4,137	4,157	20	0.48%
Waste management services	1,336	1,336	-	0.00%
Other fees and charges	1,170	1,259	89	7.61%
Total user fees	12,675	12,515	(160)	(1.26%)

User fees relate to the recovery of service delivery costs through the charging of fees to users of services. These include fees for the use of leisure facilities, entertainment, equipment hire and other community facilities and the provision of human services such as family day care and home help services. User fees are projected to decrease primarily relating to the decrease in sport and recreation leisure facilities income.

4.1.4 Grants

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

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	30,331	31,046	715	2.36%
State funded grants	24,091	24,778	687	2.85%
Total grants received	54,422	55,824	1,402	2.58%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial assistance grants	19,468	19,955	487	2.50%
Aged care	7,056	7,591	535	7.58%
Immunisation	30	30	-	0.00%
Recurrent - State Government				
Aged care	874	869	(5)	(0.57%)
School crossing supervisors	1,113	1,105	(8)	(0.72%)
Early years	356	483	127	35.67%
Family day care	410	410	-	0.00%
Maternal and child health	4,905	4,456	(449)	(9.15%)
Immunisation	124	124	-	0.00%
Public health	24	26	2	8.33%
Resilience and emergency management	60	60	-	0.00%
Youth services	35	35	-	0.00%
Sustainability	-	169	169	100.00%
Community development	65	97	32	49.23%
Other	163	133	(30)	(18.40%)
Total recurrent grants	34,683	35,543	860	2.48%
Non-recurrent - Commonwealth Government				
Non-recurrent - State Government				
Social Policy	400	-	(400)	(100.00%)
Maternal and child health	150	150	-	0.00%
Kindergarten	177	235	58	32.77%
Resilience and emergency management	140	140	-	0.00%
Sustainability	111	61	(50)	(45.05%)
Total non-recurrent grants	978	586	(392)	(40.08%)
Total operating grants	35,661	36,129	468	1.31%

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change	
			\$'000	%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads and infrastructure	2,497	2,495	(2)	(0.08%)
Total recurrent grants	2,497	2,495	(2)	(0.08%)
Non-recurrent - Commonwealth Government				
Recreational, leisure and community	-	675	675	100.00%
Parks, open space and streetscapes	1,280	300	(980)	(76.56%)
Non-recurrent - State Government				
Buildings	6,336	6,450	114	1.80%
Roads and infrastructure	3,162	650	(2,512)	(79.44%)
Footpaths and cycleways	-	1,600	1,600	100.00%
Recreational, leisure and community	1,264	7,125	5,861	463.69%
Parks, open space and streetscapes	4,222	400	(3,822)	(90.53%)
Total non-recurrent grants	16,264	17,200	936	5.76%
Total capital grants	18,761	19,695	934	4.98%
Total Grants	54,422	55,824	1,402	2.58%

4.1.5 Contributions

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change	
			\$'000	%
Monetary	54,211	34,691	(19,520)	(36.01%)
Non-monetary	107,204	109,348	2,144	2.00%
Total contributions	161,415	144,039	(17,376)	(10.76%)

Monetary contributions are those contributions and reimbursements from organisations such as sporting clubs for works carried out on their behalf, as well as contributions from developers towards specific capital works projects. Non-monetary contributions are those assets that have been transferred to Council by developers. The contributions are projected to decrease in line with anticipated growth of developments throughout the municipality.

4.1.6 Other income

	Forecast 2024-25 \$'000	Budget 2025-26 \$'000	Change	
			\$'000	%
Sales	880	583	(297)	(33.75%)
Interest	15,500	15,218	(282)	(1.82%)
Reimbursements	8,907	4,530	(4,377)	(49.14%)
Other	18	5	(13)	(72.22%)
Total other income	25,269	20,326	(4,943)	(19.56%)

The budget anticipates a decrease in interest income from term deposits due to forecasted interest rate cuts from the Reserve Bank of Australia.

4.1.7 Employee costs

	Forecast	Budget	Change	
	2024-25 \$'000	2025-26 \$'000	\$'000	%
Wages and salaries	107,178	115,747	8,569	8.00%
Workcover	4,952	5,898	946	19.10%
Superannuation	12,145	13,546	1,401	11.54%
Fringe benefits tax	150	140	(10)	(6.67%)
Total employee costs	124,425	135,331	10,906	8.77%

Employee costs include all labour related expenditure such as salaries, wages, allowances and on-costs such as leave entitlements, superannuation and WorkCover.

In recent years employee numbers have not kept pace with the City of Whittlesea's population growth. We have sought to address this shortfall with continued investment in growing our workforce in 2025-26. This investment ensures we have the resources needed to support critical service delivery for our growing population whilst we continue to drive efficiencies.

Employee costs are also estimated to increase due to positions which have been funded from specific grants and salary movements through banding adjustments and the Enterprise Agreement.

4.1.8 Materials and services

	Forecast	Budget	Change	
	2024-25 \$'000	2025-26 \$'000	\$'000	%
External works (contractors)	71,583	94,006	22,423	31.32%
Support services	8,197	5,781	(2,416)	(29.47%)
Design work	56	48	(8)	(14.29%)
Facilities management	3,213	3,166	(47)	(1.46%)
Supplies and services	9,260	8,025	(1,235)	(13.34%)
Plant and fleet operations	1,932	2,102	170	8.80%
Computer services	5,702	8,275	2,573	45.12%
Communications	1,526	1,581	55	3.60%
Catering supplies and services	235	243	8	3.40%
Construction materials	842	894	52	6.18%
Travel and accommodation	122	72	(50)	(40.98%)
Consumable Materials	85	87	2	2.35%
Total materials and services	102,753	124,280	21,527	20.95%

Materials and services include the purchase of supplies and consumables, payments for the provision of services, and fleet costs. Material and services is budgeted to increase compared to forecast of 2024-25 mainly due to reimbursements associated with the provision by developers of land and construction projects that are funded through the levies collected under various Development Contribution Plans and Infrastructure Contribution Plans and increased spending on garden bed maintenance and parks maintenance in line with the new contract.

4.1.9 Depreciation

	Forecast	Budget	Change	
	2024-25 \$'000	2025-26 \$'000	\$'000	%
Property	7,497	7,935	438	5.84%
Plant & equipment	2,567	2,765	198	7.71%
Infrastructure	49,289	52,252	2,963	6.01%
Total depreciation	59,353	62,952	3,599	6.06%

Depreciation is an accounting measure to allocate the value of an asset over its useful life. The depreciation is expected to increase compared to the 2024-25 forecast, due to the projected increase in the revaluation of Council's assets combined with the addition of gifted and constructed assets.

4.1.10 Amortisation - Intangible assets

	Forecast	Budget	Change	
	2024-25	2025-26	\$'000	%
Intangible assets	71	71	-	0.00%
Total amortisation - intangible assets	71	71	-	0.00%

4.1.11 Depreciation - Right of use assets

	Forecast	Budget	Change	
	2024-25	2025-26	\$'000	%
Property	528	506	(22)	(4.17%)
Vehicles	308	308	-	0.00%
Plant and equipment	103	104	1	0.97%
Total depreciation - right of use assets	939	918	(21)	(2.24%)

4.1.12 Other expenses

	Forecast	Budget	Change	
	2024-25	2025-26	\$'000	%
Contributions and donations	9,287	8,947	(340)	(3.66%)
Utilities	5,858	4,498	(1,360)	(23.22%)
Mayor and Councillors allowances	375	591	216	57.60%
Auditing	287	287	-	0.00%
Other costs	4,129	4,342	213	5.16%
Total other expenses	19,936	18,665	(1,271)	(6.38%)

Other expenses include a range of unclassified items including utilities, community grants, contributions, audit fees and administrator fees. Other expenses are expected to reduce primarily due to community grant payments projected to decrease compared to the 2024-25 year. However, if required, the shortfall will be covered by the Community Grant's reserves to ensure continued support for community initiatives.

4.2 Balance Sheet**4.2.1 Assets**

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities. Current assets are expected to increase by \$29.18 million during the year, primarily reflecting additional borrowings in 2025-26, effective cash flow management and higher interest earnings on investments.

The increase in non-current assets is the net result of the capital works program and transfer to Council of non-monetary assets \$109.35 million, partly offset by the depreciation of non-current assets \$62.95 million.

4.2.2 Liabilities

Current liabilities are expected to increase due to bonds and guarantees for infrastructure development, repayments of borrowings and annual and long service leave staff entitlements (provisions) which are expected to increase in line with an increasing labour cost base.

Trade and other payables (being the amounts that Council owes to suppliers) are expected to decrease in line with materials and services expenditure (see Comprehensive Income Statement) and short term lease repayments.

Non-current liabilities (that is, obligations Council must pay beyond the next financial year) will increase due to new borrowings being taken out in 2025-26.

4.2.3 Borrowings

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

	Forecast	Budget	Projections		
	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Amount borrowed as at 30 June of the prior	9,191	7,625	34,231	72,492	94,126
Amount proposed to be borrowed	-	30,626	45,625	31,457	1,562
Amount projected to be redeemed	(1,566)	(4,020)	(7,364)	(9,823)	(10,447)
Amount of borrowings as at 30 June	7,625	34,231	72,492	94,126	85,241

4.2.4 Leases by category

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

	Forecast	Budget
	2024-25 \$'000	2025-26 \$'000
Right-of-use assets		
Property	1,456	1,661
Vehicles	923	615
Others	301	197
Total right-of-use assets	2,680	2,473
Lease liabilities		
Current lease liabilities		
Property	505	526
Vehicles	313	326
Others	101	105
Total current lease liabilities	919	957
Non-current lease liabilities		
Property	821	1,007
Vehicles	665	339
Others	203	97
Total non-current lease liabilities	1,689	1,443
Total lease liabilities	2,608	2,400

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 4.76%.

4.3 Statement of changes in Equity

4.3.1 Reserves

	Balance at beginning of reporting period	Transfers to Reserve	Transfers from Reserve	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
Asset revaluation reserve	1,744,419	-	-	1,744,419
Asset development reserves				
Parklands contribution	15,332	2,500	-	17,832
Developer contribution plan (DCP) reserves	200,453	31,654	(29,130)	202,977
Planning permit drainage levy	2,431	100	(50)	2,481
Net gain compensation	1,452	-	(79)	1,373
Plenty road duplication	84	-	-	84
Street tree contributions reserve	686	-	-	686
Total asset development reserves	220,438	34,254	(29,259)	225,433
Asset replacement reserves				
Native vegetation offset site maintenance	1,042	-	(200)	842
Lutheran Church and Cemetery	380	-	-	380
Strategic investment reserve	34,988	4,027	(6,275)	32,740
Technology improvement	4,666	1,829	-	6,495
Traffic light construction	943	-	-	943
Synthetic turf pitches	40	-	-	40
Strategic properties reserve	4,819	-	(1,000)	3,819
Non standard street lighting contributions	3,901	250	(250)	3,901
LASF defined benefit plan liability	3,739	-	-	3,739
Transport infrastructure	28	-	-	28
Waste reserve	3,395	-	(2,382)	1,013
Aboriginal Gathering Place	-	-	-	-
Strategic operational projects	2,516	-	-	2,516
Regional Sports Precinct reserve	1,374	-	(1,374)	-
Resilience and emergency management	449	-	-	449
Plant replacement	1,221	-	-	1,221
Community grant	660	-	-	660
Total asset replacement reserves	64,161	6,106	(11,481)	58,786
Total reserves	2,029,018	40,360	(40,740)	2,028,638

Asset development reserves

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. Whilst these funds earn interest revenue for Council, they are not available for other purposes.

Asset replacement reserves

There are no restrictions on the use of these funds other than as Council may itself impose. In this case Council has made decisions regarding the future use of these funds and, unless there is a Council resolution to change those decisions, these funds should be used for those earmarked purposes. The decisions about future use of these funds will be made in the context of the long term funding requirements as set out in the plan.

4.3.2 Equity

Total equity is expected to increase by \$146.92 million and made up of the following components:

- Asset Revaluation Reserve represents the difference between the previously recorded value of assets and their current valuations.
- Other Reserves are funds that Council has set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of Council and are 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

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2025-26 year. Budgeting cash flows assists in determining the balance between the level of cash available for investment in Council services and infrastructure, whilst ensuring long term financial sustainability of Council.

This analysis is based on three main categories of cash flows:

- Operating activities - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provisions of services to the community may be available for investment in capital works, or repayment debt.
- Investing activities - Refers to the 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 equipment.
- Financing activities - Refers to the cash generated or used in financing of Council functions and include borrowing from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayment of the year.

4.4.1 Net cash flows provided by/used in operating activities

The reduction in cash flow from operating activities is primarily attributed to a \$21.53 million increase in materials and services payments and a \$19.52 million decrease in monetary contributions income. This is partly offset by increase in rates and charges income by 3% in line with the State Government rate cap.

The net cash flows from the operating activities does not equal the operating result of the year as the expected revenues and expenses of Council include non-cash items which have been excluded from the Cash flow Statement.

4.4.2 Net cash flows provided by/used in investing activities

The decrease in payments for investing activities represents \$39.19 million of funds invested in 2025-26 and an increase in capital works expenditure \$7.95 million over the 2024-25 forecast. Redemption/(payments) for investments (maturing later than 90 days) relate to financial assets which are cash investments (predominantly term deposits) that have a maturity date greater than 90 days. To improve Council's cash flow (and maximise interest revenue), investments are either redeemed or placed throughout the year depending on the receipt of revenue and the timing of expenditure.

4.4.3 Net cash flows provided by/used in financing activities

The increase in cash flow from financing activities is driven by proposed new borrowings of \$30.63 million expected to be drawn down during the 2025-26 financial year. Proceeds from borrowings relate to funding received under loan obligations Council must pay beyond the next financial year. These funds are generally applied to fund capital projects undergone in the financial year the loan was obtained.

4.5 Capital Works program

This section presents a listing of the capital works projects that will be undertaken for the 2025-26 year, classified by expenditure type and funding source.

4.5.1 Summary

	Forecast	Budget	Change	
	2024-25	2025-26	\$'000	%
Property	21,649	22,225	576	2.66%
Plant and equipment	3,975	2,537	(1,438)	(36.17)%
Infrastructure	83,026	91,839	8,813	10.61%
Total	108,650	116,601	7,951	7.32%

The capital works program for the 2025-26 year is expected to be \$116.6 million.

	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	External Funding	Contributions	Council Cash/Reserves	Borrowings
Property	22,225	17,540	2,455	2,230	-	8,475	6,280	7,470	-
Plant and equipment	2,537	2,397	-	140	-	783	-	1,754	-
Infrastructure	91,839	59,271	21,340	11,228	-	13,695	850	46,668	30,626
Total	116,601	79,208	23,795	13,598	-	22,953	7,130	55,892	30,626

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	External Funding	Contributions	Council Cash/Reserves	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Johnsons Road residential development, Mernda	1,000	1,000	-	-	-	-	-	1,000	-
Total Land	1,000	1,000	-	-	-	-	-	1,000	-
Huskisson Recreation Reserve residential development, Lalor	60	60	-	-	-	-	-	60	-
Total land improvements	60	60	-	-	-	-	-	60	-
Design - Edgars Creek Reserve Masterplan Implementation	450	450	-	-	-	-	450	-	-
Construct Community Activity Centre - Patterson Drive, Donnybrook	2,280	2,280	-	-	-	2,250	30	-	-
Construct community centre - West Wollert	10,000	10,000	-	-	-	4,200	5,800	-	-
Development Contribution Projects Pipeline Planning	450	450	-	-	-	-	-	450	-
Total Buildings	13,180	13,180	-	-	-	6,450	6,280	450	-
Energy Efficiency Program - Various	250	-	-	250	-	-	-	250	-
Thomastown Recreation & Aquatic Centre (TRAC) conversion of gas to electric	400	-	400	-	-	-	-	400	-
Redevelopment and expansion of the Stables Kindergarten	3,300	3,300	-	-	-	2,025	-	1,275	-
Redevelopment of Dalton Road Kindergarten and MCH	550	-	-	550	-	-	-	550	-
Office Refurbishment and Alterations	150	-	-	150	-	-	-	150	-
Planned renewal (Minor works)	2,055	-	2,055	-	-	-	-	2,055	-
Disability Action Plan	150	-	-	150	-	-	-	150	-
Derby Meadows Preschool and Boori Childrens Centre	500	-	-	500	-	-	-	500	-
Kindergarten nappy change facilities and privacy stall doors for regulatory compliance	100	-	-	100	-	-	-	100	-
Thomastown Library & Neighbourhood House Amenity Upgrade	460	-	-	460	-	-	-	460	-
Total building improvements	7,985	3,300	2,455	2,230	-	2,025	-	5,960	-
TOTAL PROPERTY	22,225	17,540	2,455	2,230	-	8,475	6,280	7,470	-
PLANT AND EQUIPMENT									
Replacement of Council Fleet - Ongoing Program	1,852	1,852	-	-	-	783	-	1,069	-
Implementation of Signage Management Plan	100	100	-	-	-	-	-	100	-
Total plant, machinery and equipment	1,952	1,952	-	-	-	783	-	1,169	-
Acquisition of Visual Art - Civic Centre	10	10	-	-	-	-	-	10	-
Design and Delivery of Public Art (Murals)	65	65	-	-	-	-	-	65	-
MCH Consult Rooms - Early Learning Child Care Centre (ELCC) - Wollert (Andrews Road) Primary	35	35	-	-	-	-	-	35	-
Kindergarten on a School Site (KOSS) - The Lakes South Morang College (Primary Campus)	225	225	-	-	-	-	-	225	-
Total fixtures, fittings and furniture	335	335	-	-	-	-	-	335	-
IT - ICT Network Infrastructure	50	30	-	20	-	-	-	50	-
IT - Hardware	200	80	-	120	-	-	-	200	-
Total computers and telecommunications	250	110	-	140	-	-	-	250	-
TOTAL PLANT AND EQUIPMENT	2,537	2,397	-	140	-	783	-	1,754	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	External Funding	Contributions	Council Cash/Reserves	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Downs Road residential development, Lalor	350	350	-	-	-	-	-	350	-
2025-26 Local Road Resurfacing Works	8,000	-	8,000	-	-	2,495	-	5,505	-
2025-26 Local Road Reconstruction / Rehabilitation Program	4,000	-	4,000	-	-	-	-	4,000	-
Findon Road and Williamsons Road intersection upgrade	1,638	-	-	1,638	-	-	-	1,638	-
Quarry Hills Regional Park - Trunk Infrastructure	1,070	1,070	-	-	-	-	-	1,070	-
Install roundabout at Crescendo Boulevard /Bellavista Drive / The Parade intersection, Wollert	100	100	-	-	-	-	-	100	-
2025-26 Collector Road traffic management - Various locations	238	119	-	119	-	-	-	238	-
2025-26 Upgrade disabled parking bays to DDA requirements - Various locations	110	-	-	110	-	-	-	110	-
Total roads	16,355	2,389	12,000	1,967	-	3,145	-	13,211	-
2025-26 Boardwalk / bridges refurbishment	298	-	298	-	-	-	-	298	-
Total bridges	298	-	298	-	-	-	-	298	-
Construct Shared Path - McDonalds Road (north side) - Darebin Creek to Civic Drive	750	750	-	-	-	-	-	750	-
Construct Shared Path - Yan Yean Pipe Track - Childs Road to Bush Boulevard, Mill Park	1,000	1,000	-	-	-	-	-	1,000	-
Footpath Reconstruction / Renewal	2,910	-	2,910	-	-	-	-	2,910	-
2025-26 Missing Footpath Links Program - Various locations	600	600	-	-	-	-	-	600	-
Ferres Boulevard Active Travel Infrastructure Upgrades	800	800	-	-	-	800	-	-	-
Darebin Creek Trail SUP (Greenbrook Drive to Epping Station)	800	800	-	-	-	800	-	-	-
2025-26 Bicycle facilities	100	80	-	20	-	-	-	100	-
2025-26 Kerb Ramp DDA Upgrades - Kerb Alignment	60	-	-	60	-	-	-	60	-
2025-26 Safe Routes to Schools	50	25	-	25	-	-	-	50	-
2025-26 Lighting of Shared User Paths Program	120	120	-	-	-	-	-	120	-
Total footpaths and cycleways	7,240	4,175	2,910	155	-	1,600	-	5,640	-
WSUD (Water Sensitive Urban Design) Asset Renewal	350	-	350	-	-	-	-	350	-
2025-26 Drainage improvement works - Various Locations	250	250	-	-	-	-	-	250	-
Quarry Hills Drainage Interface - Problem Spot E & F	50	25	-	25	-	-	-	50	-
Total drainage	650	275	350	25	-	-	-	650	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	External Funding	Contributions	Council Cash/Reserves	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Sporting Infrastructure Major improvement works - Sport Club Contribution Policy	20	20	-	-	-	-	-	20	-
Construct two soccer pitches and pavilion - Ashley Park (Orchard Road)	500	500	-	-	-	-	500	-	-
Concept Design of Sports Reserve - Central Wollert SR03 (Alkira)	250	250	-	-	-	-	250	-	-
2025-26 Sporting Net Upgrade and Installation	25	-	-	25	-	-	-	25	-
2025-26 Sports Ground Lighting Upgrade Program	700	-	-	700	-	-	-	700	-
Hill Top Splash Park and Playground	800	800	-	-	-	800	-	-	-
RSP - Regional Sports Precinct - Design & Construct	39,000	39,000	-	-	-	7,000	-	1,374	30,626
Painted Hills Recreation Reserve - Lighting Upgrade	140	-	-	140	-	-	-	140	-
2025-26 Public Toilet Amenity Plan	500	250	250	-	-	-	-	500	-
Total recreational, leisure & community facilities	41,935	40,820	250	865	-	7,800	750	2,759	30,626
Extension of the FOGO bin - municipal wide	2,382	2,382	-	-	-	-	-	2,382	-
Total waste management	2,382	2,382	-	-	-	-	-	2,382	-
Huskisson Reserve - Multi Purpose Facility	5,000	-	-	5,000	-	-	-	5,000	-
Botanica Park master plan implementation	350	70	-	280	-	-	-	350	-
Local Area Traffic Management and Streetscape Improvements - Study and Implementation in Local Areas 26, 32 and 42 in Mill Park and South Morang	400	400	-	-	-	-	-	400	-
Whittlesea Park Master Plan, Whittlesea Township	500	500	-	-	-	-	-	500	-
Stormwater Harvesting Systems Audit and Rectifications	210	210	-	-	-	-	-	210	-
Peter Hopper Lake renewal and upgrade	642	-	321	321	-	300	-	342	-
Main Roads and High Profile Streetscapes Planting Program	300	300	-	-	-	-	-	300	-
Parks Tree and Major Facilities Planting Program	450	450	-	-	-	-	-	450	-
Conservation Reserves Tree Planting Program	200	200	-	-	-	-	-	200	-
Quarry Hills - Atrium Reserve Entrance Node	900	900	-	-	-	200	-	700	-
Quarry Hills - Regent Street Entrance Node	900	900	-	-	-	200	-	700	-
Residential Street Tree Renewal Planting Program	300	300	-	-	-	-	-	300	-
Programmed Parks and Open Space Renewal	455	50	405	-	-	-	-	455	-
The Boulevard Shops, Thomastown	700	-	700	-	-	-	-	700	-
VR Michael Reserve - Master Plan	160	160	-	-	-	-	-	160	-
Nick Ascenzo Reserve Masterplan	85	64	21	-	-	-	-	85	-
Conservation reserves fencing program	50	50	-	-	-	-	-	50	-
Dr Harry Jenkins Park and Playground Redevelopment	50	25	-	25	-	-	-	50	-
Project Management Fees	3,676	3,676	-	-	-	-	-	3,676	-
Koukoura (Cerridwen) Park Activation	350	-	-	350	-	-	-	350	-
Lalor Recreation Reserve Master Plan Implementation	250	188	63	-	-	-	-	250	-
Mill Park Lakes Play Space	1,000	-	500	500	-	-	-	1,000	-
2025-26 Vehicle Exclusion Fencing	50	38	13	-	-	-	-	50	-
2025-26 Renewal of playgrounds and general landscape improvements	2,200	-	1,760	440	-	-	-	2,200	-
High Street Epping Streetscape Upgrade (Coulstock Street)	100	-	-	100	-	-	100	-	-
Sporting Infrastructure Major improvement works	250	-	250	-	-	-	-	250	-
Total parks, open space and streetscapes	19,578	8,530	4,032	7,016	-	700	100	18,778	-

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	External Funding	Contributions	Council Cash/Reserves	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2025-26 Car Park Rehabilitation Program	250	-	250	-	-	-	-	250	-
Gravlier Way Carpark (Swamp Gum Gully)	600	-	-	600	-	-	-	600	-
Whittlesea Public Gardens STAGE 2 Implementation - Car Parks	300	300	-	-	-	-	-	300	-
Total off street car parks	1,150	300	250	600	-	-	-	1,150	-
Streetlight Replacement Program	1,250	-	1,250	-	-	450	-	800	-
Public Lighting in Local Streets	200	-	-	200	-	-	-	200	-
2025-26 Infrastructure Planning and Feasibility Studies for Future Projects	400	-	-	400	-	-	-	400	-
Water Efficiency Program - Ongoing Program	250	250	-	-	-	-	-	250	-
Electric Vehicle Charging at Council Facilities	150	150	-	-	-	-	-	150	-
Total other infrastructure	2,250	400	1,250	600	-	450	-	1,800	-
TOTAL INFRASTRUCTURE	91,839	59,271	21,340	11,228	-	13,695	850	46,668	30,626
TOTAL CAPITAL WORKS	116,601	79,208	23,795	13,598	-	22,953	7,130	55,892	30,626

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Summary of Planned Capital Works Expenditure

For the years ending 30 June 2027, 2028 and 2029

2026-27	Asset Expenditure Types					Summary of Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	External Funding	Contributions	Council Cash/Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	1,900	1,900	-	-	-	1,900	-	-	1,900	-
Land improvements	350	350	-	-	-	350	-	-	350	-
Total Land	2,250	2,250	-	-	-	2,250	-	-	2,250	-
Buildings	14,250	14,250	-	-	-	14,250	3,375	825	-	10,050
Building improvements	16,695	1,975	3,075	-	11,645	16,695	1,975	-	9,045	5,675
Total Buildings	30,945	16,225	3,075	-	11,645	30,945	5,350	825	9,045	15,725
Total Property	33,195	18,475	3,075	-	11,645	33,195	5,350	825	11,295	15,725
Plant and Equipment										
Plant, machinery and equipment	1,794	1,794	-	-	-	1,794	855	-	939	-
Fixtures, fittings and furniture	137	137	-	-	-	137	-	-	137	-
Computers and telecommunications	1,509	619	-	-	890	1,509	-	-	1,509	-
Total Plant and Equipment	3,440	2,549	-	-	890	3,440	855	-	2,585	-
Infrastructure										
Roads	27,121	12,871	12,000	-	2,250	27,121	2,495	-	21,626	3,000
Bridges	300	-	300	-	-	300	-	-	300	-
Footpaths and cycleways	9,179	6,028	2,914	-	238	9,179	-	-	9,179	-
Drainage	1,260	660	350	-	250	1,260	-	-	1,260	-
Recreational, leisure and community facilities	31,650	28,250	2,850	-	550	31,650	-	5,300	3,650	22,700
Waste Management	30	30	-	-	-	30	-	-	30	-
Parks, open space and streetscapes	27,132	16,124	4,113	-	6,895	27,132	-	-	22,932	4,200
Off street car parks	1,005	230	85	-	690	1,005	-	-	1,005	-
Other infrastructure	1,802	602	500	-	700	1,802	-	-	1,802	-
Total Infrastructure	99,477	64,794	23,111	-	11,573	99,477	2,495	5,300	61,783	29,900
Total Capital Works Expenditure	136,112	85,819	26,186	-	24,108	136,112	8,700	6,125	75,662	45,625

2027-28	Asset Expenditure Types					Summary of Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	External Funding	Contributions	Council Cash/Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	1,271	1,271	-	-	-	1,271	-	-	1,271	-
Total Land	1,271	1,271	-	-	-	1,271	-	-	1,271	-
Buildings	9,071	9,071	-	-	-	9,071	-	125	-	8,946
Building improvements	16,459	-	6,267	-	10,192	16,459	-	-	10,784	5,675
Total Buildings	25,530	9,071	6,267	-	10,192	25,530	-	125	10,784	14,621
Total Property	26,801	10,342	6,267	-	10,192	26,801	-	125	12,055	14,621
Plant and Equipment										
Plant, machinery and equipment	2,904	2,904	-	-	-	2,904	876	-	2,028	-
Fixtures, fittings and furniture	77	77	-	-	-	77	-	-	77	-
Computers and telecommunications	1,127	581	-	-	546	1,127	-	-	1,127	-
Total Plant and Equipment	4,108	3,562	-	-	546	4,108	876	-	3,232	-
Infrastructure										
Roads	23,238	7,060	14,500	-	1,678	23,238	2,495	-	18,743	2,000
Bridges	300	-	300	-	-	300	-	-	300	-
Footpaths and cycleways	6,891	3,721	2,910	-	260	6,891	-	-	6,891	-
Drainage	1,950	1,000	700	-	250	1,950	-	-	1,950	-
Recreational, leisure and community facilities	23,680	18,280	4,850	-	550	23,680	-	2,134	6,710	14,836
Waste Management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	18,833	10,083	5,180	-	3,570	18,833	-	-	18,833	-
Off street car parks	85	-	85	-	-	85	-	-	85	-
Other infrastructure	3,483	2,313	500	-	669	3,483	-	-	3,483	-
Total Infrastructure	78,458	42,457	29,024	-	6,977	78,458	2,495	2,134	56,993	16,836
Total Capital Works Expenditure	109,367	56,361	35,290	-	17,716	109,367	3,371	2,259	72,280	31,457

2028-29	Asset Expenditure Types					Summary of Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	External Funding	Contributions	Council Cash/Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	-	-	-	-	-	-	-	-	-	-
Land improvements	1,100	1,000	-	-	100	1,100	-	-	1,100	-
Total Land	1,100	1,000	-	-	100	1,100	-	-	1,100	-
Buildings	412	412	-	-	-	412	-	350	-	62
Building improvements	3,450	125	2,125	-	1,200	3,450	-	-	3,450	-
Total Buildings	3,862	537	2,125	-	1,200	3,862	-	350	3,450	62
Total Property	4,962	1,537	2,125	-	1,300	4,962	-	350	4,550	62
Plant and Equipment										
Plant, machinery and equipment	1,746	1,746	-	-	-	1,746	898	-	848	-
Fixtures, fittings and furniture	79	79	-	-	-	79	-	-	79	-
Computers and telecommunications	1,027	411	-	-	616	1,027	-	-	1,027	-
Total Plant and Equipment	2,852	2,236	-	-	616	2,852	898	-	1,954	-
Infrastructure										
Roads	21,580	5,252	14,500	-	1,828	21,580	2,495	-	17,585	1,500
Bridges	650	250	400	-	-	650	-	-	650	-
Footpaths and cycleways	6,268	2,803	2,913	-	553	6,268	-	-	6,268	-
Drainage	2,700	1,750	700	-	250	2,700	-	-	2,700	-
Recreational, leisure and community facilities	8,478	5,428	440	-	2,610	8,478	-	5,428	3,050	-
Waste Management	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	20,552	10,352	6,405	-	3,795	20,552	-	-	20,552	-
Off street car parks	90	-	90	-	-	90	-	-	90	-
Other infrastructure	2,214	1,114	500	-	600	2,214	-	-	2,214	-
Total Infrastructure	62,532	26,949	25,948	-	9,636	62,532	2,495	5,428	53,110	1,500
Total Capital Works Expenditure	70,347	30,722	28,073	-	11,552	70,347	3,393	5,778	59,614	1,562

5. Performance Indicators

5a. Targeted performance indicators

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

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

Targeted performance indicators - Service

Indicator	Measure	Notes	Actual 2023-24	Forecast 2024-25	Target 2025-26	Target Projections			Trend +/-
						2026-27	2027-28	2028-29	
Governance									
Consultation and engagement (Council decisions made and implemented with community input)	Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	51	51	51	52	52	53	+
Roads									
Condition (sealed local roads are maintained at the adopted condition standard)	Sealed local roads below the intervention level Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	97.24%	94.80%	93.50%	93.50%	93.50%	93.50%	-
Statutory planning									
Service standard (planning application processing and decisions are in accordance with legislative requirements)	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	67.84%	70.00%	69.36%	70.75%	71.00%	70.00%	+
Waste management									
Waste diversion (amount of waste diverted from landfill is maximised)	Kerbside collection waste diverted from landfill Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	44.46%	45.00%	46.00%	48.00%	50.00%	52.00%	+

Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual 2023-24	Forecast 2024-25	Target 2025-26	Target Projections			Trend +/-
						2026-27	2027-28	2028-29	
Liquidity									
Working Capital									
(sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	5	268.65%	300.08%	279.27%	253.76%	234.92%	226.22%	-
Obligations									
Asset renewal									
(assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	6	82.19%	57.60%	59.40%	81.36%	80.34%	56.98%	-
Stability									
Rates concentration									
(revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	7	72.11%	68.95%	71.96%	72.99%	73.90%	74.18%	+
Efficiency									
Expenditure level									
(resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses / no. of property assessments	8	\$2,892	\$3,046	\$3,313	\$3,185	\$3,299	\$3,330	o

5b. Financial performance indicators

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

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

Indicator	Measure	Notes	Actual 2023-24	Forecast 2024-25	Budget 2025-26	2026-27	Projections 2027-28	2028-29	Trend +/-
Operating position									
Adjusted underlying result (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	(2.58)%	3.07%	(4.30)%	2.31%	(0.18)%	0.71%	+
Liquidity									
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted cash compared to current liabilities Unrestricted cash / current liabilities	10	(184.29)%	(225.52)%	(213.49)%	(194.95)%	(181.61)%	(176.77)%	+
Obligations									
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 rates Interest bearing loans and borrowings / rate revenue	11	4.43%	3.45%	14.30%	28.38%	35.15%	30.38%	+
Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.24%	0.75%	2.32%	4.40%	5.63%	5.45%	+
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		4.70%	3.63%	11.75%	21.96%	26.78%	23.49%	+
Stability									
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property values Rate revenue / CIV of rateable properties in the municipal district	12	0.27%	0.27%	0.29%	0.30%	0.31%	0.31%	o

Indicator	Measure	Notes	Actual 2023-24	Forecast 2024-25	Budget 2025-26	2026-27	Projections 2027-28	2028-29	Trend +/-
Efficiency									
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	13	\$1,795	\$1,869	\$1,913	\$1,952	\$1,991	\$2,030	+

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

5a

1. Satisfaction with community consultation and engagement

We are committed to implementing our Community Engagement Policy, which prioritises meaningful engagement with underrepresented groups and enhances deliberative practices. Our goal is to reduce barriers and create inclusive opportunities for our community to have their say.

2. Sealed local roads below the intervention level

We have greater confidence in our data regarding the condition of public roads following a recent condition assessment conducted in 2024. Currently, we are developing a four-year road renewal program to address road assets in poor condition, supported by inspections and maintenance outlined in the Council's Road Management Plan.

The R2 score remains unchanged from the previous reporting cycle due to two key factors. First, newly added roads from developers in the Council's Asset Register are in excellent condition. However, this has been offset by a slight increase in roads classified as poor or very poor (intervention level) due to reduced investment in recent Road Renewal Programs, as detailed in the Council's Transport Asset Management Plan (Appendix A), which aims to maintain existing service levels.

3. Planning applications decided within the relevant required time

We anticipate a consistent trend over the next few years as we refine process and system improvements, and the current economic climate settles, noting that upcoming changes to legislation may influence.

4. Kerbside collection waste diverted from landfill

The 2025-26 target takes into consideration the impact of the Container Deposit Scheme (CDS) which means that significant volumes of glass and recycling are no longer processed by the kerbside bin service. A small increase is planned with the continue push for resident to utilise the FOGO service. As such, 46% is deemed to be likely and achievable target.

5. Working Capital

The proportion of current liabilities represented by current assets. Working capital is forecast to decrease over the following years due to funding large capital projects.

6. Asset renewal

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

7. Rates concentration

Reflects the extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council's rates concentration is expected to slightly increase over the future years. Rate revenue continues to be an important source of revenue for Council to be able to deliver services and renew its assets.

8. Expenditure level

This indicator is forecast to consistent in future years mainly due to growth in property assessments being in line with expenditure level.

5b**9. Adjusted underlying result**

The adjusted underlying operating result excludes the impact of non-recurrent capital grants, non-monetary asset contributions and contributions from developers to fund capital expenditure. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

10. Unrestricted Cash

This represents cash funds which are free of all specific Council commitments and are available to meet daily cash flow requirements, unexpected short term needs and any Budget commitments.

11. Debt compared to rates

This indicator observes Council's ability to repay its debts using its key source of income, rates revenue. Trend indicates Council's increased use of debt to fund significant capital projects.

12. Rates effort

Council rates have moved in a consistent proportion to property values and the indicator is forecast not to reflect any significant changes.

13. Revenue level

This indicator has increased in line with the rates revenue and the same is expected to occur in future years to align with forecast rates increases.



Proposed Fees and Charges Schedule

2025-2026

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the FY 2025-26.

Note that this schedule only includes fees set by Council. There are other fees that are set by statute and charged by Council in addition to this listing. These are statutory fees, and are made in accordance with legislative requirements. These fees are updated as of 1 July 2025 and will be reflected on Council's website.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

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Name	Unit	GST (Yes/No)	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Planning Services

Planning Permits

Class 1	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 2	Per permit	N	\$220.50	\$226.00	2.49%	\$5.50	Statutory
Class 3	Per permit	N	\$694.00	\$711.35	2.50%	\$17.35	Statutory
Class 4	Per permit	N	\$1,420.70	\$1,456.20	2.50%	\$35.50	Statutory
Class 5	Per permit	N	\$1,535.00	\$1,573.35	2.50%	\$38.35	Statutory
Class 6	Per permit	N	\$1,649.30	\$1,690.50	2.50%	\$41.20	Statutory
Class 7	Per permit	N	\$220.50	\$226.00	2.49%	\$5.50	Statutory
Class 8	Per permit	N	\$473.60	\$485.40	2.49%	\$11.80	Statutory
Class 9	Per permit	N	\$220.50	\$226.00	2.49%	\$5.50	Statutory
Class 10	Per permit	N	\$220.50	\$226.00	2.49%	\$5.50	Statutory
Class 11	Per permit	N	\$1,265.60	\$1,297.20	2.50%	\$31.60	Statutory
Class 12	Per permit	N	\$1,706.50	\$1,749.15	2.50%	\$42.65	Statutory
Class 13	Per permit	N	\$3,764.10	\$3,858.20	2.50%	\$94.10	Statutory
Class 14	Per permit	N	\$9,593.90	\$9,833.75	2.50%	\$239.85	Statutory
Class 15	Per permit	N	\$28,291.70	\$28,998.95	2.50%	\$707.25	Statutory
Class 16	Per permit	N	\$63,589.00	\$65,178.70	2.50%	\$1,589.70	Statutory
Class 17	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 18	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 19	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 20	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 21	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 22	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory

Planning Permits Amendments

Class 1	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 2	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 3	Per permit	N	\$220.50	\$226.00	2.49%	\$5.50	Statutory
Class 4	Per permit	N	\$694.00	\$711.35	2.50%	\$17.35	Statutory
Class 5	Per permit	N	\$1,420.70	\$1,456.20	2.50%	\$35.50	Statutory
Class 6	Per permit	N	\$1,535.00	\$1,573.35	2.50%	\$38.35	Statutory
Class 7	Per permit	N	\$220.50	\$226.00	2.49%	\$5.50	Statutory
Class 8	Per permit	N	\$473.60	\$485.40	2.49%	\$11.80	Statutory
Class 9	Per permit	N	\$220.50	\$226.00	2.49%	\$5.50	Statutory
Class 10	Per permit	N	\$220.50	\$226.00	2.49%	\$5.50	Statutory
Class 11	Per permit	N	\$1,265.60	\$1,297.20	2.50%	\$31.60	Statutory
Class 12	Per permit	N	\$1,706.50	\$1,749.15	2.50%	\$42.65	Statutory
Class 13	Per permit	N	\$3,764.10	\$3,858.20	2.50%	\$94.10	Statutory
Class 14	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 15	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 16	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 17	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 18	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory
Class 19	Per permit	N	\$1,453.40	\$1,489.70	2.50%	\$36.30	Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Planning Applications

Public Notice on Site (per Notice)	Per notice	N	\$256.80	\$266.55	3.80%	\$9.75	Non-Statutory
Notice to Adjoining Owners/ Occupiers (per Letter)	Per letter	N	\$16.35	\$16.95	3.67%	\$0.60	Non-Statutory

Planning Application – Amendments

Amend an Application for a Permit After Notice (Advertising) has been given but not yet determined for every Class of Application (other than Class 4 application where there is no fee) listed under Regulation 7	Per application	N	Statutory fee that is variable based on a percentage of the cost of development				Statutory
Amend an Application for a Permit After Notice of the Application has been given but not yet determined for every Class of Application (other than Class 5 Application where there is no fee) listed under Regulation 8B	Per application	N	Statutory fee that is variable based on a percentage of the cost of development				Statutory

Planning Certificates

Certificates of Compliance – Section 97N	Per certificate	N	\$359.30	\$368.25	2.49%	\$8.95	Statutory
Satisfaction Matters	Per matter	N	\$359.30	\$368.25	2.49%	\$8.95	Statutory

Planning Scheme – Amendments

Stage 1	Per amendment stage	N	\$3,364.00	\$3,448.10	2.50%	\$84.10	Statutory
Stage 2 – up to and including 10 Submissions	Per amendment stage	N	\$16,672.90	\$17,089.70	2.50%	\$416.80	Statutory
Stage 2 – 11 (and including) 20 Submissions	Per amendment stage	N	\$33,313.20	\$34,146.00	2.50%	\$832.80	Statutory
Stage 2 – exceed 20 Submissions	Per amendment stage	N	\$44,531.90	\$45,645.20	2.50%	\$1,113.30	Statutory
Stage 3	Per amendment stage	N	\$530.70	\$543.95	2.50%	\$13.25	Statutory
Stage 4	Per amendment stage	N	\$530.70	\$543.95	2.50%	\$13.25	Statutory

Subdivision

Small Second Dwelling Street Addressing	Per application	N	\$0.00	\$92.65	∞	∞	Non-Statutory
For Certification of a Plan of Subdivision	Per application	N	\$192.70	\$197.50	2.49%	\$4.80	Statutory
Resort & Recreation Open Space Contribution	Per application	N	Percentage of land value				Statutory

Name	Unit	GST (Y)es/ (N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Subdivision [continued]

Alteration of Plan Under Section 10(2) of the Act	Per application	N	\$122.50	\$125.55	2.49%	\$3.05	Statutory
Amendment of Certified Plan Under Section 11(1) of the Act	Per application	N	\$155.10	\$158.95	2.48%	\$3.85	Statutory
Checking of Engineering Plans	Per plan	N	0.75% of estimated cost of works				Statutory
Engineering Plan Prepared by Council	Per plan	N	3.5% of cost				Statutory
Supervision of the Works		N	2.5% of estimated cost				Statutory

Development Plans Amendments

Development Plan Fee (includes Amendment)	Per amendment	N	\$1,030.45	\$1,069.60	3.80%	\$39.15	Non-Statutory
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Planning Fees

Extension of Time to a Planning Permit	Per permit	N	\$330.80	\$343.35	3.79%	\$12.55	Non-Statutory
Demolition Approvals (S29A Building Act)	Per approval	N	\$92.50	\$94.80	2.49%	\$2.30	Statutory
Planning Information Request	Per request	N	\$165.85	\$218.30	31.62%	\$52.45	Non-Statutory
Amend or End Sec 173 Agreement	Per amendment	N	\$726.70	\$744.85	2.50%	\$18.15	Statutory
File Retrieval Off-site	Per retrieval	N	\$108.45	\$112.55	3.78%	\$4.10	Non-Statutory
File Retrieval On-site	Per retrieval	N	\$65.00	\$67.45	3.77%	\$2.45	Non-Statutory
Title Search (Simple)	Per search	N	\$55.25	\$57.35	3.80%	\$2.10	Non-Statutory
Title Search (Complex)	Per search	N	\$71.55	\$74.25	3.77%	\$2.70	Non-Statutory
Secondary Consent - Single Dwellings	Per application	N	\$330.80	\$343.35	3.79%	\$12.55	Non-Statutory
Secondary Consent - Other	Per application	N	\$0.00	\$773.30	∞	∞	Non-Statutory

Planning Copy Fees

Permit Fee (per Copy)

Electronic Copy of Permit (If Available)	Per permit	N	\$65.00	\$67.45	3.77%	\$2.45	Non-Statutory
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Approved Plans (per Copy)

Electronic Copy of Plans per Permit (If Available)	Per permit	N	\$65.00	\$67.45	3.77%	\$2.45	Non-Statutory
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Copy of Documentation

Copy of Planning Application Register (per Month)	Per retrieval	N	\$37.95	\$39.35	3.69%	\$1.40	Non-Statutory
Copy of Advertised Documentation (Plans and Reports)	Per retrieval	N	\$27.05	\$28.05	3.70%	\$1.00	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Building Services

Residential Permits (Owner Builder)

Dwelling Extensions/Alterations (All) (includes Class 1b) over \$150,000	Per permit	Y	\$1,717.10	\$1,888.80	10.00%	\$171.70	Non-Statutory
Dwellings Extensions/Alterations (All) (includes Class 1b) (includes Brick Garages) up to \$150,000	Per permit	Y	\$1,323.35	\$2,000.00	51.13%	\$676.65	Non-Statutory
New Dwelling (Between \$300,000 and \$600,000 requiring more than 4 Inspections)	Per permit	Y				Price on Application	Non-Statutory
New Dwelling (Between \$300,000 and \$600,000 up to 4 Inspections)	Per permit	Y	\$2,820.25	\$3,102.25	10.00%	\$282.00	Non-Statutory
New Dwelling (over \$600,000)	Per permit	Y				Price on Application	Non-Statutory
New Dwelling (up to \$300,000 requiring more than 4 Inspections)	Per permit	Y				Price on Application	Non-Statutory
New Dwelling (up to \$300,000 up to 4 Inspections)	Per permit	Y	\$2,568.75	\$2,825.65	10.00%	\$256.90	Non-Statutory
Outbuildings, Steel Garages, Brick Garages, Carports, Verandas, Decks, Retaining Walls, Underpin, Fences and Sheds under 100m2 (does not include Re-Blocking or Re-Stumping)	Per permit	Y	\$0.00	\$847.00	∞	∞	Non-Statutory
Re-Stumping or Re-Blocking	Per permit	Y				Price on Application	Non-Statutory
Sheds over 100m2	Per permit	Y	\$0.00	\$880.00	∞	∞	Non-Statutory
Minor Dwelling Alterations (Including Removal of Internal Wall, increasing a Window size)	Per permit	Y	\$770.60	\$990.00	28.47%	\$219.40	Non-Statutory
Demolitions (where Protection Work not required)	Per permit	Y	\$719.20	\$900.00	25.14%	\$180.80	Non-Statutory

Residential Permits (Registered Builder)

Demolitions (where Protection Work Not Required)	Per permit	Y	\$0.00	\$900.00	∞	∞	Non-Statutory
Dwelling Extensions/Alterations (All) (includes Class 1b) over \$150,000	Per permit	Y				Price on Application	Non-Statutory
Dwellings Extensions/Alterations (All) (includes Class 1b) (includes Brick Garages) up to \$150,000	Per permit	Y	\$0.00	\$1,717.00	∞	∞	Non-Statutory
Minor Dwelling Alterations (Including Removal of Internal Wall, Increasing a Window Size)	Per permit	Y	\$0.00	\$880.00	∞	∞	Non-Statutory
New Dwelling (between \$300,000 and \$600,000 requiring more than 4 Inspections)	Per permit	Y				Price on Application	Non-Statutory
New Dwelling (between \$300,000 and \$600,000)	Per permit	Y	\$0.00	\$2,989.20	∞	∞	Non-Statutory
New Dwelling (over \$600,000)	Per permit	Y				Price on Application	Non-Statutory
New Dwelling (up to \$300,000 requiring more than 4 Inspections)	Per permit	Y				Price on Application	Non-Statutory
New Dwelling (up to \$300,000)	Per permit	Y	\$0.00	\$2,722.10	∞	∞	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Residential Permits (Registered Builder) [continued]

Outbuildings, Steel Garages, Brick Garages, Carports, Verandas, Decks, Retaining Walls, Underpin, Fences and Sheds under 100m2 (does not include Re-Blocking or Re-Stumping)	Per permit	Y	\$0.00	\$816.20	∞	∞	Non-Statutory
Protection Works Notices Hourly Fee (for more than 3 Hours Work)	Per application	Y	\$0.00	\$150.00	∞	∞	Non-Statutory
Re-stumping or Re-blocking	Per permit	Y			Price on Application		Non-Statutory
Sheds over 100m2	Per permit	Y	\$0.00	\$880.00	∞	∞	Non-Statutory
Volume Permits (20+) – Price on Application		Y			Price on Application		Non-Statutory
Multi Unit Development (Each Dwelling)	Per permit	Y	\$959.95	\$1,055.95	10.00%	\$96.00	Non-Statutory
Multi Unit Development (Over \$300,000 Each Unit)	Per permit	Y	\$1,713.85	\$1,885.25	10.00%	\$171.40	Non-Statutory
Protection Work Notices (up to 3 Hours of Work)	Per permit	Y	\$395.85	\$435.45	10.00%	\$39.60	Non-Statutory

Swimming Pools & Safety Barriers

Form 23 - Certificate of Pool and Spa Barrier Compliance (Additional Inspection Fee)	Per application	Y	\$0.00	\$150.00	∞	∞	Non-Statutory
Form 23 - Certificate of Pool and Spa Barrier Compliance (One Inspection Only)	Per application	Y	\$526.40	\$350.00	-33.51%	-\$176.40	Non-Statutory
Infringements Pools and Spas	Per compliance follow up	N	\$396.20	\$406.10	2.50%	\$9.90	Statutory
Lodgement Certificate of Compliance	Per certificate	N	\$22.55	\$23.10	2.44%	\$0.55	Statutory
Lodgement Certificate of Non-Compliance	Per certificate	N	\$425.85	\$436.50	2.50%	\$10.65	Statutory
Pool Registration	Per registration	N	\$35.15	\$36.00	2.42%	\$0.85	Statutory
Search Fee	Per search	N	\$52.20	\$53.50	2.49%	\$1.30	Statutory
Swimming Pools	Per inspection	Y	\$954.55	\$1,200.00	25.71%	\$245.45	Non-Statutory

Commercial Works

All Commercial Works	Per inspection	Y			Price on Application		Non-Statutory
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Building Fees

Additional Hoarding Inspections (greater than 4 inspections)	Per lodgement	N	\$120.00	\$124.55	3.79%	\$4.55	Non-Statutory
Alternate Solution	Per lodgement	Y	\$390.50	\$405.30	3.79%	\$14.80	Non-Statutory
Building Permit - External Application Fee on top of Project Fees	Per permit	Y	\$251.70	\$257.95	2.48%	\$6.25	Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Building Fees [continued]

Easement Report (when Structure Built) - Non-Statutory Component	Per report	Y	\$170.00	\$176.45	3.79%	\$6.45	Non-Statutory
Easement Report (when Structure Built) - Statutory Component	Per property	N	\$311.80	\$319.60	2.50%	\$7.80	Statutory
Hoarding – Weekly Occupation Fee/Charge	\$1 per sqm capped at \$100 p/ week	N	Min. Fee: \$4.00 Last year fee \$1 per sqm Capped at \$100 p/week				Statutory
Hoarding Application - Reg 116	Per lodgement	N	\$325.00	\$333.10	2.49%	\$8.10	Statutory
Hoarding Permit Renewal	Per renewal	N	\$90.00	\$93.40	3.78%	\$3.40	Non-Statutory
Report and Consent Advertising Fee per Regulation	per application	N	\$212.70	\$220.75	3.78%	\$8.05	Non-Statutory
Report and Consent Advertising per Property	per application	N	\$318.75	\$330.85	3.80%	\$12.10	Non-Statutory
Section 137B Owner Builder Reports (Defect Reports)	Per property	Y	\$850.00	\$882.30	3.80%	\$32.30	Non-Statutory
Siting Report (when Structure Built) - Non-Statutory Component	Per property	Y	\$170.00	\$225.00	32.35%	\$55.00	Non-Statutory
Siting Report (when Structure Built) - Statutory Component	Per property	N	\$311.80	\$459.45	47.35%	\$147.65	Statutory
Subdivision of Existing Buildings Report	Per application	Y	\$800 min or \$170 per unit for larger subdivisions Min. Fee: \$800.00				Non-Statutory
Report & Consent (Siting)	Per application	N	\$448.25	\$459.45	2.50%	\$11.20	Statutory
Build Over Easement Consent or Flood Prone Land Consent	Per application	N	\$321.15	\$329.15	2.49%	\$8.00	Statutory
Stormwater Drainage Asset Information	Per retrieval	N	\$231.40	\$237.15	2.48%	\$5.75	Statutory
Property Information	Per retrieval	N	\$51.30	\$52.55	2.44%	\$1.25	Statutory
Lodgement Fee	Per lodgement	N	\$132.50	\$135.80	2.49%	\$3.30	Statutory
Combining of Essential Safety Measure Schedule Reg. 1206	Per application	N	Price on Application				Non-Statutory
Building Permit Extension of Time	Per permit	Y	\$256.85	\$300.00	16.80%	\$43.15	Non-Statutory
Amendment of Building Permit/ Occupancy Permit/Warranty Certificate	Per permit	N	\$143.10	\$148.50	3.77%	\$5.40	Non-Statutory
Change of Use (Other)	Per application	N	Price on Application				Non-Statutory
Change of Use (Home Occupation)	Per application	N	\$727.80	\$1,000.00	37.40%	\$272.20	Non-Statutory
Report for the Purposes Liquor Licensing	Per report	N	\$309.10	\$700.00	126.46%	\$390.90	Non-Statutory
Section 29A Report and Consent	Per property	N	\$91.85	\$94.15	2.50%	\$2.30	Statutory
Additional Inspections Above Allowed by Building Permit	Per inspection	Y	\$184.90	\$200.00	8.17%	\$15.10	Non-Statutory

Name	Unit	GST (Yes/No)	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Building Fees [continued]

Weekend Inspections	Per inspection	Y	\$298.25	\$350.00	17.35%	\$51.75	Non-Statutory
Place of Public Entertainment (POPE) Base Fee (not including Temporary Structures)	Per structure	N	\$791.15	\$1,650.00	108.56%	\$858.85	Non-Statutory
Place of Public Entertainment (POPE) Per Structure (In Addition to Base Fee)	Per structure	N	\$0.00	\$900.00	∞	∞	Non-Statutory
Place of Public Entertainment (POPE) Amendment Fee (After Issued)	Per structure	N	\$0.00	\$500.00	∞	∞	Non-Statutory
Section 57 Prescribed Temporary Structure on Council Land Siting	Per structure	N	\$621.00	\$636.50	2.50%	\$15.50	Statutory

Building Copy Fees

Any Search that Exceeds 1 Hour Will Incur an Additional Fee Per Hour or Part Thereof	Per search	N	\$27.05	\$28.05	3.70%	\$1.00	Non-Statutory
Copy of Residential Plans	Per plan	N	\$121.45	\$174.85	43.97%	\$53.40	Non-Statutory
Copy of Commercial Plans/Multi Unit Site (Search Fee Only) + Charges Per Copied Sheet	Per plan	N	\$231.00	\$280.00	21.21%	\$49.00	Non-Statutory
Copy of Building Permit or Occupancy Permit	Per permit	N	\$56.35	\$92.65	64.42%	\$36.30	Non-Statutory

City Design and Transportation

Subdivision

Supervision of Works	Per cost of works	N	2.5% of cost of works under the Subdivision Act 1988 Last year fee 2.5% of cost of works under the Subdivision Act 1988				Statutory
Checking of Engineering Plans	Per cost of works	N	0.75% of cost of works under the Subdivision Act 1988 Last year fee 0.75% of cost of works under the Subdivision Act 1988				Statutory

Engineering Plans

Engineering Plans Assessment Fee – for Developments up to 2 Units	Per assessment	N	\$91.50	\$94.95	3.77%	\$3.45	Non-Statutory
Engineering Plans Assessment Fee – for Developments 3 to 10 Units	Per assessment	N	\$183.00	\$189.95	3.80%	\$6.95	Non-Statutory
Engineering Plans Assessment Fee – for more than 10 Units, Small Commercial/Industrial Developments	Per assessment	N	\$366.50	\$380.40	3.79%	\$13.90	Non-Statutory
Engineering Plans Assessment Fee – for Large Commercial/Industrial Developments	Per assessment	N	\$733.00	\$760.85	3.80%	\$27.85	Non-Statutory

Name	Unit	GST (Yes/No)	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Asset Protection

Asset Protection - Commercial

Infrastructure Protection Fee (2-5 Residential Units)	Per permit	N	\$1,059.65	\$1,099.90	3.80%	\$40.25	Non-Statutory
Asset Inspection Permit Fee – Commercial \$500,000 to \$1,000,000	Per permit	N	\$2,545.00	\$2,641.70	3.80%	\$96.70	Non-Statutory
Asset Inspection Permit Fee – Commercial \$1,000,001 to \$2,500,000	Per permit	N	\$3,652.70	\$3,791.50	3.80%	\$138.80	Non-Statutory
Asset Inspection Permit Fee – Commercial \$1,000,001 to \$10,000,000	Per permit	N	\$0.00	\$3,791.50	∞	∞	Non-Statutory
Asset Inspection Permit Fee – Commercial \$10,000,001 plus	Per permit	N	\$0.00	\$5,496.95	∞	∞	Non-Statutory

Asset Inspections

Re-inspection Fee	Per request	N	\$0.00	\$100.00	∞	∞	Non-Statutory
Asset Inspection - Application Fee - Domestic	Per permit	N	\$469.60	\$487.40	3.79%	\$17.80	Non-Statutory
Permit Fee – Building Site Bins (Council Land)	Per permit	N	\$194.60	\$201.95	3.78%	\$7.35	Non-Statutory
Occupation of Council Land - Application Fee	Per permit	N	\$194.60	\$201.95	3.78%	\$7.35	Non-Statutory

Asset Protection (Works in Road Reserve Permits)

Minor Works - Vehicle Crossing or Crossover Permit	Per permit	N	\$146.10	\$151.65	3.80%	\$5.55	Non-Statutory
Minor Works (Service Connection where Excavation is Limited to within Nature Strip)	Per permit	N	\$94.95	\$97.30	2.47%	\$2.35	Statutory
Nature Strip Modification Permit	Per permit	N	\$66.75	\$69.25	3.75%	\$2.50	Non-Statutory
Reinstatement of Nature Strip	Per square metre	N	Min. Fee: \$364.00				Cost recovery
Road Occupation Fees - Commercial, Industrial Property or Two or More Units	Per permit	N	\$10.35	\$10.60	2.42%	\$0.25	Statutory
Road Occupation Fees - Domestic, Private Single Dwelling or Local Shop Trader	Per permit	N	\$5.15	\$5.25	1.94%	\$0.11	Statutory
Traffic Management Plan Fee	Per permit	N	\$110.10	\$114.25	3.77%	\$4.15	Non-Statutory
Reinstatement of Concrete Footpaths & Vehicle Crossings	Per square metre	Y	Min. Fee: \$721.00				Non-Statutory
Reinstatement of Concrete Kerb & Channel as per Council's Standard	Per lineal metre	Y	Min. Fee: \$663.00				Non-Statutory
Reinstatement of Damaged Nature Strips and Garden Beds	Per square metre	Y	Min. Fee: \$598.00				Non-Statutory
Removal of Waste from Nature Strips or Other Council Public Areas	Per square metre	Y	Min. Fee: \$402.00				Non-Statutory
Removal of Non-Compliant Nature Strips and Reinstatement	Per square metre	Y	Min. Fee: \$803.00				Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Asset Protection (Works in Road Reserve Permits) [continued]

Council Road where Speed Limit is greater than 50km/hr	Per permit	N	\$705.90	\$723.55	2.50%	\$17.65	Statutory
Council Road where Speed Limit is 50km/hr or less	Per permit	N	\$384.85	\$394.45	2.49%	\$9.60	Statutory
Council Road where Speed Limit is greater than 50km/hr	Per permit	N	\$384.85	\$394.45	2.49%	\$9.60	Statutory
Council Road where Speed Limit is 50km/hr or less	Per permit	N	\$98.25	\$100.70	2.49%	\$2.45	Statutory
Council Road where Speed Limit is greater than 50km/hr	Per permit	N	\$152.30	\$156.10	2.50%	\$3.80	Statutory
Council Road where Speed Limit is 50km/hr or less	Per permit	N	\$152.30	\$156.10	2.50%	\$3.80	Statutory
Council Road where Speed Limit is greater than 50km/hr	Per permit	N	\$98.25	\$100.70	2.49%	\$2.45	Statutory
Council Road where Speed Limit is 50km/hr or less	Per permit	N	\$98.25	\$100.70	2.49%	\$2.45	Statutory

City Presentation

Reinstatements

Footpaths 100mm Concrete (Reinforced) \$/sqm	Per square metre	N	\$208.60	\$216.50	3.79%	\$7.90	Non-Statutory
Footpaths 125mm Concrete (Reinforced) \$/sqm	Per square metre	N	\$231.70	\$240.50	3.80%	\$8.80	Non-Statutory
Footpaths & Crossovers 150mm Concrete (Reinforced) \$/sqm	Per square metre	N	\$243.25	\$252.45	3.78%	\$9.20	Non-Statutory
Footpaths & Crossovers 200mm Concrete (Reinforced) \$/sqm	Per square metre	N	\$276.25	\$286.75	3.80%	\$10.50	Non-Statutory
DDA Tactile Tiles – less than 2 sqm	Per square metre	N	\$380.85	\$395.30	3.79%	\$14.45	Non-Statutory
DDA Tactile Tiles – greater than 2 sqm	Per square metre	N	\$378.70	\$393.05	3.79%	\$14.35	Non-Statutory
Road General \$/sqm	Per square metre	N	\$198.15	\$205.65	3.79%	\$7.50	Non-Statutory
Deep Lift Asphalt \$/sqm	Per square metre	N	\$258.65	\$268.45	3.79%	\$9.80	Non-Statutory
Kerb & Channel \$/m	Per metre	N	\$244.35	\$253.60	3.79%	\$9.25	Non-Statutory
Footpath Granitic Sand \$/sqm	Per square metre	N	\$124.30	\$129.00	3.78%	\$4.70	Non-Statutory
Footpath Asphalt \$/sqm	Per square metre	N	\$121.60	\$126.20	3.78%	\$4.60	Non-Statutory

Waste Management

Food and Green Waste

240 Litre Food and Green Waste Charge	Per bin	N	\$105.15	\$95.30	-9.37%	-\$9.85	Non-Statutory
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Additional Bin Charges

120 Litre Environmental Charge Garbage - Domestic	Per bin	N	\$315.10	\$319.85	1.51%	\$4.75	Non-Statutory
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Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Additional Bin Charges [continued]

120 Litre Environmental Charge Garbage - Domestic - Delivery Fee	Per bin	N	\$61.80	\$62.75	1.54%	\$0.95	Non-Statutory
240 Litre Environmental Charge Garbage - Commercial	Per bin	N	\$767.30	\$778.80	1.50%	\$11.50	Non-Statutory
240 Litre Environmental Charge Garbage - Commercial - Delivery Fee	Per bin	N	\$67.15	\$68.15	1.49%	\$1.00	Non-Statutory
240 Litre Environmental Charge Recycle - Commercial	Per bin	N	\$124.75	\$126.65	1.52%	\$1.90	Non-Statutory
240 Litre Environmental Charge Recycle - Domestic	Per bin	N	\$124.75	\$126.65	1.52%	\$1.90	Non-Statutory

Waste Kerbside Service Charge

120 Litre Garbage, 240 Litre Recycle and 120 Litre Glass Bins	Per bin	N	\$205.70	\$208.80	1.51%	\$3.10	Non-Statutory
Landfill Levy	Per landfill levy	N	\$14.20	\$105.85	645.42%	\$91.65	Non-Statutory

Commercial Waste Kerbside Service Charge

240 Litre Garbage and Recycle Bins	Per bin	N	\$267.30	\$271.35	1.52%	\$4.05	Non-Statutory
Landfill Levy	Per landfill levy	N	\$19.80	\$166.60	741.41%	\$146.80	Non-Statutory

Other

Landfill Levy - No Bin Service	Per landfill levy	N	\$16.65	\$15.45	-7.21%	-\$1.20	Non-Statutory
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Parks and Urban Design

Street Trees

Tree Replacement Fee (New or Juvenile) less than 5 Metres	Per tree less than 5 metres	N	\$651.60	\$676.35	3.80%	\$24.75	Non-Statutory
Street Tree Replacement Fee (Other Trees) greater than 5 Metres	Per tree greater than 5 metres	N	Value (V) = Basic Value (\$) x Species (S) x Aesthetics (A) x Locality (L) x Condition (C) Min. Fee: \$675.00				Non-Statutory

Subdivision

Padlock Fees	Per unit	Y	\$165.00	\$198.00	20.00%	\$33.00	Non-Statutory
Engineering Plans Checking Fees – Landscape Works Plan	Each plan submission (usually stage based)	N	0.75% of landscape construction costs under the Subdivisions (Fees) Regulations 2016 - Regulation 9 Last year fee 0.75% of landscape construction costs under the Subdivisions (Fees) Regulations 2016 - Regulation 9				Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Subdivision [continued]

Engineering Surveillance Fees – Landscape Works	Each plan submission (usually stage based)	N	2.5% of landscape construction costs under the Subdivision (Fees) Regulations 2016 - Regulation 11	2.5% of landscape construction costs under the Subdivision (Fees) Regulations 2016 - Regulation 11			Statutory
				Last year fee			
				2.5% of landscape construction costs under the Subdivision (Fees) Regulations 2016 - Regulation 11			

Native Vegetation Management Costs

Native Vegetation Offset Management Costs – per Hectare, per Year	Per hectare per year	N	\$7,938.40	\$8,240.05	3.80%	\$301.65	Non-Statutory
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Parks and City Forest - Parks Access Permit to Undertake Works

Key Replacement	Per key	Y	\$280.70	\$291.35	3.79%	\$10.65	Non-Statutory
Park Access Permit/Admin Charges	Per application	N	\$280.70	\$291.35	3.79%	\$10.65	Non-Statutory

Financial Services**Revenue**

Land Information Certificates per Property (Standard)	Per property	N	\$29.70	\$30.40	2.36%	\$0.70	Statutory
Land Information Certificates per Property (Urgency Fee)	Per property	N	\$44.50	\$46.15	3.71%	\$1.65	Non-Statutory
Duplicate Rate Notice per Property (Current year)	Per property	N	\$16.60	\$17.20	3.61%	\$0.60	Non-Statutory
Duplicate Rate Notice per Property (per Non-Current Year)	Per property	N	\$26.25	\$27.25	3.81%	\$1.00	Non-Statutory
Cheque Dishonour – Bank	Per dishonour	N	\$11.40	\$11.80	3.51%	\$0.40	Non-Statutory
Cheque Dishonour – Australia Post	Per dishonour	N	\$15.40	\$15.95	3.57%	\$0.55	Non-Statutory
Direct Debit Dishonour (Bank Account)	Per dishonour	N	\$37.65	\$39.05	3.72%	\$1.40	Non-Statutory
Rates Transaction Statement (per Property)	Per property	N	\$52.95	\$54.95	3.78%	\$2.00	Non-Statutory
Rates Search Fee – Per 0.5 hrs for Searching Archives per Property	Per property	N	\$71.30	\$74.00	3.79%	\$2.70	Non-Statutory
Processing Fee for Title Search per Property	Per property	N	\$79.25	\$82.25	3.79%	\$3.00	Non-Statutory

Civic Administration**Freedom of Information**

Freedom of Information Application Fee	Per application	N	\$32.70	\$33.50	2.45%	\$0.80	Statutory
FOI – Charge for Search Time (per Hour or Part of an Hour)	Per hour	N	\$24.50	\$25.10	2.45%	\$0.60	Statutory
FOI – Charge for Supervision (per Quarter Hour or Part of a Quarter Hour)	Per quarter hour	N	\$6.13	\$6.25	1.96%	\$0.13	Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Freedom of Information [continued]

FOI – Charge for Providing Black and White Photocopy (per A4 Page, Single Sided)	A4 page	N	\$0.20	\$0.20	0.00%	\$0.00	Statutory
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Local Laws

Local Laws

Filming Permit - Commercial Operator	Per permit	N	\$216.90	\$225.10	3.78%	\$8.20	Non-Statutory
Local Law - General Application or Permit Fee - Applies where No Fee is Prescribed	Per application or permit	N	\$0.00	\$100.00	∞	∞	Non-Statutory
Municipal Law Fines - per Penalty Unit (New Local Government Act)	1 State of Victoria penalty unit	N	1 State of Victoria Penalty Unit				Statutory
Towing Fee	Per tow	N	At external contractor's cost				Non-Statutory
Use Building Site for Camping. C14.1 Building Site Code, General Municipal Law (No. 1 Of 2014)	Per offence	N	\$1,035.00	\$1,060.85	2.50%	\$25.85	Statutory
Release Fee – for Impounded Item	Per item	N	\$110.05	\$114.20	3.77%	\$4.15	Non-Statutory
Release Fee – for Impounded Vehicle	Per vehicle	N	\$412.55	\$428.20	3.79%	\$15.65	Non-Statutory
Litter Offences Asset Protection – 'On the Spot' Fines – Minimum	Per litter offence	N	\$1,368.85	\$1,403.05	2.50%	\$34.20	Statutory
Litter Offences Asset Protection – 'On the Spot' Fines – Maximum	Per litter offence	N	\$2,052.70	\$2,104.00	2.50%	\$51.30	Statutory
Infringement Courtesy Letter (Final Notice) Fee	Per notice	N	Penalty Fee as set by State of Victoria				Statutory

Street Activities

A Frame/Tear Drop Signs - per Sign - Annual Application Permit Fee	Per sign	N	\$94.30	\$97.85	3.76%	\$3.55	Non-Statutory
Clothing Bins - per Bin	Per bin	N	\$220.10	\$228.45	3.79%	\$8.35	Non-Statutory
Domestic Skip Bin Permit - Public Land - per Bin	Per bin	N	\$94.30	\$97.85	3.76%	\$3.55	Non-Statutory
Footpath Dining - Ancillary Items - per Item (eg Umbrellas, Outdoor Heaters and Portable Barriers)	Per item	N	No Fee				Non-Statutory
Footpath Trading - Dining & Display of Goods - Annual Fee per 1m2	Per annual permit	N	\$54.20	\$56.25	3.78%	\$2.05	Non-Statutory
Fundraising & Soliciting Permit - Application Fee	Per application	N	\$187.15	\$194.25	3.79%	\$7.10	Non-Statutory
Fundraising Permit - Registered Charity Organisations	Per permit	N	No Fee				Non-Statutory
Impound Holding Fee (After 14 Days) - per Day	Per day	N	\$0.00	\$32.00	∞	∞	Non-Statutory
Real Estate Pointer Boards - per Real Estate Agency - Annual Fee	Per permit	N	\$401.85	\$417.10	3.79%	\$15.25	Non-Statutory
Roadside Trading Permit - 12 Months	Per permit	N	\$1,540.90	\$1,599.45	3.80%	\$58.55	Non-Statutory
Roadside Trading Permit - 3 Months	Per permit	N	\$384.95	\$399.55	3.79%	\$14.60	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Street Activities [continued]

Roadside Trading Permit - 6 Months	Per permit	N	\$770.65	\$799.90	3.80%	\$29.25	Non-Statutory
Roadside Trading Permit - 9 Months	Per permit	N	\$1,155.95	\$1,199.85	3.80%	\$43.90	Non-Statutory
Shipping Container Permit - per Container	Per container	N	\$220.10	\$228.45	3.79%	\$8.35	Non-Statutory

Animal Management

Foster Organisations Registration - Annual Fee per Organisation	Per organisation	N	\$53.15	\$55.15	3.76%	\$2.00	Non-Statutory
Rescue / Foster Carer Dog Registration Fee - per Dog	Per dog	N	\$7.40	\$7.65	3.38%	\$0.25	Statutory
Rescue/Foster Carer Cat Registration Fee - per Cat	Per cat	N	\$4.25	\$4.35	2.35%	\$0.10	Statutory
Domestic Animal Business Registration - Annual	Per annual registration	N	\$343.85	\$352.45	2.50%	\$8.60	Statutory
Excess Animal Permit Application Fee	Per application	N	\$110.05	\$114.20	3.77%	\$4.15	Non-Statutory
Replacement Animal Registration Tag Fee	Per tag	N	\$10.95	\$11.35	3.65%	\$0.40	Non-Statutory
Inspection of Animal Registration Records - per Animal	Per inspection	N	\$21.95	\$22.75	3.64%	\$0.80	Non-Statutory

Livestock

Livestock Transport	At contractor's cost	N				At contractor's cost	Non-Statutory
						Last year fee At contractors cost	
Release Fee – per Animal	Per animal	N	\$106.35	\$110.35	3.76%	\$4.00	Non-Statutory
Keeping/Feeding Fee - Impounded Livestock - per Day, per Animal	Per day, Per animal	N	\$41.75	\$43.30	3.71%	\$1.55	Non-Statutory

Animal Registration

Dog

Restricted breed, Dangerous Dog, Menacing Dog	Per dog	N	\$341.25	\$354.20	3.79%	\$12.95	Non-Statutory
Standard Registration Fee – Guard Dog/Protective Services	Per dog	N	\$170.65	\$177.10	3.78%	\$6.45	Non-Statutory
Standard Registration Fee – Dog Unsterilised	Per dog	N	\$170.15	\$176.60	3.79%	\$6.45	Non-Statutory
Standard Registration Fee – Dog Sterilised, or Trained by an Approved dog obedience training organisation.	Per dog	N	\$55.00	\$57.00	3.64%	\$2.00	Non-Statutory
Pensioner – Dog – Unsterilised	Per dog	N	\$84.70	\$87.90	3.78%	\$3.20	Statutory
Pensioner – Dog – Sterilised, Subject to Veterinary Advice (less than 12 months old), or Trained by an Approved Dog Obedience Training Organisation	Per dog	N	\$27.50	\$28.50	3.64%	\$1.00	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Dog [continued]

Pro-Rata Registrations – less than 6 Months - 50% of Applicable Registration Fee	Per dog	N			50% of registration		Non-Statutory
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Cat

Standard Registration Fee – Cat Unsterilised	Per cat	N	\$98.90	\$102.65	3.79%	\$3.75	Non-Statutory
Standard Registration Fee – Cat Sterilised Registered Member of Approved Feline Association	Per cat	N	\$28.55	\$29.60	3.68%	\$1.05	Non-Statutory
Pensioner – Cat – Unsterilised	Per cat	N	\$49.40	\$51.25	3.74%	\$1.85	Statutory
Pensioner – Cat – Sterilised or Registered Member of Approved Feline Association.	Per cat	N	\$14.25	\$14.75	3.51%	\$0.50	Non-Statutory
Pro-Rata Registrations – less than 6 Months - 50% of Applicable Registration Fee	Per cat	N			50% of registration		Non-Statutory

Fire Prevention

Fire Prevention Administrative Fee - First Offence	Per subsequent fine	N	\$106.35	\$110.35	3.76%	\$4.00	Non-Statutory
Fire Prevention Administrative Fee - Subsequent Offences	Per subsequent fine	N	\$549.80	\$570.65	3.79%	\$20.85	Non-Statutory

Parking

Parking Infringement - Offence Codes 621,701-714	Per Infringement	N			0.5 Penalty units		Statutory
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wat djerring Animal Facility

Adoption Fee - Cat	Per animal	Y	\$50.00	\$50.00	0.00%	\$0.00	Non-Statutory
Adoption Fee - Dog	Per animal	Y	\$400.00	\$400.00	0.00%	\$0.00	Non-Statutory
Adoption Fee - Kitten (under 6 Months)	Per animal	Y	\$150.00	\$150.00	0.00%	\$0.00	Non-Statutory
Adoption Fee – Puppy	Per animal	Y	\$616.30	\$600.00	-2.64%	-\$16.30	Non-Statutory
Adoption Fee – Rabbits and Other Small Animals	Per animal	Y	\$51.30	\$50.00	-2.53%	-\$1.30	Non-Statutory
Cat Box	Each	Y	\$11.65	\$12.00	3.00%	\$0.35	Non-Statutory
Desexing - Cat (Female)	Per animal	Y	\$127.60	\$160.00	25.39%	\$32.40	Non-Statutory
Desexing - Cat (Male)	Per animal	Y	\$90.35	\$100.00	10.68%	\$9.65	Non-Statutory
Dog Collar	Each	Y	\$5.25	\$12.00	128.57%	\$6.75	Non-Statutory
Dog Lead	Each	Y	\$5.25	\$12.00	128.57%	\$6.75	Non-Statutory
Impounded Animals - Medical Fees & Other Disbursements	At cost	N			Cost Recovery.		Non-Statutory
					Last year fee		
					External contractor's rate.		
Keeping/Feeding Fee - Cats - per Day	Per cat, Per day	N	\$16.15	\$16.75	3.72%	\$0.60	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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wat djerring Animal Facility [continued]

Keeping/Feeding Fee - Dogs - per Day	Per dog, Per day	N	\$21.55	\$22.35	3.71%	\$0.80	Non-Statutory
Microchipping	Per animal	Y	\$37.15	\$38.55	3.77%	\$1.40	Non-Statutory
Release Fee – Registered Cat – Same Day Collection	Per cat	N	\$26.55	\$27.55	3.77%	\$1.00	Non-Statutory
Release Fee – Registered Dog – Same Day Collection	Per dog	N	\$26.55	\$27.55	3.77%	\$1.00	Non-Statutory
Release Fee - Unregistered Cat - Same Day Collection	Per cat	N	\$55.00	\$57.05	3.73%	\$2.05	Non-Statutory
Release Fee - Unregistered dog - Same Day Collection	Per dog	N	\$55.00	\$57.05	3.73%	\$2.05	Non-Statutory
Surrender for Euthanasia - Dog (greater than 20kg)	Per dog	Y	\$0.00	\$100.00	∞	∞	Non-Statutory
Surrenders - (Dog greater 20kg)	Per dog	Y	\$0.00	\$100.00	∞	∞	Non-Statutory
Surrenders - Cat	Per animal	Y	\$21.25	\$55.00	158.82%	\$33.75	Non-Statutory
Surrenders - Dog	Per animal	Y	\$42.50	\$55.00	29.41%	\$12.50	Non-Statutory
Surrenders for Euthanasia - Cat	Per cat	Y	\$0.00	\$50.00	∞	∞	Non-Statutory
Surrenders for Euthanasia - Dog (less than 20kg)	Per dog	Y	\$0.00	\$75.00	∞	∞	Non-Statutory
Vaccination	Per animal	Y	\$53.10	\$55.10	3.77%	\$2.00	Non-Statutory

Plenty Ranges Arts & Convention Centre

Room Hire

Eucalypt

5 Hour Hire

Community Rate: Hourly Rate	Per booking	Y	\$332.60	\$257.40	-22.61%	-\$75.20	Non-Statutory
Hourly Rate	Per booking	Y	\$375.00	\$280.00	-25.33%	-\$95.00	Non-Statutory

Blue/Red Gum

5 Hour Hire

Community Rate: Hourly Rate	Per booking	Y	\$138.90	\$128.70	-7.34%	-\$10.20	Non-Statutory
Hourly Rate	Per booking	Y	\$191.85	\$143.00	-25.46%	-\$48.85	Non-Statutory

Lakeview

5 Hour Hire

Community Rates: Hourly Rate	Per booking	Y	\$85.55	\$33.30	-61.08%	-\$52.25	Non-Statutory
Hourly Rate	Per booking	Y	\$95.00	\$37.00	-61.05%	-\$58.00	Non-Statutory

Woodstock Theatre

Community Rate: Hourly Rate	Per hour	Y	\$124.30	\$112.50	-9.49%	-\$11.80	Non-Statutory
Community Rate: Performance Rate	Per hour	Y	\$288.70	\$135.00	-53.24%	-\$153.70	Non-Statutory
Dark Theatre	Per day	Y	\$575.00	\$625.00	8.70%	\$50.00	Non-Statutory
Hourly Rate	Per hour	Y	\$175.00	\$125.00	-28.57%	-\$50.00	Non-Statutory
Lighting Plot	Per hour	Y	\$120.00	\$95.00	-20.83%	-\$25.00	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Woodstock Theatre [continued]

Penalty	Per hour	Y	\$151.00	\$156.70	3.77%	\$5.70	Non-Statutory
Performance Rate	Per hour	Y	\$299.00	\$150.00	-49.83%	-\$149.00	Non-Statutory

Yan Yeon Theatre

Community Rate: Hourly Rate	Per hour	Y	\$313.20	\$221.40	-29.31%	-\$91.80	Non-Statutory
Community Rate: Performance Rate	Per hour	Y	\$541.50	\$257.40	-52.47%	-\$284.10	Non-Statutory
Dark Theatre	Per day	Y	\$1,200.00	\$1,230.00	2.50%	\$30.00	Non-Statutory
Hourly Rate	Per hour	Y	\$332.00	\$246.00	-25.90%	-\$86.00	Non-Statutory
Lighting Plot	Per hour	Y	\$750.00	\$95.00	-87.33%	-\$655.00	Non-Statutory
Penalty	Per hour	Y	\$435.00	\$451.50	3.79%	\$16.50	Non-Statutory
Performance Rate	Per hour	Y	\$565.00	\$286.00	-49.38%	-\$279.00	Non-Statutory

PRACC Staff

Commercial

Staff Penalty	Per hour	Y	\$0.00	\$110.00	∞	∞	Non-Statutory
Venue Support, Staff Supervision and Compliance (Monday to Friday)	Per hour (minimum 3 hours)	Y	\$0.00	\$68.20	∞	∞	Non-Statutory
Venue Support, Staff Supervision and Compliance (Saturday)	Per hour (minimum 3 hours)	Y	\$0.00	\$79.20	∞	∞	Non-Statutory
Venue Support, Staff Supervision and Compliance (Sunday)	Per hour (minimum 3 hours)	Y	\$0.00	\$82.00	∞	∞	Non-Statutory

Community

Staff Penalty	Per hour	Y	\$0.00	\$100.00	∞	∞	Non-Statutory
Venue Support, Staff Supervision and Compliance (Monday to Friday)	Per hour (minimum 3 hours)	Y	\$0.00	\$53.00	∞	∞	Non-Statutory
Venue Support, Staff Supervision and Compliance (Saturday)	Per hour (minimum 3 hours)	Y	\$0.00	\$63.00	∞	∞	Non-Statutory
Venue Support, Staff Supervision and Compliance (Sunday)	Per hour (minimum 3 hours)	Y	\$0.00	\$73.00	∞	∞	Non-Statutory

Ticketing

Commercial

Booking Fee (Visitor Fee)	Per ticket sold	Y	\$0.00	\$2.00	∞	∞	Non-Statutory
Inside Charge (Hirer Fee)	Per ticket sold	Y	\$0.00	\$2.00	∞	∞	Non-Statutory

Community

Booking Fee (Visitor Fee)	Per ticket sold	Y	\$0.00	\$2.00	∞	∞	Non-Statutory
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Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Community [continued]

Inside Charge (Hirer Fee)	Per ticket sold	Y	\$0.00	\$1.00	∞	∞	Non-Statutory
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Equipment

Blinder	Per day	Y	\$0.00	\$50.00	∞	∞	Non-Statutory
DI Box	Per day	Y	\$0.00	\$10.00	∞	∞	Non-Statutory
Foldback Speaker	Per day	Y	\$0.00	\$100.00	∞	∞	Non-Statutory
Haze Machine	Per day	Y	\$0.00	\$100.00	∞	∞	Non-Statutory
Laptop	Per day	Y	\$0.00	\$150.00	∞	∞	Non-Statutory
Lectern and Microphone	Per day	Y	\$0.00	\$80.00	∞	∞	Non-Statutory
LED UV Effect	Per day	Y	\$0.00	\$50.00	∞	∞	Non-Statutory
Mic & Music Stands	Per day	Y	\$0.00	\$5.00	∞	∞	Non-Statutory
Mirrorball	Per day	Y	\$0.00	\$50.00	∞	∞	Non-Statutory
Moving Light (Wash)	Per day	Y	\$0.00	\$400.00	∞	∞	Non-Statutory
Pinboard	Per day	Y	\$0.00	\$50.00	∞	∞	Non-Statutory
Portable Staging Platform	Per day	Y	\$0.00	\$100.00	∞	∞	Non-Statutory
Projection Cyclorama Screen	Per day	Y	\$0.00	\$100.00	∞	∞	Non-Statutory
Projector with Media Server	Per day	Y	\$0.00	\$500.00	∞	∞	Non-Statutory
Sling, Wire Dropper and Shackle Set	Per day	Y	\$0.00	\$5.00	∞	∞	Non-Statutory
White Sharkstooth Scrim	Per day	Y	\$0.00	\$100.00	∞	∞	Non-Statutory
Whiteboard	Per day	Y	\$0.00	\$50.00	∞	∞	Non-Statutory
Wired Microphone	Per day	Y	\$0.00	\$10.00	∞	∞	Non-Statutory
Wireless Comms	Per day	Y	\$0.00	\$50.00	∞	∞	Non-Statutory
Wireless Microphone	Per day	Y	\$0.00	\$85.00	∞	∞	Non-Statutory

Family, Children and Young People

Family Services

Kindergarten

Kindergarten Applications (Combined 3 & 4 Year Olds)	per application	N	\$47.00	\$48.75	3.72%	\$1.75	Non-Statutory
Kindergarten Applications	per application	N	\$25.45	\$26.40	3.73%	\$0.95	Non-Statutory

Early Years

Early Years Services Property Lease	Annual fee	Y	\$148.57	\$154.20	3.79%	\$5.63	Non-Statutory
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Family Day Care

Annual Registration Fee	Per new child registration	N	\$33.45	\$34.70	3.74%	\$1.25	Non-Statutory
Administration Levy	Per hour of care per child	N	\$2.00	\$2.15	7.50%	\$0.15	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Family Day Care [continued]

Late Fee	Per late annual re-registration	N	\$49.50	\$51.35	3.74%	\$1.85	Non-Statutory
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Playgroups

Rental of Community Space (per Group) for Carrington Children's Centre	Per hour	Y	\$7.55	\$7.85	3.97%	\$0.30	Non-Statutory
Rental of Community Space (per Group) for Laurel Street Portables Whittlesea	Per hour	Y	\$7.55	\$7.85	3.97%	\$0.30	Non-Statutory
Rental of Community Space (per Group) for Mill Park Drive Children's Centre	Per hour	Y	\$7.55	\$7.85	3.97%	\$0.30	Non-Statutory
Rental of Community Space (per Group) for Vasey Park Pre School	Per hour	Y	\$7.55	\$7.85	3.97%	\$0.30	Non-Statutory

Other Fees

Mental Health First Aid	Per unit	Y	\$8.47	\$13.75	62.34%	\$5.28	Non-Statutory
School Holiday Activities 1	Per unit	Y	\$5.50	\$5.50	0.00%	\$0.00	Non-Statutory
School Holiday Activities 2	Per unit	Y	\$11.00	\$8.80	-20.00%	-\$2.20	Non-Statutory
School Holiday Activities 3	Per unit	Y	\$0.00	\$16.50	∞	∞	Non-Statutory

Public Health

Food Act

Registration

Add Fee for Each Staff Member in Excess of 5	Per registration	N	\$27.75	\$28.40	2.34%	\$0.65	Statutory
Follow Up Inspection	Per registration	N	\$159.35	\$163.30	2.48%	\$3.95	Statutory
Request Inspection Priority Fee (within 5 Working Days)	Per inspection	N	\$433.65	\$450.10	3.79%	\$16.45	Non-Statutory
Request Inspection Fee (within 10 Working Days)	Per inspection	N	\$314.35	\$326.30	3.80%	\$11.95	Non-Statutory
Plans Approval (Class 1, 2, 3 & 3A)	Per approval	N	\$217.85	\$226.10	3.79%	\$8.25	Non-Statutory
Food Sampling Analysis Recoup	Per registration	N	\$341.25	\$354.20	3.79%	\$12.95	Non-Statutory

Food Safety Program

Registration – Initial

Class 3A Premises	Per registration	N	\$532.00	\$545.30	2.50%	\$13.30	Statutory
Class 1 Premises	Per registration	N	\$1,065.00	\$1,091.60	2.50%	\$26.60	Statutory
Class 2 Premises	Per registration	N	\$762.80	\$781.85	2.50%	\$19.05	Statutory
Class 3 Premises	Per registration	N	\$532.00	\$545.30	2.50%	\$13.30	Statutory

Name	Unit	GST (Y)es/ (N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Registration – Renewal

Class 3A Premises	Per registration	N	\$384.00	\$393.60	2.50%	\$9.60	Statutory
Class 1 Premises	Per registration	N	\$909.75	\$932.45	2.50%	\$22.70	Statutory
Class 2 Premises	Per registration	N	\$619.95	\$635.45	2.50%	\$15.50	Statutory
Class 3 Premises	Per registration	N	\$384.00	\$393.60	2.50%	\$9.60	Statutory

Public Health & Wellbeing Act

Registration

Initial Registration Fee	Per registration	N	\$360.15	\$369.15	2.50%	\$9.00	Statutory
Renewal Registration Fee	Per registration	N	\$246.30	\$252.45	2.50%	\$6.15	Statutory
Hairdresser Registration Fee (One Off Fee)	One off fee	N	\$360.15	\$369.15	2.50%	\$9.00	Statutory
Accommodation Houses	Per registration	N	\$440.90	\$451.90	2.49%	\$11.00	Statutory
Plans Approval – General	Per approval	N	\$230.65	\$239.40	3.79%	\$8.75	Non-Statutory
Plans Approval – Accommodation	Per approval	N	\$366.25	\$380.15	3.80%	\$13.90	Non-Statutory
Request Inspection Priority Fee (within 4 Working Days)	Per inspection	N	\$296.65	\$307.90	3.79%	\$11.25	Non-Statutory
Request Inspection Fee (within 10 Working Days)	Per inspection	N	\$219.90	\$228.25	3.80%	\$8.35	Non-Statutory
Caravan Permit	Per permit	N	\$192.95	\$200.25	3.78%	\$7.30	Non-Statutory

Registration – Transfer

Transfer of Registration – General	Per registration	N	\$123.15	\$126.20	2.48%	\$3.05	Statutory
Transfer of Registration – Accommodation	Per registration	N	\$220.45	\$225.95	2.49%	\$5.50	Statutory

Aquatic Fees

Additional Pool Fee (Each Pool greater than 1 Pool)	No. of additional pools	N	\$69.30	\$71.00	2.45%	\$1.70	Statutory
Base Aquatic Facility Fee (includes 1 Pool)	Per aquatic facility	N	\$234.95	\$240.80	2.49%	\$5.85	Statutory

Sharps Containers

4 Litres	Per container	Y	\$27.50	\$28.55	3.82%	\$1.05	Non-Statutory
21 Litres	Per container	Y	\$44.00	\$45.65	3.75%	\$1.65	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Septic Tank

Onsite Wastewater Management System (OWMS) Amend a Permit Fee	10.38	N	\$169.50	\$173.70	2.48%	\$4.20	Statutory
Onsite Wastewater Management System (OWMS) Exemption Assessment Fee	14.67	N	\$240.25	\$246.25	2.50%	\$6.00	Statutory
Onsite Wastewater Management System (OWMS) Installation Additional hourly fee (greater than 8.2 hrs)	6.12	N	\$100.25	\$102.75	2.49%	\$2.50	Statutory
Onsite Wastewater Management System (OWMS) Installation Permit Fee	48.88	N	\$798.20	\$818.15	2.50%	\$19.95	Statutory
Onsite Wastewater Management System (OWMS) Minor Alteration Permit Fee	37.25	N	\$608.30	\$623.50	2.50%	\$15.20	Statutory
Onsite Wastewater Management System (OWMS) Renew a Permit Fee	8.31	N	\$135.70	\$139.05	2.47%	\$3.35	Statutory
Onsite Wastewater Management System (OWMS) Transfer a Permit Fee	9.93	N	\$162.20	\$166.25	2.50%	\$4.05	Statutory
Request for Information on a Septic Tank	Per request	N	\$77.05	\$79.95	3.76%	\$2.90	Non-Statutory

Immunisation

Chicken Pox Vaccine	Per unit	Y	\$63.00	\$70.00	11.11%	\$7.00	Non-Statutory
Influenza Vaccine	Per injection	Y	\$15.95	\$23.00	44.20%	\$7.05	Non-Statutory
Meningococcal B	Per dose	Y	\$127.00	\$140.00	10.24%	\$13.00	Non-Statutory
Hepatitis B per Dose (20 Years & Over)	Per injection	Y	\$30.30	\$32.00	5.61%	\$1.70	Non-Statutory
Combined Hepatitis A & B per Dose (20 Years and Over)	Per injection	Y	\$81.35	\$84.40	3.75%	\$3.05	Non-Statutory
Meningococcal ACWY (per Dose)	Per injection	Y	\$102.05	\$90.00	-11.81%	-\$12.05	Non-Statutory
Diphtheria, Tetanus, Pertussis (Boostrix)	Per injection	Y	\$40.35	\$54.00	33.83%	\$13.65	Non-Statutory

Immunisation Workplace Program

Workplace Influenza – Over 21 Employees	Per injection	Y	\$25.65	\$27.00	5.26%	\$1.35	Non-Statutory
Workplace Immunisation Extra Nurse Fee (per Hour) (1 Extra Nurse)	Per hour	Y	\$159.75	\$165.80	3.79%	\$6.05	Non-Statutory
Flat Fee for Workplace Vaccination Visit – Under 21 Employees	One off - flat fee	Y	\$513.35	\$533.00	3.83%	\$19.65	Non-Statutory

Active & Creative Communities

Venue Hire

Bond - High Risk	One off fee	N	\$1,000.00	\$1,000.00	0.00%	\$0.00	Non-Statutory
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Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Venue Hire [continued]

Bond - Low Risk	One off fee	N	\$100.00	\$100.00	0.00%	\$0.00	Non-Statutory
Bond - Standard	One off fee	N	\$500.00	\$500.00	0.00%	\$0.00	Non-Statutory
Playgroup 2 Hour Session (Conditions Apply)	Per 2 hour session	Y	\$20.00	\$20.00	0.00%	\$0.00	Non-Statutory
Seniors Group (Conditions Apply)	Per hour	Y	\$6.05	\$6.25	3.31%	\$0.20	Non-Statutory

Consult Room

Consult Room - Casual/Business	Per hour	Y	\$16.85	\$17.45	3.56%	\$0.60	Non-Statutory
Consult Room - Community	Per hour	Y	\$8.40	\$8.70	3.57%	\$0.30	Non-Statutory
Consult Room - Regular Group	Per hour	Y	\$13.00	\$13.50	3.85%	\$0.50	Non-Statutory

Barry Road Community Activity Centre

Casual/Business

Hall Whole with Kitchen - 10 Hour Package	Per package	Y	\$743.00	\$771.20	3.80%	\$28.20	Non-Statutory
Hall Whole	Per hour	Y	\$61.85	\$64.20	3.80%	\$2.35	Non-Statutory
Hall 1 or 2	Per hour	Y	\$47.75	\$49.55	3.77%	\$1.80	Non-Statutory
Kitchen	Per hour	Y	\$21.25	\$22.05	3.76%	\$0.80	Non-Statutory
Meeting Room	Per hour	Y	\$37.40	\$38.80	3.74%	\$1.40	Non-Statutory

Community

Hall Whole	Per hour	Y	\$31.45	\$32.60	3.66%	\$1.15	Non-Statutory
Hall 1 or 2	Per hour	Y	\$24.50	\$25.40	3.67%	\$0.90	Non-Statutory
Kitchen	Per hour	Y	\$10.55	\$10.95	3.79%	\$0.40	Non-Statutory
Meeting Room	Per hour	Y	\$19.80	\$20.55	3.79%	\$0.75	Non-Statutory

Regular Group

Hall Whole	Per hour	Y	\$45.40	\$47.10	3.74%	\$1.70	Non-Statutory
Hall 1 or 2	Per hour	Y	\$36.10	\$37.45	3.74%	\$1.35	Non-Statutory
Kitchen	Per hour	Y	\$15.85	\$16.45	3.79%	\$0.60	Non-Statutory
Meeting Room	Per hour	Y	\$28.00	\$29.05	3.75%	\$1.05	Non-Statutory

Brookwood Community Centre

Casual/Business

Community Room	Per hour	Y	\$41.95	\$43.55	3.81%	\$1.60	Non-Statutory
Meeting Room	Per hour	Y	\$20.60	\$21.35	3.64%	\$0.75	Non-Statutory

Community

Community Room	Per hour	Y	\$22.10	\$22.90	3.62%	\$0.80	Non-Statutory
Meeting Room	Per hour	Y	\$11.60	\$12.05	3.88%	\$0.45	Non-Statutory

Regular Group

Community Room	Per hour	Y	\$31.45	\$32.60	3.66%	\$1.15	Non-Statutory
Meeting Room	Per hour	Y	\$15.95	\$16.55	3.76%	\$0.60	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Epping Community Centre

Regular Group

Hall	Per hour	Y	\$42.00	\$43.55	3.69%	\$1.55	Non-Statutory
Kitchen	Per hour	Y	\$12.25	\$12.70	3.67%	\$0.45	Non-Statutory
Meeting Room	Per hour	Y	\$22.15	\$23.00	3.84%	\$0.85	Non-Statutory

Community

Hall	Per hour	Y	\$30.30	\$31.45	3.80%	\$1.15	Non-Statutory
Kitchen	Per hour	Y	\$8.20	\$8.50	3.66%	\$0.30	Non-Statutory
Meeting Room	Per hour	Y	\$16.25	\$16.85	3.69%	\$0.60	Non-Statutory

Casual/Business

Hall	Per hour	Y	\$53.25	\$55.25	3.76%	\$2.00	Non-Statutory
Hall with Kitchen - 10 Hour Package	Per Package	Y	\$622.80	\$646.45	3.80%	\$23.65	Non-Statutory
Kitchen	Per hour	Y	\$16.35	\$16.95	3.67%	\$0.60	Non-Statutory
Meeting Room	Per hour	Y	\$28.30	\$29.35	3.71%	\$1.05	Non-Statutory

Epping Views Family and Community Centre

Casual/Business

Foyer, Display Space, Kitchenette	Per hour	Y	\$35.00	\$36.30	3.71%	\$1.30	Non-Statutory
Meeting Room	Per hour	Y	\$17.45	\$18.10	3.72%	\$0.65	Non-Statutory
MCH Program Room	Per hour	Y	\$19.20	\$19.90	3.65%	\$0.71	Non-Statutory

Community

Foyer, Display Space, Kitchenette	Per hour	Y	\$18.65	\$19.35	3.75%	\$0.70	Non-Statutory
Meeting Room	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
MCH Program Room	Per hour	Y	\$9.90	\$10.25	3.54%	\$0.35	Non-Statutory

Regular Group

Foyer, Display Space, Kitchenette	Per hour	Y	\$26.75	\$27.75	3.74%	\$1.00	Non-Statutory
Meeting Room	Per hour	Y	\$13.95	\$14.45	3.58%	\$0.50	Non-Statutory
MCH Program Room	Per hour	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory

Epping Memorial Hall

Casual/Business

Function Room - 10 Hour Package	Per package	Y	\$1,056.50	\$1,096.60	3.80%	\$40.10	Non-Statutory
Memorial Hall - 10 Hour Package	Per package	Y	\$1,270.10	\$1,318.35	3.80%	\$48.25	Non-Statutory
Function Room	Per hour	Y	\$118.50	\$123.00	3.80%	\$4.50	Non-Statutory
Memorial Hall	Per hour	Y	\$142.45	\$147.85	3.79%	\$5.40	Non-Statutory
Meeting Room	Per hour	Y	\$20.90	\$21.65	3.59%	\$0.75	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Regular Group

Function Room	Per hour	Y	\$88.70	\$92.05	3.78%	\$3.35	Non-Statutory
Memorial Hall	Per hour	Y	\$128.40	\$133.25	3.78%	\$4.85	Non-Statutory
Meeting Room	Per hour	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory

Community

Function Room	Per hour	Y	\$58.35	\$60.55	3.77%	\$2.20	Non-Statutory
Memorial Hall	Per hour	Y	\$85.20	\$88.40	3.76%	\$3.20	Non-Statutory
Meeting Room	Per hour	Y	\$10.50	\$10.90	3.81%	\$0.40	Non-Statutory

French Street Hall

Casual/Business	Per hour	Y	\$38.50	\$39.95	3.77%	\$1.45	Non-Statutory
Regular Group	Per hour	Y	\$29.10	\$30.20	3.78%	\$1.10	Non-Statutory
Community	Per hour	Y	\$19.80	\$20.55	3.79%	\$0.75	Non-Statutory

Galada Community Centre

Casual/Business

Kitchen	Per hour	Y	\$21.45	\$22.25	3.73%	\$0.80	Non-Statutory
MCH Program Room	Per hour	Y	\$19.20	\$19.90	3.65%	\$0.71	Non-Statutory
Social Support Suite Room 1	Per hour	Y	\$23.35	\$24.20	3.64%	\$0.85	Non-Statutory
Social Support Suite Whole	Per hour	Y	\$44.60	\$46.30	3.81%	\$1.70	Non-Statutory
Hall	Per hour	Y	\$61.85	\$64.20	3.80%	\$2.35	Non-Statutory
Meeting Room Whole	Per hour	Y	\$37.30	\$38.70	3.75%	\$1.40	Non-Statutory
Meeting Room 1	Per hour	Y	\$19.80	\$20.55	3.79%	\$0.75	Non-Statutory
Meeting Room 2	Per hour	Y	\$22.10	\$22.90	3.62%	\$0.80	Non-Statutory

Community

Kitchen	Per hour	Y	\$10.60	\$11.00	3.77%	\$0.40	Non-Statutory
MCH Program Room	Per hour	Y	\$9.90	\$10.25	3.54%	\$0.35	Non-Statutory
Social Support Suite Room 1	Per hour	Y	\$11.65	\$12.05	3.43%	\$0.40	Non-Statutory
Social Support Suite Whole	Per hour	Y	\$22.24	\$23.05	3.64%	\$0.81	Non-Statutory
Hall	Per hour	Y	\$31.45	\$32.60	3.66%	\$1.15	Non-Statutory
Meeting Room Whole	Per hour	Y	\$19.80	\$20.55	3.79%	\$0.75	Non-Statutory
Meeting Room 1	Per hour	Y	\$11.60	\$12.05	3.88%	\$0.45	Non-Statutory
Meeting Room 2	Per hour	Y	\$13.95	\$14.45	3.58%	\$0.50	Non-Statutory

Regular Group

Kitchen	Per hour	Y	\$15.90	\$16.50	3.77%	\$0.60	Non-Statutory
MCH Program Room	Per hour	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory
Social Support Suite Room 1	Per hour	Y	\$17.50	\$18.15	3.71%	\$0.65	Non-Statutory
Social Support Suite Whole	Per hour	Y	\$35.00	\$36.30	3.71%	\$1.30	Non-Statutory
Hall	Per hour	Y	\$45.40	\$47.10	3.74%	\$1.70	Non-Statutory
Meeting Room Whole	Per hour	Y	\$25.60	\$26.55	3.71%	\$0.95	Non-Statutory
Meeting Room 1	Per hour	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory
Meeting Room 2	Per hour	Y	\$17.45	\$18.10	3.72%	\$0.65	Non-Statutory

Name	Unit	GST (Y)es/ (N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Ganbu Gulinj Community Centre**Casual/Business**

Community Room	Per hour	Y	\$32.85	\$34.05	3.65%	\$1.20	Non-Statutory
Meeting Room	Per hour	Y	\$16.65	\$17.25	3.60%	\$0.60	Non-Statutory

Community

Community Room	Per hour	Y	\$18.65	\$19.35	3.75%	\$0.70	Non-Statutory
Meeting Room	Per hour	Y	\$9.70	\$10.05	3.61%	\$0.35	Non-Statutory

Regular Group

Community Room	Per hour	Y	\$26.25	\$27.20	3.62%	\$0.95	Non-Statutory
Meeting Room	Per hour	Y	\$13.10	\$13.60	3.82%	\$0.50	Non-Statutory

Greenbrook Community House

Casual/Business – Meeting Room 3 (per Hour)	Per hour	Y	\$12.55	\$13.00	3.59%	\$0.45	Non-Statutory
Community - Meeting Room 3	Per hour	Y	\$8.90	\$9.20	3.37%	\$0.30	Non-Statutory
Regular – Community Room	Per hour	Y	\$18.65	\$19.35	3.75%	\$0.70	Non-Statutory
Casual/Business – Community Room	Per hour	Y	\$25.10	\$26.05	3.78%	\$0.95	Non-Statutory
Community – Community Room	Per hour	Y	\$16.20	\$16.80	3.70%	\$0.60	Non-Statutory
Regular - Meeting Room 3	Per hour	Y	\$10.50	\$10.90	3.81%	\$0.40	Non-Statutory

Harvest Home Road Pavilion Social Room

Casual/Business	Per hour	Y	\$30.80	\$31.95	3.73%	\$1.15	Non-Statutory
Community	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
Regular Group	Per hour	Y	\$24.65	\$25.55	3.65%	\$0.90	Non-Statutory

Janefield Community Centre**Casual**

Community Room 1	Per hour	Y	\$40.80	\$42.35	3.80%	\$1.55	Non-Statutory
Community Room 2	Per hour	Y	\$31.75	\$32.95	3.78%	\$1.20	Non-Statutory
Meeting Room	Per hour	Y	\$14.65	\$15.20	3.75%	\$0.55	Non-Statutory

Regular Group

Community Room 1	Per hour	Y	\$31.75	\$32.95	3.78%	\$1.20	Non-Statutory
Community Room 2	Per hour	Y	\$23.70	\$24.60	3.80%	\$0.90	Non-Statutory
Meeting Room	Per hour	Y	\$11.30	\$11.70	3.54%	\$0.40	Non-Statutory

Community

Community Room 1	Per hour	Y	\$21.45	\$22.25	3.73%	\$0.80	Non-Statutory
Community Room 2	Per hour	Y	\$15.80	\$16.40	3.80%	\$0.60	Non-Statutory
Meeting Room	Per hour	Y	\$7.80	\$8.10	3.85%	\$0.30	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Jindi Family and Community Centre

Casual/Business

Community Room Whole with Kitchen - 10 Hour Package	Per package	Y	\$561.30	\$582.60	3.79%	\$21.30	Non-Statutory
Community Room Whole	Per hour	Y	\$49.00	\$50.85	3.78%	\$1.85	Non-Statutory
Community Room	Per hour	Y	\$33.80	\$35.05	3.70%	\$1.25	Non-Statutory
Kitchen	Per hour	Y	\$13.95	\$14.45	3.58%	\$0.50	Non-Statutory

Community

Community Room Whole	Per hour	Y	\$24.55	\$25.45	3.67%	\$0.90	Non-Statutory
Community Room	Per hour	Y	\$17.45	\$18.10	3.72%	\$0.65	Non-Statutory
Kitchen	Per hour	Y	\$8.05	\$8.35	3.73%	\$0.30	Non-Statutory

Regular Group

Community Room Whole	Per hour	Y	\$36.15	\$37.50	3.73%	\$1.35	Non-Statutory
Community Room	Per hour	Y	\$25.60	\$26.55	3.71%	\$0.95	Non-Statutory
Kitchen	Per hour	Y	\$11.60	\$12.05	3.88%	\$0.45	Non-Statutory

Kirrip Community Centre

Casual/Business

Hall	Per hour	Y	\$61.85	\$64.20	3.80%	\$2.35	Non-Statutory
Hall with Kitchen - 10 Hour Package	Per package	Y	\$743.00	\$771.20	3.80%	\$28.20	Non-Statutory
Kitchen	Per hour	Y	\$21.25	\$22.05	3.76%	\$0.80	Non-Statutory
MCH Program Room	Per hour	Y	\$13.25	\$14.55	9.81%	\$1.30	Non-Statutory
Meeting Room	Per hour	Y	\$19.10	\$19.80	3.66%	\$0.70	Non-Statutory

Community Group

Hall	Per hour	Y	\$31.45	\$32.60	3.66%	\$1.15	Non-Statutory
Kitchen	Per hour	Y	\$10.60	\$11.00	3.77%	\$0.40	Non-Statutory
MCH Program Room	Per hour	Y	\$7.19	\$7.90	9.87%	\$0.71	Non-Statutory
Meeting Room	Per hour	Y	\$9.50	\$9.85	3.68%	\$0.35	Non-Statutory

Regular Group

Hall	Per hour	Y	\$45.40	\$47.10	3.74%	\$1.70	Non-Statutory
Kitchen	Per hour	Y	\$15.90	\$16.50	3.77%	\$0.60	Non-Statutory
MCH Program Room	Per hour	Y	\$9.50	\$10.45	10.00%	\$0.95	Non-Statutory
Meeting Room	Per hour	Y	\$14.25	\$14.75	3.51%	\$0.50	Non-Statutory

Lalor Library Conference Room

Casual/Business	Per hour	Y	\$42.00	\$43.55	3.69%	\$1.55	Non-Statutory
Regular Group	Per hour	Y	\$31.45	\$32.60	3.66%	\$1.15	Non-Statutory
Community	Per hour	Y	\$20.95	\$21.75	3.82%	\$0.80	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Laurimar Community Activity Centre

Casual/Business

MCH Program Room	Per hour	Y	\$19.20	\$19.90	3.65%	\$0.70	Non-Statutory
Community Room	Per hour	Y	\$36.15	\$37.50	3.73%	\$1.35	Non-Statutory

Community

MCH Program Room	Per hour	Y	\$9.90	\$10.25	3.54%	\$0.35	Non-Statutory
Community Room	Per hour	Y	\$19.80	\$20.55	3.79%	\$0.75	Non-Statutory

Regular Group

MCH Program Room	Per hour	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory
Community Room	Per hour	Y	\$27.70	\$28.75	3.79%	\$1.05	Non-Statutory

Main Street Pavilion Social Room

Casual/Business	Per hour	Y	\$30.80	\$31.95	3.73%	\$1.15	Non-Statutory
Community	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
Regular Group	Per hour	Y	\$24.65	\$25.55	3.65%	\$0.90	Non-Statutory

May Road Senior Citizens Centre

Hall	Per hour	Y	\$6.05	\$6.25	3.31%	\$0.20	Non-Statutory
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Mernda Villages Community Activity Centre

Casual/Business

Hall with Kitchen - 10 Hour Package	Per package	Y	\$743.00	\$771.20	3.80%	\$28.20	Non-Statutory
MCH Program Room	Per hour	Y	\$19.20	\$19.90	3.65%	\$0.70	Non-Statutory
Hall	Per hour	Y	\$61.85	\$64.20	3.80%	\$2.35	Non-Statutory
Meeting Room	Per hour	Y	\$17.45	\$18.10	3.72%	\$0.65	Non-Statutory
Kitchen	Per hour	Y	\$21.25	\$22.05	3.76%	\$0.80	Non-Statutory

Community

MCH Program Room	Per hour	Y	\$9.90	\$10.25	3.54%	\$0.35	Non-Statutory
Hall	Per hour	Y	\$31.45	\$32.60	3.66%	\$1.15	Non-Statutory
Meeting Room	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
Kitchen	Per hour	Y	\$10.55	\$10.95	3.79%	\$0.40	Non-Statutory

Regular Group

MCH Program Room	Per hour	Y	\$14.65	\$15.20	3.75%	\$0.55	Non-Statutory
Hall	Per hour	Y	\$45.40	\$47.10	3.74%	\$1.70	Non-Statutory
Meeting Room	Per hour	Y	\$13.95	\$14.45	3.58%	\$0.50	Non-Statutory
Kitchen	Per hour	Y	\$15.85	\$16.45	3.79%	\$0.60	Non-Statutory

Mernda Village Social Support Suite

Casual Group

Kitchen	Per hour	Y	\$21.25	\$22.05	3.76%	\$0.80	Non-Statutory
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Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Casual Group [continued]

Meeting Room	Per hour	Y	\$17.45	\$18.10	3.72%	\$0.65	Non-Statutory
Program 1 and 2	Per hour	Y	\$41.05	\$42.60	3.78%	\$1.55	Non-Statutory
Program 1, 2 or 3	Per hour	Y	\$31.40	\$32.60	3.82%	\$1.20	Non-Statutory

Regular Group

Kitchen	Per hour	Y	\$15.85	\$16.45	3.79%	\$0.60	Non-Statutory
Meeting Room	Per hour	Y	\$13.95	\$14.45	3.58%	\$0.50	Non-Statutory
Program 1 and 2	Per hour	Y	\$31.40	\$32.60	3.82%	\$1.20	Non-Statutory
Program 1, 2 or 3	Per hour	Y	\$23.50	\$24.35	3.62%	\$0.85	Non-Statutory

Community Group

Kitchen	Per hour	Y	\$10.55	\$10.95	3.79%	\$0.40	Non-Statutory
Meeting Room	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
Program 1 and 2	Per hour	Y	\$21.25	\$22.05	3.76%	\$0.80	Non-Statutory
Program 1, 2 or 3	Per hour	Y	\$15.65	\$16.25	3.83%	\$0.60	Non-Statutory

Mill Park Community Centre

Casual/Business

Hall	Per hour	Y	\$53.25	\$53.25	0.00%	\$0.00	Non-Statutory
Community Room	Per hour	Y	\$32.70	\$33.95	3.82%	\$1.25	Non-Statutory
Meeting Room	Per hour	Y	\$12.70	\$13.15	3.54%	\$0.45	Non-Statutory

Regular Group

Hall	Per hour	Y	\$42.00	\$43.55	3.69%	\$1.55	Non-Statutory
Community Room	Per hour	Y	\$24.50	\$25.40	3.67%	\$0.90	Non-Statutory
Meeting Room	Per hour	Y	\$9.35	\$9.70	3.74%	\$0.35	Non-Statutory

Community

Hall	Per hour	Y	\$30.30	\$31.45	3.80%	\$1.15	Non-Statutory
Community Room	Per hour	Y	\$16.20	\$16.80	3.70%	\$0.60	Non-Statutory
Meeting Room	Per hour	Y	\$6.95	\$7.20	3.60%	\$0.25	Non-Statutory

Mill Park Lakes Social Room

Casual/Business	Per hour	Y	\$30.80	\$31.95	3.73%	\$1.15	Non-Statutory
Community	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
Regular Group	Per hour	Y	\$24.65	\$25.55	3.65%	\$0.90	Non-Statutory

Mosaic Pavilion Social Room

Casual/Business	Per hour	Y	\$30.80	\$31.95	3.73%	\$1.15	Non-Statutory
Community	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
Regular Group	Per hour	Y	\$24.65	\$25.55	3.65%	\$0.90	Non-Statutory

Nick Ascenzo Centre

Casual/Business	Per hour	Y	\$52.50	\$54.50	3.81%	\$2.00	Non-Statutory
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Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Nick Ascenzo Centre [continued]

Regular Group	Per hour	Y	\$39.65	\$41.15	3.78%	\$1.50	Non-Statutory
Community	Per hour	Y	\$25.60	\$26.55	3.71%	\$0.95	Non-Statutory

Olivine Pavilion Community Room

Casual/Business	Per hour	Y	\$30.80	\$31.95	3.73%	\$1.15	Non-Statutory
Community	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
Regular Group	Per hour	Y	\$24.65	\$25.55	3.65%	\$0.90	Non-Statutory

Painted Hills Community Room

Casual/Business	Per hour	Y	\$49.00	\$50.85	3.78%	\$1.85	Non-Statutory
Community	Per hour	Y	\$24.50	\$25.40	3.67%	\$0.90	Non-Statutory
Regular Group	Per hour	Y	\$36.15	\$37.50	3.73%	\$1.35	Non-Statutory

Patterson (Murnong) Community Centre

Casual/Business

Activity Room	Per hour	Y	\$35.15	\$36.45	3.70%	\$1.30	Non-Statutory
Hall	Per hour	Y	\$61.85	\$64.20	3.80%	\$2.35	Non-Statutory
Hall with kitchen - 10 Hour Package	Per package	Y	\$743.00	\$771.20	3.80%	\$28.20	Non-Statutory
Kitchen	Per hour	Y	\$21.25	\$22.05	3.76%	\$0.80	Non-Statutory
MCH Program Room	Per hour	Y	\$19.20	\$19.90	3.65%	\$0.70	Non-Statutory

Community Group

Activity Room	Per hour	Y	\$28.00	\$29.05	3.75%	\$1.05	Non-Statutory
Hall	Per hour	Y	\$31.45	\$32.60	3.66%	\$1.15	Non-Statutory
Kitchen	Per hour	Y	\$10.60	\$11.00	3.77%	\$0.40	Non-Statutory
MCH Program Room	Per hour	Y	\$9.90	\$10.25	3.54%	\$0.35	Non-Statutory

Regular Group

Activity Room	Per hour	Y	\$19.80	\$20.55	3.79%	\$0.75	Non-Statutory
Hall	Per hour	Y	\$45.40	\$47.10	3.74%	\$1.70	Non-Statutory
Kitchen	Per hour	Y	\$15.90	\$16.50	3.77%	\$0.60	Non-Statutory
MCH Program Room	Per hour	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory

RGC Cook Pavilion social Room

Casual/Business	Per hour	Y	\$30.80	\$31.95	3.73%	\$1.15	Non-Statutory
Community	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
Regular Group	Per hour	Y	\$24.65	\$25.55	3.65%	\$0.90	Non-Statutory

Riverside Community Centre

Regular Group

Community Room	Per hour	Y	\$28.00	\$29.05	3.75%	\$1.05	Non-Statutory
Hall	Per hour	Y	\$42.00	\$43.55	3.69%	\$1.55	Non-Statutory
Kitchen	Per hour	Y	\$12.25	\$12.70	3.67%	\$0.45	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Regular Group [continued]

Meeting Room	Per hour	Y	\$21.75	\$22.55	3.68%	\$0.80	Non-Statutory
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Community

Community Room	Per hour	Y	\$19.80	\$20.55	3.79%	\$0.75	Non-Statutory
Hall	Per hour	Y	\$30.30	\$31.45	3.80%	\$1.15	Non-Statutory
Kitchen	Per hour	Y	\$8.25	\$8.55	3.64%	\$0.30	Non-Statutory
Meeting Room	Per hour	Y	\$16.20	\$16.80	3.70%	\$0.60	Non-Statutory

Casual/Business

Community Room	Per hour	Y	\$35.14	\$36.45	3.73%	\$1.31	Non-Statutory
Hall	Per hour	Y	\$53.25	\$55.25	3.76%	\$2.00	Non-Statutory
Hall with Kitchen - 10 Hour Package	Per package	Y	\$622.80	\$646.45	3.80%	\$23.65	Non-Statutory
Kitchen	Per hour	Y	\$16.40	\$17.00	3.66%	\$0.60	Non-Statutory
Meeting Room	Per hour	Y	\$27.75	\$28.80	3.78%	\$1.05	Non-Statutory

Spring Street Hall

Casual/Business	Per hour	Y	\$41.95	\$43.55	3.81%	\$1.60	Non-Statutory
Regular Group	Per hour	Y	\$32.65	\$33.85	3.68%	\$1.20	Non-Statutory
Community	Per hour	Y	\$20.95	\$21.75	3.82%	\$0.80	Non-Statutory

Whittlesea Community Activity Centre

Casual/Business

MCH Program Room	Per hour	Y	\$19.20	\$19.90	3.65%	\$0.70	Non-Statutory
Memorial Hall with Kitchen - 10 Hour Package	Per package	Y	\$743.00	\$771.20	3.80%	\$28.20	Non-Statutory
Memorial Hall	Per hour	Y	\$61.85	\$64.20	3.80%	\$2.35	Non-Statutory
Kitchen	Per hour	Y	\$21.25	\$22.05	3.76%	\$0.80	Non-Statutory
Meeting Room	Per hour	Y	\$29.10	\$30.20	3.78%	\$1.10	Non-Statutory

Community

MCH Program Room	Per hour	Y	\$9.90	\$10.25	3.54%	\$0.35	Non-Statutory
Memorial Hall Whole	Per hour	Y	\$31.45	\$32.60	3.66%	\$1.15	Non-Statutory
Kitchen	Per hour	Y	\$10.60	\$11.00	3.77%	\$0.40	Non-Statutory
Meeting Room	Per hour	Y	\$16.20	\$16.80	3.70%	\$0.60	Non-Statutory

Regular Group

MCH Program Room	Per hour	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory
Memorial Hall Whole	Per hour	Y	\$45.40	\$47.10	3.74%	\$1.70	Non-Statutory
Kitchen	Per hour	Y	\$15.90	\$16.50	3.77%	\$0.60	Non-Statutory
Meeting Room	Per hour	Y	\$22.10	\$22.90	3.62%	\$0.80	Non-Statutory

Wollert

Casual/Business	Per hour	Y	\$45.40	\$47.10	3.74%	\$1.70	Non-Statutory
Regular Group	Per hour	Y	\$36.15	\$37.50	3.73%	\$1.35	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Wollert [continued]

Community	Per hour	Y	\$23.25	\$24.10	3.66%	\$0.85	Non-Statutory
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Waterview Community Pavilion Social Room

Casual/Business	Per hour	Y	\$30.80	\$31.95	3.73%	\$1.15	Non-Statutory
Community	Per hour	Y	\$10.25	\$10.60	3.41%	\$0.35	Non-Statutory
Regular Group	Per hour	Y	\$24.65	\$25.55	3.65%	\$0.90	Non-Statutory

West Wollert Community Centre

Casual/Business

Activity Room	Per hour	Y	\$35.15	\$36.45	3.70%	\$1.30	Non-Statutory
Hall	Per hour	Y	\$61.85	\$64.20	3.80%	\$2.35	Non-Statutory
Hall with Kitchen - 10 Hour Package	Per package	Y	\$743.00	\$771.20	3.80%	\$28.20	Non-Statutory
Kitchen	Per hour	Y	\$21.25	\$22.05	3.76%	\$0.80	Non-Statutory
MCH Program Room	Per hour	Y	\$19.20	\$19.90	3.65%	\$0.70	Non-Statutory

Community Group

Activity Room	Per hour	Y	\$19.80	\$20.55	3.79%	\$0.75	Non-Statutory
Hall	Per hour	Y	\$31.45	\$32.60	3.66%	\$1.15	Non-Statutory
Kitchen	Per hour	Y	\$10.60	\$11.00	3.77%	\$0.40	Non-Statutory
MCH Program Room	Per hour	Y	\$9.90	\$10.25	3.54%	\$0.35	Non-Statutory

Regular Group

Activity Room	Per hour	Y	\$28.00	\$29.05	3.75%	\$1.05	Non-Statutory
Hall	Per hour	Y	\$45.40	\$47.10	3.74%	\$1.70	Non-Statutory
Kitchen	Per hour	Y	\$15.90	\$16.50	3.77%	\$0.60	Non-Statutory
MCH Program Room	Per hour	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory

Sporting Fields

Harvest Home Road Recreation Reserve South - Class B	Per season	Y	\$1,414.50	\$1,468.30	3.80%	\$53.80	Non-Statutory
Harvest Home Road Recreation Reserve Synthetic - Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Harvest Home Road Recreation Reserve West - Class B	Per season	Y	\$1,414.50	\$1,468.30	3.80%	\$53.80	Non-Statutory
Mosaic Recreation Reserve Synthetic - Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Mosaic Recreation Reserve East - Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Painted Hills Recreation Reserve Synthetic - Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Painted Hills Recreation Reserve West - Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Casa D'Abruzzo (North) – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Casa D'Abruzzo (South) – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Doreen Rec Reserve, Doreen – Class C	Per season	Y	\$1,133.00	\$1,176.05	3.80%	\$43.05	Non-Statutory

Name	Unit	GST (Yes/No)	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Sporting Fields [continued]

Duffy St Reserve, Epping – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Epping Recreation Reserve East – Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Epping Recreation Reserve West – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Findon Reserve (Cricket) – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Findon Reserve North (Main Pitch) – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Findon Reserve South East – Class C	Per season	Y	\$1,133.00	\$1,176.05	3.80%	\$43.05	Non-Statutory
Hillsview Reserve – West – Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Hillsview Reserve – East – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
HR Uren Reserve South – Class A	Per season	Y	\$1,752.55	\$1,836.85	4.81%	\$84.30	Non-Statutory
HR Uren Reserve North – Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Huskisson Reserve – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Kelynack Reserve, Mill Park – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Lalor Rec. Reserve – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Laurimar East – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Laurimar West – Class A	Per season	Y	\$1,414.55	\$1,836.85	29.85%	\$422.30	Non-Statutory
Lowalde Reserve, Epping – Class C	Per season	Y	\$1,133.00	\$1,176.05	3.80%	\$43.05	Non-Statutory
Main Street Reserve East – Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Main Street Reserve West – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Meadowglen Reserve – Class C	Per season	Y	\$1,133.00	\$1,176.05	3.80%	\$43.05	Non-Statutory
Mernda Rec. Reserve, Mernda – Class C	Per season	Y	\$1,133.00	\$1,176.05	3.80%	\$43.05	Non-Statutory
Mill Park Lakes Reserve – East – Class A	Per season	Y	\$1,414.55	\$1,836.85	29.85%	\$422.30	Non-Statutory
Mill Park Lakes Reserve – West – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Mill Park Reserve, Mill Park – Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Partridge Street Reserve West – Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Partridge Street Reserve East (synthetic)– Class A	Per season	Y	\$1,414.55	\$1,836.85	29.85%	\$422.30	Non-Statutory
Partridge Street Reserve Rooball – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Redleap Reserve – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
RGC Cook Reserve West – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
RGC Cook Reserve East – Class C	Per season	Y	\$1,133.00	\$1,176.05	3.80%	\$43.05	Non-Statutory
Sycamore Reserve North (Main) – Class A	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory
Sycamore Reserve Central South – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Thomas Street Reserve – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Thomastown East Reserve North – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Sporting Fields [continued]

Thomastown East Reserve South – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
W.A. Smith Reserve South – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
W.A. Smith Reserve North – Class C	Per season	Y	\$1,133.00	\$1,176.05	3.80%	\$43.05	Non-Statutory
Walker Reserve, Whittlesea – Class B	Per season	Y	\$1,414.55	\$1,468.30	3.80%	\$53.75	Non-Statutory
Whittlesea Secondary College – Class C	Per season	Y	\$1,133.00	\$0.00	-100.00%	-\$1,133.00	Non-Statutory
Waterview Recreation Reserve – Class A (Both Grounds)	Per season	Y	\$1,769.60	\$1,836.85	3.80%	\$67.25	Non-Statutory

Sports Pavilions

Bond	One off fee	N	\$513.75	\$500.00	-2.68%	-\$13.75	Non-Statutory
Harvest Home Road - Class 1	Per season	Y	\$1,238.10	\$1,285.20	3.80%	\$47.10	Non-Statutory
Mosaic Recreation Reserve - Class 1	Per season	Y	\$1,238.10	\$1,285.20	3.80%	\$47.10	Non-Statutory
Painted Hills Recreation Reserve - Class 1	Per season	Y	\$1,238.10	\$1,285.20	3.80%	\$47.10	Non-Statutory
Duffy St Reserve, Epping – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Epping Rec Reserve, Epping – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Findon Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Hillsview Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
HR Uren Reserve South – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Huskisson Reserve – Class 2	Per season	Y	\$1,061.65	\$1,102.00	3.80%	\$40.35	Non-Statutory
Kelynack Reserve, Mill Park – Class 2	Per season	Y	\$1,061.65	\$1,102.00	3.80%	\$40.35	Non-Statutory
Lalor Rec. Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Laurimar – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Main Street Reserve East – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Mernda Rec. Reserve, Mernda – Class 3	Per season	Y	\$849.15	\$881.40	3.80%	\$32.25	Non-Statutory
Mill Park Lakes Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Mill Park Reserve, Mill Park – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Partridge Street Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Redleap Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
RGC Cook Reserve West – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Sycamore Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Thomas Street Reserve – Class 2	Per season	Y	\$1,061.65	\$1,102.00	3.80%	\$40.35	Non-Statutory
Thomastown East Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
W.A. Smith Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory
Walker Reserve, Whittlesea – Class 2	Per season	Y	\$1,061.65	\$1,102.00	3.80%	\$40.35	Non-Statutory
Waterview Recreation Reserve – Class 1	Per season	Y	\$1,238.15	\$1,285.20	3.80%	\$47.05	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Sports – Casual

Charity Events	Per booking	Y	\$101.55	\$105.40	3.79%	\$3.85	Non-Statutory
Commercial Use	Per booking	Y	\$1,351.40	\$1,402.75	3.80%	\$51.35	Non-Statutory
Schools	Per booking	Y	\$189.20	\$196.35	3.78%	\$7.15	Non-Statutory
Community Groups	Per booking	Y	\$189.20	\$196.35	3.78%	\$7.15	Non-Statutory
Utility Fee	Per booking	Y	\$53.65	\$56.35	5.03%	\$2.70	Non-Statutory
Personal Trainers	Per booking	Y	\$189.20	\$196.35	3.78%	\$7.15	Non-Statutory
Pavilion Fees	Per hour	Y	\$40.80	\$42.35	3.80%	\$1.55	Non-Statutory
Pavilion Fees (Daily)	Per day	Y	\$189.20	\$196.35	3.78%	\$7.15	Non-Statutory
Line Marking Fee AFL	Per use	Y	\$513.90	\$533.40	3.79%	\$19.50	Non-Statutory
Line Marking Fee Cricket	Per use	Y	\$149.50	\$155.15	3.78%	\$5.65	Non-Statutory
Line Marking Fee Soccer	Per use	Y	\$217.20	\$225.45	3.80%	\$8.25	Non-Statutory

Sports – Sole User per Year

Epping Soccer Stadium

Bond

Bond Fee	One off fee	N	\$1,872.20	\$1,500.00	-19.88%	-\$372.20	Non-Statutory
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Ground Hire

Training Session Ground Hire – Max. 2 Hours Field Time	Per booking	Y	\$378.35	\$392.70	3.79%	\$14.35	Non-Statutory
Match Session Ground Hire – Max. 3 Hours Field Time	Per booking	Y	\$810.55	\$841.35	3.80%	\$30.80	Non-Statutory

Lighting Charge

Lighting Fee	Per booking	Y	\$196.15	\$203.60	3.80%	\$7.45	Non-Statutory
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Line Marking

Line Marking Fee	Per use	Y	\$217.20	\$225.45	3.80%	\$8.25	Non-Statutory
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Miscellaneous

Installation and Removal of Nets	Per use	Y	\$217.20	\$225.45	3.80%	\$8.25	Non-Statutory
Installation & Removal of Portable Goals & Nets	Per use	Y	\$217.20	\$225.45	3.80%	\$8.25	Non-Statutory

Cleaning

Pavilion Only	Per booking	Y	\$337.50	\$350.30	3.79%	\$12.80	Non-Statutory
Entire Facility	Per booking	Y	\$2,701.70	\$2,804.35	3.80%	\$102.65	Non-Statutory

Hillsview Synthetic Soccer Ground

Synthetic Pitch – Training

Local Club	Per hour	Y	\$121.30	\$125.90	3.79%	\$4.60	Non-Statutory
Utility Fee	Per hour	Y	\$15.10	\$15.85	4.97%	\$0.75	Non-Statutory
Local School	Per hour	Y	\$121.30	\$125.90	3.79%	\$4.60	Non-Statutory
Non Local Club	Per hour	Y	\$155.30	\$161.20	3.80%	\$5.90	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Synthetic Pitch – Training [continued]

Non Local School	Per hour	Y	\$155.30	\$161.20	3.80%	\$5.90	Non-Statutory
Local Community Event/ Fundraising	Per hour	Y	\$121.30	\$125.90	3.79%	\$4.60	Non-Statutory
Commercial Use	Per hour	Y	\$202.00	\$209.65	3.79%	\$7.65	Non-Statutory
Local Club – Pre Season (3 Hour Session – No Lights)	Per 3 hour session	Y	\$115.50	\$119.85	3.77%	\$4.35	Non-Statutory

Synthetic Pitch – Matches

Local Club	Per match	Y	\$235.90	\$244.85	3.79%	\$8.95	Non-Statutory
Local School	Per match	Y	\$235.90	\$244.85	3.79%	\$8.95	Non-Statutory
Non Local Club	Per match	Y	\$296.55	\$307.80	3.79%	\$11.25	Non-Statutory
Non Local School	Per match	Y	\$296.55	\$307.80	3.79%	\$11.25	Non-Statutory
Local Community Event/ Fundraising	Per match	Y	\$235.90	\$244.85	3.79%	\$8.95	Non-Statutory
Commercial Use	Per match	Y	\$405.15	\$420.55	3.80%	\$15.40	Non-Statutory
Utility Fee	Per hour	Y	\$15.10	\$15.85	4.97%	\$0.75	Non-Statutory
Commercial Night Use	Per match	Y	\$471.85	\$489.75	3.79%	\$17.90	Non-Statutory

Mill Park Secondary College

Synthetic Pitch – Training

Local Club	Per hour	Y	\$121.30	\$125.90	3.79%	\$4.60	Non-Statutory
Local School	Per hour	Y	\$121.30	\$125.90	3.79%	\$4.60	Non-Statutory
Non Local Club	Per hour	Y	\$161.15	\$167.25	3.79%	\$6.10	Non-Statutory
Non Local School	Per hour	Y	\$161.15	\$167.25	3.79%	\$6.10	Non-Statutory
Local Community Event/ Fundraising	Per hour	Y	\$121.30	\$125.90	3.79%	\$4.60	Non-Statutory
Commercial Use	Per hour	Y	\$202.00	\$209.65	3.79%	\$7.65	Non-Statutory
Local Club – Pre Season (3 Hour session – No Lights)	Per 3 hour session	Y	\$121.30	\$125.90	3.79%	\$4.60	Non-Statutory

Synthetic Pitch – Matches

Local Club	Per match	Y	\$235.90	\$244.85	3.79%	\$8.95	Non-Statutory
Local School	Per match	Y	\$235.90	\$244.85	3.79%	\$8.95	Non-Statutory
Non Local Club	Per match	Y	\$296.55	\$307.80	3.79%	\$11.25	Non-Statutory
Non Local School	Per match	Y	\$296.55	\$307.80	3.79%	\$11.25	Non-Statutory
Local Community Event/ Fundraising	Per match	Y	\$235.90	\$244.85	3.79%	\$8.95	Non-Statutory
Commercial Use	Per match	Y	\$474.20	\$492.20	3.80%	\$18.00	Non-Statutory

Ancillaries

Utility Fee Night	Per hour	Y	\$15.10	\$15.85	4.97%	\$0.75	Non-Statutory
Cleaning Fee	Per training session	Y	\$29.05	\$30.15	3.79%	\$1.10	Non-Statutory
Cleaning Fee	Per match	Y	\$108.65	\$112.75	3.77%	\$4.10	Non-Statutory

Name	Unit	GST (Yes/No)	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Tennis

Ground Hire

Tennis Court Fees	Per court	Y	\$288.35	\$299.30	3.80%	\$10.95	Non-Statutory
Tennis Pavilion Fees	Per pavilion	Y	\$334.05	\$346.70	3.79%	\$12.65	Non-Statutory

Bocce

Ground Hire

Bocce	Per court	Y	\$140.05	\$145.35	3.78%	\$5.30	Non-Statutory
Bocce	Per pavilion	Y	\$323.55	\$335.85	3.80%	\$12.30	Non-Statutory

Whittlesea Secondary College Basketball Stadium

Court Hire

Basketball Stadium Hire	Per court, Per hour	Y	\$32.95	\$34.20	3.79%	\$1.25	Non-Statutory
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Hire of Mini Bus

Group 3 (Internal and Community)

Hourly	Per hour	Y	\$24.55	\$25.45	3.67%	\$0.90	Non-Statutory
Daily (8 Hours)	Per day (8 hours)	Y	\$128.40	\$133.25	3.78%	\$4.85	Non-Statutory
Weekend	Per weekend	Y	\$338.75	\$351.60	3.79%	\$12.85	Non-Statutory

Meadowglen Athletics Track

Association Carnivals	Per carnival	Y	\$691.85	\$718.10	3.79%	\$26.25	Non-Statutory
Athletics Club Junior - Seasonal Fee per Member	Per member	Y	\$14.60	\$15.15	3.77%	\$0.55	Non-Statutory
Athletics Club Senior - Seasonal Fee per Senior Member	Per member	Y	\$27.05	\$28.05	3.70%	\$1.00	Non-Statutory
Casual Track Hire Schools - per Hour	Per hour	Y	\$34.05	\$35.30	3.67%	\$1.25	Non-Statutory
Casual Track Sporting Clubs - per Hour	Per hour	Y	\$39.65	\$41.15	3.78%	\$1.50	Non-Statutory
CoW School Sports Day - Basic Equipment Hire	Per carnival	Y	\$533.00	\$553.25	3.80%	\$20.25	Non-Statutory
Non CoW School Sports Day - Basic Equipment Hire	Per carnival	Y	\$639.65	\$663.95	3.80%	\$24.30	Non-Statutory
Personal Trainers - per Hour	Per hour	Y	\$55.50	\$57.60	3.78%	\$2.10	Non-Statutory
Stadium Lighting - per Hour	Per hour	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory

Meadowglen Stadium Function Room

Bond	Per booking	N	\$308.25	\$300.00	-2.68%	-\$8.25	Non-Statutory
Commercial User - Full Day	Day hire	Y	\$611.45	\$634.65	3.79%	\$23.20	Non-Statutory
Commercial User - up to 4 Hours	Half day hire	Y	\$500.25	\$519.25	3.80%	\$19.00	Non-Statutory
Community User - Full Day	Day hire	Y	\$510.30	\$529.65	3.79%	\$19.35	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Meadowglen Stadium Function Room [continued]

Community User - up to 4 Hours	Half day hire	Y	\$396.85	\$411.90	3.79%	\$15.05	Non-Statutory
Regular User - per Hour	Per hour	Y	\$52.05	\$43.60	-16.23%	-\$8.45	Non-Statutory
Regular User (Not-For-Profit - per Hour)	Per hour	Y	\$37.35	\$31.45	-15.80%	-\$5.90	Non-Statutory
School Carnival Hire	Per carnival	Y	\$141.75	\$147.10	3.77%	\$5.35	Non-Statutory

Edgars Creek Secondary College

Synthetic Pitch - Training

Commercial Use	Per hour	Y	\$202.00	\$209.65	3.79%	\$7.65	Non-Statutory
Local Club - Pre Season	Per 3 hour session	Y	\$121.40	\$126.00	3.79%	\$4.60	Non-Statutory
Local Club (per Hour)	Per hour	Y	\$121.40	\$126.00	3.79%	\$4.60	Non-Statutory
Local Community Event/ Fundraising (per Hour)	Per hour	Y	\$121.40	\$126.00	3.79%	\$4.60	Non-Statutory
Local School (per Hour)	Per hour	Y	\$121.40	\$126.00	3.79%	\$4.60	Non-Statutory
Non Local Club (per Hour)	Per hour	Y	\$161.15	\$167.25	3.79%	\$6.10	Non-Statutory
Non Local School (per Hour)	Per hour	Y	\$161.15	\$167.25	3.79%	\$6.10	Non-Statutory

Synthetic Pitch - Matches

Commercial Use	Per match	Y	\$474.20	\$492.20	3.80%	\$18.00	Non-Statutory
Local Club	Per match	Y	\$235.85	\$244.80	3.79%	\$8.95	Non-Statutory
Local Community Event/ Fundraising	Per match	Y	\$235.85	\$244.80	3.79%	\$8.95	Non-Statutory
Local School	Per match	Y	\$235.85	\$244.80	3.79%	\$8.95	Non-Statutory
Non Local Club	Per match	Y	\$296.50	\$307.80	3.81%	\$11.30	Non-Statutory
Non Local School	Per match	Y	\$296.55	\$307.80	3.79%	\$11.25	Non-Statutory

Ancillaries

Cleaning Fee	Per training session	Y	\$29.05	\$30.15	3.79%	\$1.10	Non-Statutory
Cleaning Fee	Per match	Y	\$108.65	\$112.75	3.77%	\$4.10	Non-Statutory
Utility Fee Night	Per hour	Y	\$15.10	\$15.85	4.97%	\$0.75	Non-Statutory

Meadowglen Stadium Event Hire

Commercial - Full Day	Day hire	Y	\$2,835.10	\$2,942.80	3.80%	\$107.70	Non-Statutory
Commercial - Half Day (up to 4 Hours)	Half day hire	Y	\$1,417.50	\$1,471.35	3.80%	\$53.85	Non-Statutory
Community - Full Day	Day hire	Y	\$680.35	\$706.20	3.80%	\$25.85	Non-Statutory
Community - Half Day (up to 4 Hours)	Half day hire	Y	\$340.20	\$353.10	3.79%	\$12.90	Non-Statutory

Ageing Well

Centre Based Long Day Program	Per session	N	\$18.00	\$18.00	0.00%	\$0.00	Non-Statutory
Centre Based Social Support Short Day Sessions	Per session	N	\$15.00	\$15.00	0.00%	\$0.00	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Ageing Well [continued]

Client In Service Kilometre	Per unit	N	\$1.45	\$1.60	10.34%	\$0.15	Non-Statutory
Domestic Assistance	Per hour	N	\$9.00	\$10.00	11.11%	\$1.00	Non-Statutory
Flexible Respite	Per hour	N	\$9.00	\$10.00	11.11%	\$1.00	Non-Statutory
Home Modifications	Per hour	N	\$20.00	\$22.00	10.00%	\$2.00	Non-Statutory
Meals - Large/Premium	Per unit	N	\$9.00	\$10.00	11.11%	\$1.00	Non-Statutory
Meals - Small/Budget	Per unit	N	\$5.00	\$5.00	0.00%	\$0.00	Non-Statutory
Meals - Superior	Per unit	N	\$11.00	\$12.00	9.09%	\$1.00	Non-Statutory
Personal Care	Per hour	N	\$9.00	\$10.00	11.11%	\$1.00	Non-Statutory
Property Maintenance	Per hour	N	\$20.00	\$22.00	10.00%	\$2.00	Non-Statutory
Public Home Support Holiday Service	Per hour	N	\$18.00	\$20.00	11.11%	\$2.00	Non-Statutory
Social Support Individual	Per session	N	\$9.00	\$10.00	11.11%	\$1.00	Non-Statutory

Leap Program

LEAP Active Ageing Program (MAC Registered)	Per session	N	\$5.00	\$8.00	60.00%	\$3.00	Non-Statutory
LEAP Full Day Activities/Trips (MAC Registered)	Per session	N	\$40.00	\$40.00	0.00%	\$0.00	Non-Statutory
Senior Luncheon - MAC Registered	Per session	N	\$20.00	\$25.00	25.00%	\$5.00	Non-Statutory
LEAP Full Day Activities/Trips	Per person, per event	N	\$60.00	\$60.00	0.00%	\$0.00	Non-Statutory
LEAP Active Ageing Program	Per person, per event	N	\$8.00	\$15.00	87.50%	\$7.00	Non-Statutory
Senior Luncheon	Per person, per event	N	\$40.00	\$45.00	12.50%	\$5.00	Non-Statutory

HACCPYP

Client In Service Kilometre HACCPYP	Per unit	N	\$1.45	\$1.45	0.00%	\$0.00	Non-Statutory
Community Care HACCPYP	Per hour	N	\$6.00	\$6.20	3.33%	\$0.20	Non-Statutory
Meals - HACCPYP	Per unit	N	\$6.00	\$6.20	3.33%	\$0.20	Non-Statutory
Property Maintenance HACCPYP	Per hour	N	\$12.00	\$12.45	3.75%	\$0.45	Non-Statutory

Leisure Centres

Whittlesea Swim Centre

Aquatics

Spectator Casual Entry	Per entry	Y	\$2.00	\$2.20	10.00%	\$0.20	Non-Statutory
Adult Swim	Per entry	Y	\$7.25	\$7.50	3.45%	\$0.25	Non-Statutory
10 Pass Adult Swim	Per adult	Y	\$66.30	\$67.50	1.81%	\$1.20	Non-Statutory
Child Swim - Single Entry	Per entry	Y	\$4.75	\$4.90	3.16%	\$0.15	Non-Statutory
10 Pass Child Swim	Per child	Y	\$43.05	\$44.10	2.44%	\$1.05	Non-Statutory
Concession/Student Swim - Single Entry	Per entry	Y	\$5.70	\$5.90	3.51%	\$0.20	Non-Statutory
10 Pass Concession/Student Swim	Per concession	Y	\$51.50	\$53.10	3.11%	\$1.60	Non-Statutory
Family Swim - Single Entry	Per entry	Y	\$18.15	\$18.80	3.58%	\$0.65	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Aquatics [continued]

10 Pass Family Swim	Per family pass	Y	\$164.45	\$169.20	2.89%	\$4.75	Non-Statutory
Super Summer Single Pass (Start of Season)	Per season pass	Y	\$179.45	\$186.25	3.79%	\$6.80	Non-Statutory
Super Summer Single Pass (from 1st Feb)	Per season pass	Y	\$89.80	\$93.20	3.79%	\$3.40	Non-Statutory

Swim Lessons

Primary, Preschool, Teen, Adult	Per swim lesson	N	\$9.80	\$9.80	0.00%	\$0.00	Non-Statutory
Private Lesson 1:1	Per swim lesson	N	\$43.90	\$45.55	3.76%	\$1.65	Non-Statutory
Access & Inclusion 1:1 Lesson	Per swim lesson	N	\$25.45	\$26.40	3.73%	\$0.95	Non-Statutory

Schools Swim lessons

Schools Group Entry	Per entry	N	\$3.60	\$3.70	2.78%	\$0.10	Non-Statutory
School Carnival	Per booking	N	\$1,486.95	\$1,543.45	3.80%	\$56.50	Non-Statutory
School Lessons 1-10 Ratio 45 Minutes	Per swim lesson	N	\$10.20	\$10.55	3.43%	\$0.35	Non-Statutory
School Lessons 1-7 Ratio 45 Minutes	Per swim lesson	N	\$12.80	\$13.25	3.52%	\$0.45	Non-Statutory

Group Exercise

Aqua Class- Single Entry	Per entry	Y	\$9.55	\$9.90	3.66%	\$0.35	Non-Statutory
10 Pass Group Fitness Class	Per adult	Y	\$83.50	\$89.10	6.71%	\$5.60	Non-Statutory

Older Adult program

Access, LEAP Group Fitness Class	Per class	Y	\$8.20	\$8.50	3.66%	\$0.30	Non-Statutory
10 Visit Access LEAP Group Fitness Class	Per person	Y	\$73.65	\$76.40	3.73%	\$2.75	Non-Statutory

Children's Programs

Birthday Party Un-catered	Per child	Y	\$21.85	\$22.65	3.66%	\$0.80	Non-Statutory
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Facility Hire

Lane Hire	Per lane, per hour	Y	\$48.75	\$50.60	3.79%	\$1.85	Non-Statutory
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Miscellaneous

Dive in Movie Single	Per single entry	Y	\$11.25	\$11.65	3.56%	\$0.40	Non-Statutory
Dive in Movie Family	Per family entry	Y	\$36.70	\$38.05	3.68%	\$1.35	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Thomastown Recreation & Aquatic Centre & Mill Park Leisure

Aquatics

20 Adult Swim, Spa and Sauna Pass	Per adult	Y	\$228.60	\$239.40	4.72%	\$10.80	Non-Statutory
20 Concession Swim, Spa and Sauna Pass	Per concession	Y	\$187.15	\$194.25	3.79%	\$7.10	Non-Statutory
20 Family Swim Pass	Per family	Y	\$350.90	\$369.00	5.16%	\$18.10	Non-Statutory
20 Swim - Adult	Per adult	Y	\$138.25	\$144.00	4.16%	\$5.75	Non-Statutory
20 Swim - Child	Per child	Y	\$107.90	\$113.40	5.10%	\$5.50	Non-Statutory
20 Swim - Concession	Per concession	Y	\$107.90	\$112.00	3.80%	\$4.10	Non-Statutory
Adult Swim - Women's Swimming Program	Per lesson	Y	\$6.05	\$6.25	3.31%	\$0.20	Non-Statutory
Spectator Casual Entry	Per entry	Y	\$2.00	\$2.20	10.00%	\$0.20	Non-Statutory
Adult Swim	Per entry	Y	\$7.60	\$8.00	5.26%	\$0.40	Non-Statutory
Child Swim	Per entry	Y	\$6.05	\$6.25	3.31%	\$0.20	Non-Statutory
Concession Swim	Per concession	Y	\$6.05	\$6.25	3.31%	\$0.20	Non-Statutory
Family Swim	Per entry	Y	\$19.20	\$20.50	6.77%	\$1.30	Non-Statutory
10 Pass Adult Swim	Per adult	Y	\$68.85	\$72.00	4.58%	\$3.15	Non-Statutory
10 Pass Child Swim	Per child	Y	\$54.45	\$56.50	3.76%	\$2.05	Non-Statutory
10 Pass Concession Swim	Per concession	Y	\$54.45	\$56.50	3.76%	\$2.05	Non-Statutory
10 Pass Family Swim	Per entry	Y	\$173.20	\$184.50	6.52%	\$11.30	Non-Statutory
Adult Swim, Spa and Sauna	Per entry	Y	\$12.65	\$13.30	5.14%	\$0.65	Non-Statutory
Concession Swim, Spa and Sauna	Per concession	Y	\$10.30	\$10.65	3.40%	\$0.35	Non-Statutory
10 Pass Adult Swim, Spa and Sauna	Per entry	Y	\$114.80	\$119.70	4.27%	\$4.90	Non-Statutory
10 Pass Concession Swim, Spa and Sauna	Per concession	Y	\$93.75	\$97.30	3.79%	\$3.55	Non-Statutory
Swim, Spa and Sauna After Class	Per entry	Y	\$5.95	\$6.15	3.36%	\$0.20	Non-Statutory

Swim Lessons

Access 1-1 Ratio Lesson 30 Minutes Fortnightly Fee	Per lesson	N	\$55.50	\$57.60	3.78%	\$2.10	Non-Statutory
Child Swim Lesson – 30 Minutes	Per lesson	N	\$19.85	\$21.20	6.80%	\$1.35	Non-Statutory
Adult Swim Lesson – 45 Minutes	Per lesson	N	\$31.40	\$32.55	3.66%	\$1.15	Non-Statutory
Access & Inclusion 1-1 Ratio Lesson 30 Minutes	Per lesson	N	\$27.70	\$28.75	3.79%	\$1.05	Non-Statutory
Private Swim Lesson	Per lesson	N	\$58.60	\$60.80	3.75%	\$2.20	Non-Statutory

Schools Swim lessons

25m Pool Carnival Hire	One off fee	Y	\$249.35	\$258.80	3.79%	\$9.45	Non-Statutory
25m Pool Carnival Hire After Hours	One off fee	Y	\$403.20	\$418.50	3.79%	\$15.30	Non-Statutory
Carnival/Group Booking Entry Fee	One off fee	Y	\$5.95	\$6.15	3.36%	\$0.20	Non-Statutory
School Fun Day Session	One off fee	Y	\$17.85	\$18.50	3.64%	\$0.65	Non-Statutory
Water Safety Session	Per lesson	N	\$19.60	\$18.50	-5.61%	-\$1.10	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Schools Swim lessons [continued]

1-10 Ratio 45 Minutes - per Child	Per lesson	N	\$9.95	\$10.30	3.52%	\$0.35	Non-Statutory
1-7 Ratio 45 Minutes - per Child	Per lesson	N	\$12.55	\$13.00	3.59%	\$0.45	Non-Statutory
Additional child (If Less than 2 Hour Booking)	One off fee	N	\$4.30	\$4.45	3.49%	\$0.15	Non-Statutory

Group Exercise

Reformer Pilates - Single Entry	Per entry	Y	\$26.95	\$27.95	3.71%	\$1.00	Non-Statutory
Reformer Pilates - Single Entry - Concession	Per concession	Y	\$18.85	\$19.55	3.71%	\$0.70	Non-Statutory
School Gym/Group Fitness Session	Per entry	Y	\$14.71	\$15.25	3.67%	\$0.54	Non-Statutory
Group Fitness – All Classes	Per entry	Y	\$16.85	\$17.45	3.56%	\$0.60	Non-Statutory
Group Fitness – All Classes Concession	Per entry	Y	\$13.55	\$14.05	3.69%	\$0.50	Non-Statutory
9 Pass Group Fitness	Per entry	Y	\$151.55	\$157.30	3.79%	\$5.75	Non-Statutory
9 Pass Group Fitness Concession	Per concession	Y	\$121.85	\$126.45	3.78%	\$4.60	Non-Statutory

LEAP Program

LEAP Aqua / Movers / Gym	Per entry	Y	\$8.20	\$8.50	3.66%	\$0.30	Non-Statutory
10 Pass LEAP	Per entry	Y	\$73.65	\$76.40	3.73%	\$2.75	Non-Statutory
LEAP Gym Fitness Assessment and Program	Per entry	Y	\$43.05	\$44.65	3.72%	\$1.60	Non-Statutory

Personal Training

Member 1 x 30 Minutes Session	Per half hour	Y	\$46.30	\$48.05	3.78%	\$1.75	Non-Statutory
Non Member 1 x 30 Minutes Session	Per half hour	Y	\$52.35	\$54.30	3.72%	\$1.95	Non-Statutory
Member 10 x 30 Minutes Sessions	Per pass	Y	\$439.30	\$432.00	-1.66%	-\$7.30	Non-Statutory
Non Member 10 x 30 Minutes Sessions	Per pass	Y	\$498.40	\$488.70	-1.95%	-\$9.70	Non-Statutory
Member 1 x 60 Minutes Session	Per hour	Y	\$75.35	\$78.20	3.78%	\$2.85	Non-Statutory
Non Member 1 x 60 Minutes Session	Per hour	Y	\$84.85	\$88.05	3.77%	\$3.20	Non-Statutory
Member 10 x 60 Minutes Sessions	Per pass	Y	\$714.50	\$703.80	-1.50%	-\$10.70	Non-Statutory
Non Member 10 x 60 Minutes Sessions	Per pass	Y	\$805.90	\$792.90	-1.61%	-\$13.00	Non-Statutory
Share 2 person – Member 1 x 60 Minutes	Per hour	Y	\$91.75	\$95.20	3.76%	\$3.45	Non-Statutory
Share 2 person – Non Member 1 x 60 Minutes	Per hour	Y	\$110.35	\$114.55	3.81%	\$4.20	Non-Statutory
Share 2 person – Member 10 x 60 Minutes	Per pass	Y	\$871.95	\$856.80	-1.74%	-\$15.15	Non-Statutory
Share 2 person – Non Member 10 x 60 Minutes	Per pass	Y	\$1,048.15	\$1,030.50	-1.68%	-\$17.65	Non-Statutory

Childrens' Programs

Additional Staff for 16 Children or more	One off fee	Y	\$77.65	\$80.60	3.80%	\$2.95	Non-Statutory
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Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Childrens' Programs [continued]

Birthday Party - Catered, per Child	Per child	Y	\$30.25	\$31.50	4.13%	\$1.25	Non-Statutory
Birthday Party Non-Catered (Standard 12-15 Children) per Child	Per child	Y	\$18.30	\$19.00	3.83%	\$0.70	Non-Statutory
School/Group Entry	One off fee	Y	\$12.90	\$13.35	3.49%	\$0.45	Non-Statutory

Creche

1 Child per 1 Session	Per hour	Y	\$7.85	\$8.15	3.82%	\$0.30	Non-Statutory
2 Children per 1 Session	Per hour	Y	\$9.95	\$10.30	3.52%	\$0.35	Non-Statutory
3 or more Children per 1 Session	Per hour	Y	\$12.15	\$12.60	3.70%	\$0.45	Non-Statutory
10 Pass – 1 Child per 1 Session	Per pass	Y	\$71.25	\$72.90	2.32%	\$1.65	Non-Statutory
10 Pass – 2 Children per 1 Session	Per pass	Y	\$90.15	\$93.55	3.77%	\$3.40	Non-Statutory
10 Pass – 3 or more Children per 1 Session	Per pass	Y	\$109.90	\$114.05	3.78%	\$4.15	Non-Statutory

Occasional Care

Per Child per Session	Per hour	Y	\$9.70	\$10.05	3.61%	\$0.35	Non-Statutory
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Facility Hire

Court - Casual Use per Person	Per entry	Y	\$4.95	\$5.10	3.03%	\$0.15	Non-Statutory
Full Court – After 4pm Weekdays and Weekends	Per hour	Y	\$52.55	\$54.50	3.71%	\$1.95	Non-Statutory
Full Court – Before 4pm Weekdays	Per hour	Y	\$44.00	\$45.65	3.75%	\$1.65	Non-Statutory
Group Fitness Room Rental per Hour	Per hour	Y	\$46.25	\$48.00	3.78%	\$1.75	Non-Statutory
Meeting Room Hire (Next to Cafe)	Per hour	Y	\$46.30	\$48.05	3.78%	\$1.75	Non-Statutory
25m Pool Lane Hire – Permanent	Per lane, per hour	Y	\$31.40	\$32.60	3.82%	\$1.20	Non-Statutory
25m Pool Lane Hire – Casual	Per lane, per hour	Y	\$47.40	\$49.20	3.80%	\$1.80	Non-Statutory
Hydro Pool Hire (1/2 Pool)	Per hour	Y	\$91.45	\$94.90	3.77%	\$3.45	Non-Statutory
Hydro Pool Hire	Per hour	Y	\$182.15	\$189.05	3.79%	\$6.90	Non-Statutory

Miscellaneous

Locker	Per locker	Y	\$2.65	\$2.75	3.77%	\$0.10	Non-Statutory
RFID Band	Per RFID band	Y	\$14.71	\$15.25	3.67%	\$0.54	Non-Statutory

Club Memberships (New fee structure)

Active Whittlesea - Weekly Fee	Per week	Y	\$24.15	\$25.05	3.73%	\$0.90	Non-Statutory
Active Whittlesea Membership Concession	Per week concession	Y	\$25.15	\$26.10	3.78%	\$0.95	Non-Statutory
Bronze - Concession PIF 3 Months	Per quarter concession	Y	\$232.35	\$241.15	3.79%	\$8.80	Non-Statutory
Bronze - PIF 3 Months	Per quarter	Y	\$299.35	\$310.70	3.79%	\$11.35	Non-Statutory
Bronze - PIF Adult 12 Months	Per annum	Y	\$965.50	\$1,002.15	3.80%	\$36.65	Non-Statutory
Bronze - PIF Concession 12 Months	Per annum concession	Y	\$774.75	\$804.15	3.79%	\$29.40	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Club Memberships (New fee structure) [continued]

Bronze - Weekly Fee	Per week	Y	\$17.45	\$18.50	6.02%	\$1.05	Non-Statutory
Bronze Concession - Weekly Fee	Per week	Y	\$12.15	\$12.60	3.70%	\$0.45	Non-Statutory
DPV - Casual Entry	Per entry concession	Y	\$5.95	\$6.15	3.36%	\$0.20	Non-Statutory
Gold - Health Club, Group Fitness & Aquatics - Adult PIF 3 Months	Per quarter	Y	\$374.55	\$388.75	3.79%	\$14.20	Non-Statutory
Gold - Health Club, Group Fitness & Aquatics - Concession PIF 3 Months	Per quarter concession	Y	\$261.75	\$271.65	3.78%	\$9.90	Non-Statutory
Gold - Health Club, Group Fitness & Aquatics PIF 12 Months	Per annum	Y	\$1,208.30	\$1,254.20	3.80%	\$45.90	Non-Statutory
Gold - Health Club, Group Fitness & Aquatics PIF 12 Months Concession	Per annum concession	Y	\$1,173.10	\$1,217.65	3.80%	\$44.55	Non-Statutory
Gold - Weekly Fee	Per week	Y	\$21.85	\$23.00	5.26%	\$1.15	Non-Statutory
Gold Concession - Weekly Fee	Per week	Y	\$15.25	\$16.00	4.92%	\$0.75	Non-Statutory
Health Club - Casual Entry	Per entry	Y	\$21.65	\$22.45	3.70%	\$0.80	Non-Statutory
Health Club - Casual Entry - Concession	Per entry concession	Y	\$15.10	\$15.65	3.64%	\$0.55	Non-Statutory
Platinum (Reformer Pilates) Membership - Weekly Fee	Per week	Y	\$35.95	\$37.30	3.76%	\$1.35	Non-Statutory
Platinum (Reformer Pilates) Membership - Weekly Fee - Concession	Per week	Y	\$26.95	\$27.95	3.71%	\$1.00	Non-Statutory
Silver - Weekly Fee	Per week	Y	\$19.65	\$20.60	4.83%	\$0.95	Non-Statutory
Silver- Weekly Fee Concession	Per week	Y	\$25.50	\$14.40	-43.53%	-\$11.10	Non-Statutory

Creative Communities

Ziebell's Farmhouse Museum Entry Fee

Children Under 5 Years	Per entry	Y	\$0.00	\$0.00	0.00%	∞	Non-Statutory
Children 5 - 18 Years	Per entry	Y	\$0.00	\$5.00	∞	∞	Non-Statutory
Adult	Per entry	Y	\$0.00	\$8.00	∞	∞	Non-Statutory
Family (2 Adults; and up to 3 Children)	Per entry	Y	\$0.00	\$25.00	∞	∞	Non-Statutory
School Holiday Workshop	Per entry	Y	\$0.00	\$10.00	∞	∞	Non-Statutory
Cultural Engagement Workshop	Per entry	Y	\$0.00	\$20.00	∞	∞	Non-Statutory

Festival and Events Bonds

Under 1,000 people

Moderate risk

Commercial Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$1,200.00	∞	∞	Non-Statutory
Commercial Event - Neighbourhood Open Space	Per festival/ event	N	\$0.00	\$1,000.00	∞	∞	Non-Statutory
Community Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$800.00	∞	∞	Non-Statutory
Community Event - Neighbourhood Open Space	Per festival/ event	N	\$0.00	\$500.00	∞	∞	Non-Statutory

Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Moderate risk [continued]

Private Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$500.00	∞	∞	Non-Statutory
Private Event - Neighbourhood Open Space	Per festival/ event	N	\$0.00	\$300.00	∞	∞	Non-Statutory

Major risk

Commercial Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$1,800.00	∞	∞	Non-Statutory
Commercial Event - Neighbourhood Open Space	Per festival/ event	N	\$0.00	\$1,500.00	∞	∞	Non-Statutory
Community Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$1,200.00	∞	∞	Non-Statutory
Community Event - Neighbourhood Open Space	Per festival/ event	N	\$0.00	\$1,000.00	∞	∞	Non-Statutory
Private Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$1,200.00	∞	∞	Non-Statutory
Private Event - Neighbourhood Open Space	Per festival/ event	N	\$0.00	\$1,000.00	∞	∞	Non-Statutory

1,000 - 4,999 people

Low risk

Commercial Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$2,500.00	∞	∞	Non-Statutory
Commercial Event - Neighbourhood Open Space	Per festival/ event	N	\$0.00	\$2,000.00	∞	∞	Non-Statutory
Community Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$800.00	∞	∞	Non-Statutory
Community Event - Neighbourhood Open Space	Per festival/ event	N	\$0.00	\$500.00	∞	∞	Non-Statutory
Private Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$800.00	∞	∞	Non-Statutory
Private Event - Neighbourhood Open Space	Per festival/ event	N	\$0.00	\$500.00	∞	∞	Non-Statutory

Moderate risk

Commercial Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$2,500.00	∞	∞	Non-Statutory
Commercial Event - State/Regional Open Space	Per festival/ event	N	\$0.00	\$3,000.00	∞	∞	Non-Statutory
Community Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$800.00	∞	∞	Non-Statutory
Community Event - State/Regional Open Space	Per festival/ event	N	\$0.00	\$1,000.00	∞	∞	Non-Statutory
Private Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$800.00	∞	∞	Non-Statutory
Private Event - State/Regional Open Space	Per festival/ event	N	\$0.00	\$1,000.00	∞	∞	Non-Statutory

Major risk

Commercial Event - Municipal Open Space	Per festival/ event	N	\$0.00	\$3,000.00	∞	∞	Non-Statutory
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Name	Unit	GST (Y)es/(N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/Decrease %	Increase/Decrease \$	Basis of Fee
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Major risk [continued]

Commercial Event - State/Regional Open Space	Per festival/event	N	\$0.00	\$4,000.00	∞	∞	Non-Statutory
Community Event - Municipal Open Space	Per festival/event	N	\$0.00	\$1,200.00	∞	∞	Non-Statutory
Community Event - State/Regional Open Space	Per festival/event	N	\$0.00	\$1,500.00	∞	∞	Non-Statutory
Private Event - Municipal Open Space	Per festival/event	N	\$0.00	\$1,200.00	∞	∞	Non-Statutory
Private Event - State/Regional Open Space	Per festival/event	N	\$0.00	\$1,500.00	∞	∞	Non-Statutory

Over 5,000 people

Moderate risk

Commercial Event - Municipal Open Space	Per festival/event	N	\$0.00	\$4,000.00	∞	∞	Non-Statutory
Commercial Event - State/Regional Open Space	Per festival/event	N	\$0.00	\$5,000.00	∞	∞	Non-Statutory
Community Event - Municipal Open Space	Per festival/event	N	\$0.00	\$1,500.00	∞	∞	Non-Statutory
Community Event - State/Regional Open Space	Per festival/event	N	\$0.00	\$1,800.00	∞	∞	Non-Statutory
Private Event - Municipal Open Space	Per festival/event	N	\$0.00	\$1,500.00	∞	∞	Non-Statutory
Private Event - State/Regional Open Space	Per festival/event	N	\$0.00	\$1,800.00	∞	∞	Non-Statutory

Major risk

Commercial Event - Municipal Open Space	Per festival/event	N	\$0.00	\$5,000.00	∞	∞	Non-Statutory
Commercial Event - State/Regional Open Space	Per festival/event	N	\$0.00	\$8,000.00	∞	∞	Non-Statutory
Community Event - Municipal Open Space	Per festival/event	N	\$0.00	\$1,800.00	∞	∞	Non-Statutory
Community Event - State/Regional Open Space	Per festival/event	N	\$0.00	\$3,000.00	∞	∞	Non-Statutory
Private Event - Municipal Open Space	Per festival/event	N	\$0.00	\$1,800.00	∞	∞	Non-Statutory
Private Event - State/Regional Open Space	Per festival/event	N	\$0.00	\$3,000.00	∞	∞	Non-Statutory

Whittlesea Community Festival

Site Fees Community

Market Stalls without Infrastructure	Per booking	N	\$100.00	\$120.00	20.00%	\$20.00	Non-Statutory
Food Stalls without Infrastructure	Per booking	N	\$100.00	\$120.00	20.00%	\$20.00	Non-Statutory

Site Fees Commercial

Market Stalls without Infrastructure	Per booking	N	\$175.00	\$180.00	2.86%	\$5.00	Cost recovery
Food Stalls without Infrastructure	Per booking	N	\$246.25	\$275.00	11.68%	\$28.75	Cost recovery

Name	Unit	GST (Y)es/ (N)o	2024-25 Fee (incl.GST)	2025-26 Fee (incl.GST)	Increase/ Decrease %	Increase/ Decrease \$	Basis of Fee
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Carols by Candlelight

Site Fee with Power - Commercial	Per booking	N	\$250.00	\$275.00	10.00%	\$25.00	Non-Statutory
Site Fee with Power - Community	Per booking	N	\$100.00	\$100.00	0.00%	\$0.00	Non-Statutory

DRAFT

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Connect with us in your
preferred language:

Free telephone interpreter service

 **131 450**



Financial Plan

2025-26 to 2034-35

Acknowledgement of Traditional Owners

The City of Whittlesea recognises the rich Aboriginal and Torres Strait Islander Communities heritage of this country and acknowledges the Wurundjeri Willum Clan and the Taungurung People as the Traditional Owners of this place.



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1. Introduction

Background

The Financial Plan (Plan) is a key strategic document that guides Council in managing its resources effectively to meet its strategic objectives and the needs of the community over the next 10 years. It provides a long term financial framework that supports Council's ability to meet both current and future financial capacity to deliver the required level of services and infrastructure for a growing community, while ensuring that Council is financially sustainable.

The *Local Government Act 2020* (The Act) requires Councils to prepare a 10 years Financial Plan in the year following a general election. It aligns with the Community Vision, Council Plan (referred as Community Plan) and other strategic plans of Council.

Objectives

The primary objective in developing Council's Financial Plan is striking a balance between maximising support for our community in the present, while maintaining a sound financial position to enable long term support for our growing community.

The Financial Plan has been developed to achieve the following objectives for Council:

- Establishing a clear link between Council's Community Plan 2025-26 to 2028-29 and the financial resources required to achieve this in the medium term as well as our Whittlesea 2040 Community Vision in the longer term
- Establish a financial framework against which Council's strategies, policies and financial performance can be measured against
- Ensure that Council complies with sound financial management principles, as required by the Act

The short to medium-term objectives of Council's Financial Plan are to:

- Ensure an appropriate balance between investment in new infrastructure to support our growing community and the renewal of our existing assets in established areas
- Generate sufficient operating surpluses to continue to provide the existing level of services and meet community demands and expectations
- Adapt future service levels to align with the evolving needs and expectations of the community, in accordance with service delivery plans
- Maintain a strong cash position to ensure we remain financially sustainable for future generations
- Determine the appropriate funding sources to support investment decisions in line with Council's Capital Management policies (Investment Policy and Borrowing Policy)
- Ensure our rates, fees and charges are manageable and support the delivery of key services and infrastructure investment
- Ensure decisions are made having regard to their financial effects on future generations

The plan also considers key financial challenges, risks, and broader social, economics and environmental factors, including population growth, cost of living pressures, infrastructure renewal, climate change impacts and cost shifting from other levels of government. Additionally, it accounts for external economic and political influences such as inflation, rate cap, interest rate fluctuations, global economic conditions, and legislative reforms. By maintaining a balanced and prudent approach to financial management, Council aims to responsibly invest in community services, transport networks, and upgrading and delivering essential infrastructure over the next decade.

Financial Plan highlights

Operating highlights



\$5.4b
Operating income/revenue



\$4b
Operating expenditure



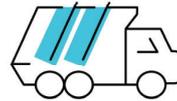
\$1.3b
Operating surplus/deficit



\$313.1m
Family, children, youth and aged services



\$421.5m
Parks and open space



\$526m
Resource recovery and waste management



\$296.6m
Transport network improvements



\$138.4m
Leisure, recreation and community facilities



\$99.2m
Public health, safety and emergency management



\$86.1m
Libraries



\$22.2m
Local businesses and communities

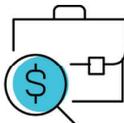


\$18.2m
Community grants

Capital works highlights



\$1.1b
Capital works program



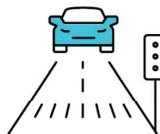
\$440.8m
Investment in renewing and expanding assets



\$632.7m
Investment in new assets



\$249.9m
Recreation, leisure and community facilities



\$222.3m
Roads



\$187.4m
Parks and open space

The development of Council's Financial Plan is supported by a number of underlying assumptions which are outlined in section 3.3. When reviewing key assumptions and financial information, there are a number of important considerations that require some additional context as outlined below.

Our operating surplus / performance

Council’s operating surplus is calculated as our total revenue received (from sources including rates, fees and charges, grants etc.) less our total operating expenses (employee costs, cost of goods and services etc.).

On face value, the operating surplus over the 10 years may look like a significant surplus, it is important to note that it is not a cash surplus or immediately available funds for Council. A significant portion of this surplus is tied to non-cash items or restricted by legislation as per the following:

- a) **Contributions non-monetary:** These are gifted assets received from developers such as roads, parks or infrastructure from developers
- b) **Contributions monetary:** These are contributions received from or paid to developers and are restricted by legislation on how and when they can be used
- c) **Non-recurrent capital grants:** Grant received for a specific infrastructure project and usage is restricted by the funding agreement; and
- d) **Capital Works program:** A significant portion of the available surplus is invested towards maintaining, upgrading or delivering new critical infrastructure for our growing community

If the above items from a) to c) were removed, the adjusted underlying deficit is (\$19.56) million over the 10 years.

The table below presents the underlying results, which reflect the sustainable operating performance required to continue to deliver essential services and meet its strategic objectives.

	Budget	Projection								
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total income/revenue	493,973	483,576	493,841	509,017	524,297	542,259	553,805	573,000	592,333	612,644
Total expenses	347,049	341,898	363,032	375,591	387,209	407,402	424,871	445,847	459,702	478,907
Surplus/ (deficit)	146,924	141,678	130,809	133,426	137,088	134,857	128,934	127,153	132,631	133,737
Less adjustments										
Non recurrent capital grants	(17,200)	(5,350)	-	-	-	-	-	-	-	-
Contributions - monetary	(34,691)	(16,691)	(17,691)	(14,691)	(14,691)	(14,691)	(9,691)	(8,691)	(7,691)	(7,691)
Contributions - non-monetary	(109,348)	(111,535)	(113,766)	(116,041)	(118,362)	(120,729)	(123,144)	(125,607)	(128,119)	(130,681)
Total adjustments	(161,239)	(133,576)	(131,457)	(130,732)	(133,053)	(135,420)	(132,835)	(134,298)	(135,810)	(138,372)
Adjusted Underlying Surplus/ (deficit)*	(14,315)	8,102	(648)	2,694	4,035	(563)	(3,901)	(7,145)	(3,179)	(4,635)

*The calculation of the adjusted underlying result excludes reimbursement payments to developers, which are accounted for as expenditure. If these reimbursements were included in the calculation, Council would generate a modest underlying surplus in most years.

Infrastructure

Council will invest \$1.07 billion in infrastructure over the next 10 years, delivering essential infrastructure to support the needs of our growing community, enhance essential services, creating hundreds of construction jobs and stimulating our local economy.

This record infrastructure investment will require Council to borrow up to \$204.59 million over the next 10 years. We will also require financial support and grants from the Victorian and Federal Governments to deliver this Financial Plan.

Our rates and charges

Rates and charges are Council's primary source of income and integral to funding the delivery of services and infrastructure investment.

With the introduction of the Victorian Government's Fair Go Rating System in 2016, Council's rates and charges are now subject to an annual cap which is outlined annually by the Minister for Local Government. The impact of this has meant that the growth in costs associated with supporting our growing community often far exceeds the increases in our revenue base available to fund such costs.

The Financial plan assumes an annual rate increase of 3% over the financial plan.

City of Whittlesea continues to maintain one of the lowest average rates across Councils located outside the Melbourne fringe.

Our available cash

Similar to our operating surplus, while Council's cash position may appear significant, the reality is quite different, with over 54% of Council's cash restricted for future use and therefore not at Council's discretion in how it is spent. Council's strategy is to maintain a cash balance that covers short-term financial obligations, whilst also providing adequate funding for future community infrastructure investment.

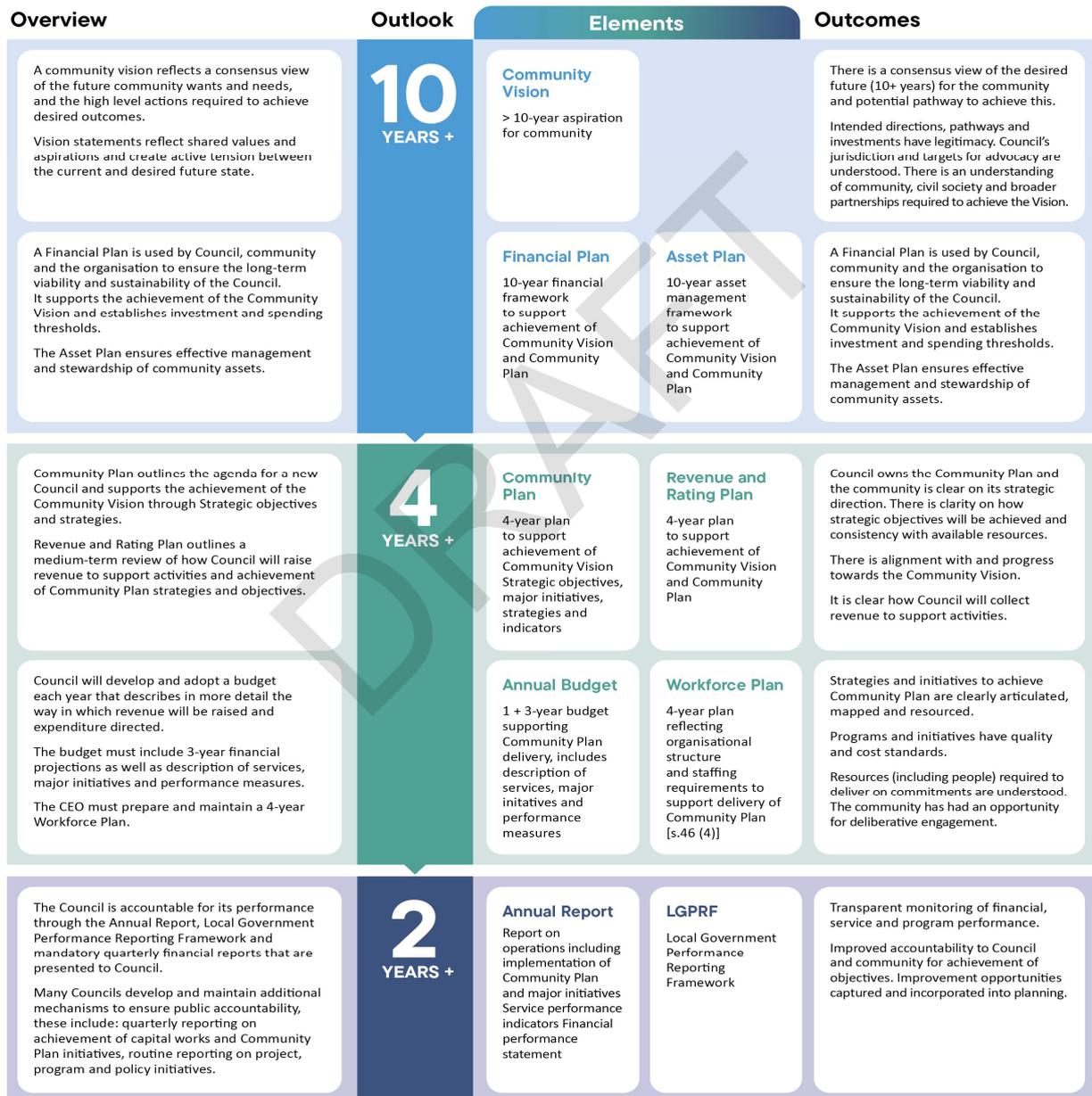
Advocacy

Council will continue to advocate to both the State and Federal governments on behalf of our community, seeking funding to support the delivery of important infrastructure projects and service outcomes for the community. This is a key area of focus for Council, as obtaining external funding for projects frees up Council's cash reserves which can be invested in other areas for further community benefit.

2. Integrated Planning Framework

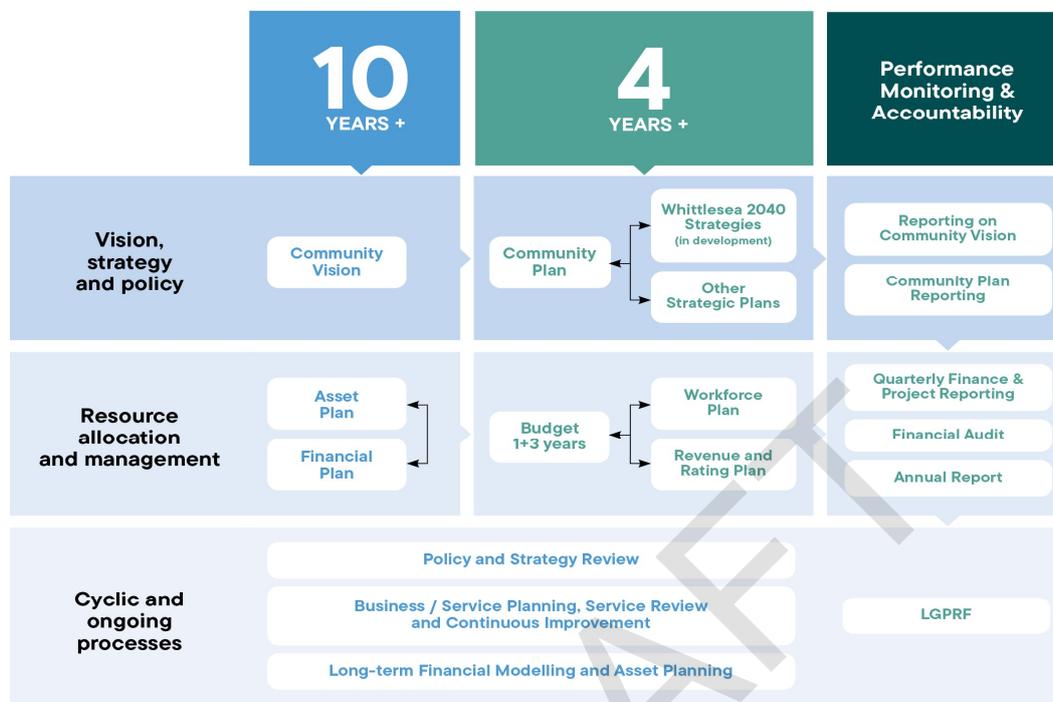
This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework guides Council in identifying community needs and aspirations over the long term (Community Vision), medium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

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



2. Integrated Planning Framework (cont)

The following diagram demonstrates how each element might inform or be informed by other parts of the integrated framework.



2.1 Strategic planning principles

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

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

2.2 Financial management principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans
- Management of the following financial risks:
 - o The financial viability of Council (refer to section 3.1 Financial policy statements)
 - o The management of current and future liabilities of Council. The estimated liabilities over 10 years are disclosed in section 4.2 Balance sheet
 - o The beneficial enterprises of Council (where appropriate)
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community
- Council maintains accounts and records that explain its financial operations and financial position (refer section 4 Financial Plan Statements)

2.3 Engagement principles

The Local Government Act 2020 requires Council to use deliberative engagement to develop Community Vision, Council Plan, Financial Plan and Asset Plan. The deliberative engagement encourages community members to critically test, weigh up and consider a range of information, perspectives, inputs and evidence to make a recommendation or reach consensus if needed.

Council uses the International Association of Public Participation (IAP2) Spectrum of Engagement to guide our planning. The IAP2 Spectrum is a useful, widely recognised tool that identifies five levels of participation. For each level, there are corresponding goals and actions. It makes clear the role of the community in decision-making at each level.

The Financial Plan was created through the 'involve' level of public participation, where we collaborated closely with community members to understand their concerns and aspirations. These insights were carefully considered and integrated into the plan wherever feasible. Additionally, we communicated how participants' contributions shaped the development of the Financial Plan. This approach to public participation was carried out using deliberative engagement practices, in compliance with the *Local Government Act 2020*.

As stated in our Community Engagement Policy, deliberative engagement is a process used to reach an outcome or decision for complex issues. It is an inclusive and transparent process in which participants are provided with:

- a clearly defined purpose, scope and objectives of the decision/project
- relevant and timely information to participate meaningfully in the engagement
- sufficient time to explore, assess and discuss options
- reasonable support to enable participation in the process

2.3 Engagement principles (cont)

Community consultation

An extensive community engagement program has been conducted to inform the development of the Financial Plan. Throughout August and September 2024 Council asked the community to tell us what was important to them to help shape the Financial Plan along with other Proposed Financial Strategic documents including the Budget and Revenue and Rating Plan. More than 880 people shared their thoughts both online and at 13 community-based pop-ups.

Our community told us their top five priorities were roads, public transport and footpaths; parks playgrounds and open space; community facilities; community safety; and arts, culture and events. We again checked in with the community during December 2024 and January 2025 to confirm the priorities identified. Of the 133 people who participated, the majority (75%) agreed with the order of the priority areas, with the remainder suggesting an alternate order or priority.

Community priorities focus group

In February 2025, 46 carefully selected community members, representing the diverse demographics of the community, participated in three focus groups to discuss local priorities. The group represented a broad cross section of the community, including residents, business owners, workers, ratepayers, carers, parents, seniors, youth, and members of the LGBTIQ+ community.

They identified key service areas they valued most and wished to see maintained or enhanced. Local business support, youth services, public health and safety, waste management, and ageing well services emerged as top priorities for continued or increased support. Participants also provided support for the maintenance of areas such as animal management, creative communities, community strengthening, biodiversity, land management, and sustainable planning and design.

Following Council endorsement, we will be conducting a further check-in with the community to ensure the resultant Proposed Financial Plan aligns with community priorities. The community will be invited to lodge formal submissions between Wednesday 2 April 2025 to Sunday 13 April 2025.

A Hearing of Submissions Committee of Council will be established to consider submissions on the Proposed Financial Plan and hear from members of the public who wish to speak to their submissions. Based on the feedback from community consultation and after consideration of all submissions, the Hearing of Submissions Committee may make recommendations to Council at the Council Meeting on Tuesday 17 June 2025.

2.4 Service performance principles

Council services are designed to be targeted towards community needs and value for money. The service performance principles are listed below:

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

2.5 Asset plan integration

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

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

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

In addition to identifying the operational and strategic practices for managing assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2.6 Revenue and rating plan integration

Integration between the Financial Plan and the Revenue and Rating Plan is a key principle of Council's strategic financial principles. The purpose of this integration is to ensure that Council's revenue is raised from the community in a manner that supports Council's longer term financial plans and broader plans as set out in the Council Vision.

The revenue raised by a local government is for delivering services and infrastructure to benefit those providing the revenue – the local community. The Revenue and Rating Plan is therefore linked to planned expenditure in the annual budget and strategic financial planning. They cannot be separated as any increase in spending by a Council must be matched by revenue.

The Revenue and Rating Plan provides the framework for the setting of fees and charges, statutory charges, rates, and other Council income sources. It also makes assumptions regarding the levels of non-controlled revenues that Council expects to generate over the four years, such as grants, subsidies, and contributions.

Additionally, it defines the amounts of rates to be generated either through a uniform rate, or from different ratepayer/property classes through municipal charges, differential rates, service rates and charges, and special rates and charges (where they have been adopted).

The Revenue and Rating Plan therefore defines what each source of revenue is, how income will be raised and the policy rationale/assumptions for each, to fund Council's proposed expenditure detailed in their budget.

3. Financial Plan Context

This section describes the internal and external contexts which informed the 10-year financial projections and assumptions.

3.1 Financial policy statements

See below the policy statements and associated measures which demonstrate how Council plans to fund the aspirations of the Community Vision and the Community Plan in a sustainable way.

Policy Statement	Target	Budget 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29	Projection 2029-30	Projection 2030-31	Projection 2031-32	Projection 2032-33	Projection 2033-34	Projection 2034-35
Council achieves an adjusted underlying surplus (operating surplus less contribution, less non-recurrent capital grants)	>(5%)	(4.30%)	2.31%	(0.18%)	0.71%	1.03%	(0.14%)	(0.93%)	(1.63%)	(0.70%)	(0.98%)
Council maintains a Liquidity Ratio greater than or equal to 1.1	>100%	279.27%	253.76%	234.92%	226.22%	217.62%	201.41%	186.00%	176.13%	163.25%	148.20%
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life	>50%	59.40%	81.36%	80.34%	56.98%	59.36%	56.81%	53.42%	53.86%	51.76%	50.08%
Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality	<60%	14.30%	28.38%	35.15%	30.38%	26.50%	24.27%	23.49%	23.59%	21.30%	23.82%
Council able to pay long-term financial obligations (non-current liabilities) from the revenue it generates itself	<30%	11.75%	21.96%	26.78%	23.49%	20.46%	18.30%	17.33%	16.88%	14.66%	17.14%

3.2 Strategic actions

Following a series of community engagement activities, Council has identified the following strategic actions that will support the aspirations of the Community Plan.

The strategic actions are included in the 10-year financial plan and, where appropriate, referenced in the commentary associated with the 10-year Comprehensive Income Statement and the 10-year Statement of Capital Works.

Some of Council’s key strategic actions include:

- Rate cap increase in accordance with current CPI information
- Setting of waste charge at a sustainable level that covers the cost of providing the service
- Drive operational efficiencies by conducting service reviews to identify areas where processes can be streamlined, technology leveraged, and resources better allocated to improve productivity
- Setting of Council’s fees and charges at a level that achieves balance between community benefit and financial sustainability
- Continuing to identify sources of alternative revenue streams and advocate for external funding to reduce the burden on rate revenue
- Monitor Council’s investment in asset renewal to ensure an appropriate balance between new infrastructure for growth areas and asset renewal for established areas
- Advocate to State and Federal Government for the funding of infrastructure projects and services
- Maintaining a strong cash position, ensuring Council remains financially sustainable in the long term
- Invest in Innovation and Digital Transformation exploring opportunities to modernise service delivery through smart technologies and automation, reducing manual effort and improving customer experience

3.3 Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2025-26 to 2034-35. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Assumptions	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Rate cap increase	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Population growth	2.62%	2.61%	2.55%	2.54%	2.45%	2.35%	2.29%	2.23%	2.10%	2.00%
Statutory fees and fines	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%
Grants - operating	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - capital	No growth assumption used. Capital grants only included upon receipt of a signed funding agreement.									
Contributions - monetary	Based on forecasted funding commitment									
Contributions - non-monetary	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other income	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs	2.70%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Materials and services	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%
Depreciation and amortisation	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%	2.85%
Other expenses	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

3.3.1 Rates and charges

The introduction of the Fair Go Rates System by the Victorian Government from 2016 now requires all Victorian Councils to comply with an annual rate cap. This applies to general rates and municipal charges.

The rate cap for 2025-26 was set at 3% as approved by the Minister for Local Government, in comparison to 2.75% for 2024-25.

The Financial Plan is based on Council complying with the annual rate cap, which for the purposes of this document is assumed to be 2.5% for future years.

Supplementary rates reflect additional revenue generated through new properties that come online during the financial year, as developments are completed. It is anticipated that an additional \$3.26 million per annum will be driven by supplementary rates, growing at a rate of 2.5% per annum over the life of the Financial Plan.

Further information about rating principles can be found in Council's Revenue and Rating plan 2024-25 to 2028-29.

3.3.2 Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI. This may be a 'best case scenario' as some fees are outside Council's control and therefore may be subject to increases less than the annual rate of CPI.

3.3.3 User fees

User fees and charges are those that Council charge to recover proportions of the costs of delivering services to the community.

A key consideration in setting user fees and charges is to ensure access to key services and infrastructure is affordable, while balancing the financial capacity of Council to subsidise these services.

3.3.4 Grants

Council receives various grant funding and recognises the importance of actively pursuing grant funding to deliver significant projects and services to the community. Operating grants are expected to increase in line with CPI increases for future years. Council only allows for confirmed capital grant funding in budget allocations. Capital grants are essential for Council to deliver projects that will have intergenerational benefits.

3.3.5 Contributions

Council receives contributions from developers. These represent funds to enable Council to provide the necessary infrastructure, and infrastructure improvements, to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

3.3.6 Other income

Revenue from other income mainly comprises interest income and rental income received from the hire of Council buildings and facilities.

3.3.7 Employee costs

Employee costs is one of the largest costs incurred by Council to support the community and meet organisation commitments. Employee costs constitute a combination of direct wages and salaries, including on-costs such as superannuation, workcover, leave entitlements, training and temporary staff arrangements. The Financial Plan assumes a 4.68% increase for employee costs that reflect a combination of salary increases of 2.7% (90% of the rate cap), 0.5% superannuation increment, 1% banding movements for all staff pursuant to the Enterprise Bargaining Agreement as well as increased staff resources of 0.48% to meet the demand for delivery of Council services as the municipality continues to grow.

3.3.8 Materials and services

Material costs include items required for the maintenance and repair of Council buildings, roads, drains and footpaths which are governed by market forces based on availability. Cost of Council maintenance contracts for parks and open space are expected to exceed the CPI due to the continued growth in Council assets and also the cost of raw materials like concrete, asphalt and other road items that continue to exceed CPI. These costs have been set accordingly.

Other associated costs included under this category are utilities, materials and consumable items for a range of services. Council also utilises external expertise on a range of matters, including legal services and audit. These costs are kept to within CPI levels year on year.

3.3.9 Depreciation and amortisation

Depreciation assumptions have been based on the projected capital spending contained within this Financial Plan document. Depreciation has been further increased by the indexing of the replacement cost of Council's fixed assets and as Council continues to receive contributed assets.

3.3.10 Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in Section 6.1 Borrowing Strategy.

3.3.11 Other expenses

Other expenses include costs such as utilities, insurance, contributions and other administration costs associated with the day-to-day running of Council.

3.4 Other matters impacting the 10 years financial projections

There are a range of challenges Council continues to face which may impact future assumptions in the Financial Plan. Examples include but are not limited to:

- **Population growth** – City of Whittlesea continues to be one of the fastest growing municipalities in Victoria which will continue to create cost pressures for Council
- **Rate capping** – The ongoing impact of rate capping will force Council to continue to review its services and capital works investment, and seek alternative sources of revenue in order to remain financially sustainable into the future
- **Cost shifting** – Cost shifting occurs where Local Government provides a service to the community on behalf of the State or Federal Government. Over time the funds received by Local Governments do not increase in line with real cost increases. Examples include areas such as Maternal & Child Health, Immunisation Services and Library Services, where the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community
- **Asset renewal gap** – The need to ensure that Council is investing appropriately in the renewal and upgrade of existing infrastructure assets
- **Development contributions funding gap** – The need to identify and manage potential shortfalls between monetary contributions received from developers and the costs associated with the future delivery of infrastructure across the municipality
- **Global uncertainty** – The affect on Council due to policy changes by State and Federal Governments

4. Financial Plan Statements

This section presents information regarding the following Financial Plan Statements for the 10 years from 2025-26 to 2034-35.

Comprehensive income statement

Balance sheet

Statement of cash flows

Statement of changes in equity

Statement of capital works

Statement of human resources

4.1 Comprehensive income statement

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Income / revenue										
Rates and charges	239,452	255,463	267,791	280,601	293,536	307,765	322,308	337,383	353,135	369,527
Statutory fees and fines	20,834	21,041	21,561	22,427	22,982	23,199	23,773	24,742	25,354	25,582
User fees	12,515	13,134	13,526	13,902	13,868	13,992	14,228	14,625	15,099	15,518
Grants - operating	36,129	36,433	37,344	38,278	39,235	40,216	41,221	42,252	43,308	44,391
Grants - capital	19,695	7,845	2,495	2,495	2,495	2,495	2,495	2,495	2,495	2,495
Contributions - monetary	34,691	16,691	17,691	14,691	14,691	14,691	9,691	8,691	7,691	7,691
Contributions - non-monetary	109,348	111,535	113,766	116,041	118,362	120,729	123,144	125,607	128,119	130,681
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	783	803	823	843	864	886	908	931	938	938
Share of net profits/(losses) of associates and joint ventures	200	200	200	200	200	200	200	200	200	200
Other income	20,326	20,431	18,644	19,539	18,064	18,086	15,837	16,074	15,994	15,621
Total income / revenue	493,973	483,576	493,841	509,017	524,297	542,259	553,805	573,000	592,333	612,644
Expenses										
Employee costs	135,331	136,859	141,495	146,275	151,203	156,285	161,524	166,927	172,498	178,242
Materials and services	124,280	115,651	126,047	129,174	132,877	144,433	152,510	162,780	167,387	175,785
Depreciation	62,952	61,817	65,981	69,541	72,179	74,851	78,273	82,103	85,614	89,303
Amortisation - intangible assets	71	66	-	-	-	-	-	-	-	-
Depreciation - right of use assets	918	928	930	1,052	1,056	1,018	971	934	509	15
Allowance for impairment losses	3,186	3,170	3,240	3,405	3,481	3,461	3,538	3,724	3,808	3,781
Borrowing costs	1,542	3,889	5,260	4,850	4,491	4,344	4,373	4,524	4,280	4,873
Finance costs - leases	104	79	43	209	183	141	97	52	20	9
Other expenses	18,665	19,439	20,036	21,085	21,739	22,869	23,585	24,803	25,586	26,899
Total expenses	347,049	341,898	363,032	375,591	387,209	407,402	424,871	445,847	459,702	478,907
Surplus/(deficit) for the year	146,924	141,678	130,809	133,426	137,088	134,857	128,934	127,153	132,631	133,737
Less										
Non recurrent capital grants	(17,200)	(5,350)	-	-	-	-	-	-	-	-
Contributions - monetary	(34,691)	(16,691)	(17,691)	(14,691)	(14,691)	(14,691)	(9,691)	(8,691)	(7,691)	(7,691)
Contributions - non-monetary	(109,348)	(111,535)	(113,766)	(116,041)	(118,362)	(120,729)	(123,144)	(125,607)	(128,119)	(130,681)
Underlying surplus/(deficit)	(14,315)	8,102	(648)	2,694	4,035	(563)	(3,901)	(7,145)	(3,179)	(4,635)

4.2 Balance sheet

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Current assets										
Cash and cash equivalents	25,222	25,244	25,278	25,324	25,409	25,535	25,689	25,883	25,991	24,931
Trade and other receivables	52,962	53,489	53,935	54,436	54,890	55,347	55,861	56,443	57,006	57,539
Other financial assets	393,996	403,357	413,330	436,835	457,557	454,408	448,256	453,931	442,743	420,473
Inventories	79	79	79	79	79	79	79	79	79	79
Other assets	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580	7,580
Total current assets	479,839	489,749	500,202	524,254	545,515	542,949	537,465	543,916	533,399	510,602
Non current assets										
Other non-financial assets	22	22	22	22	22	22	22	22	22	22
Investments in associates, joint arrangement and subsidiaries	3,126	3,326	3,526	3,726	3,926	4,126	4,326	4,526	4,726	4,926
Property, infrastructure, plant & equipment	5,104,870	5,292,358	5,451,208	5,569,796	5,696,154	5,848,424	6,001,747	6,144,170	6,299,260	6,486,460
Right-of-use assets	2,473	1,545	856	3,162	3,565	2,547	1,576	642	133	118
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	66	-	-	-	-	-	-	-	-	-
Total non current assets	5,110,557	5,297,251	5,455,612	5,576,706	5,703,667	5,855,119	6,007,671	6,149,360	6,304,141	6,491,526
Total assets	5,590,396	5,787,000	5,955,814	6,100,960	6,249,182	6,398,068	6,545,136	6,693,276	6,837,540	7,002,128
Current liabilities										
Trade and other payables	34,313	33,463	31,482	30,566	29,540	28,475	27,358	26,198	23,363	22,084
Trust funds and deposits	86,920	105,080	123,240	141,400	159,560	177,720	195,880	214,040	232,200	250,360
Contract and other liabilities	20,900	20,900	20,900	20,900	20,900	20,900	20,900	20,900	20,900	20,900
Provisions	24,874	25,155	26,007	26,885	27,791	28,725	29,688	30,681	31,705	32,761
Interest-bearing liabilities	3,857	7,404	10,327	10,986	11,878	12,750	14,136	16,553	18,551	18,431
Lease liabilities	957	995	972	1,004	1,005	998	1,003	445	11	-
Total current liabilities	171,821	192,997	212,928	231,741	250,674	269,568	288,965	308,817	326,730	344,536
Non current liabilities										
Provisions	2,747	2,778	2,872	2,969	3,069	3,173	3,279	3,389	3,502	3,618
Interest bearing liabilities	30,374	65,088	83,799	74,255	65,902	61,931	61,565	63,035	56,653	69,582
Lease liabilities	1,443	448	(283)	2,071	2,525	1,527	524	79	68	68
Total non current liabilities	34,564	68,314	86,388	79,295	71,496	66,631	65,368	66,503	60,223	73,268
Total liabilities	206,385	261,311	299,316	311,036	322,170	336,199	354,333	375,320	386,953	417,804
Net assets	5,384,011	5,525,689	5,656,498	5,789,924	5,927,012	6,061,869	6,190,803	6,317,956	6,450,587	6,584,324
Equity										
Accumulated surplus	3,355,373	3,505,763	3,644,244	3,772,837	3,907,804	4,064,360	4,217,890	4,357,695	4,518,305	4,692,753
Reserves	2,028,638	2,019,926	2,012,254	2,017,087	2,019,208	1,997,509	1,972,913	1,960,261	1,932,282	1,891,571
Total equity	5,384,011	5,525,689	5,656,498	5,789,924	5,927,012	6,061,869	6,190,803	6,317,956	6,450,587	6,584,324

4.3 Statement of changes in equity

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Accumulated surplus										
Balance at beginning of the financial year	3,208,069	3,355,373	3,505,763	3,644,244	3,772,837	3,907,804	4,064,360	4,217,890	4,357,695	4,518,305
Surplus/(deficit) for the year	146,924	141,678	130,809	133,426	137,088	134,857	128,934	127,153	132,631	133,737
Transfers to other reserves	(40,360)	(21,557)	(17,754)	(17,415)	(17,104)	(16,405)	(11,700)	(10,359)	(9,691)	(9,446)
Transfers from other reserves	40,740	30,269	25,426	12,582	14,983	38,104	36,296	23,011	37,670	50,157
Total accumulated surplus	3,355,373	3,505,763	3,644,244	3,772,837	3,907,804	4,064,360	4,217,890	4,357,695	4,518,305	4,692,753
Asset revaluation reserve										
Balance at beginning of the financial year	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419
Transfers to other reserves	-	-	-	-	-	-	-	-	-	-
Transfers from other reserves	-	-	-	-	-	-	-	-	-	-
Total asset revaluation reserve	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419	1,744,419
Asset development reserve										
Balance at beginning of the financial year	220,439	225,434	229,286	234,355	236,692	239,475	217,782	192,080	178,998	149,069
Transfers to other reserves	34,254	16,254	17,254	14,254	14,254	14,254	9,254	8,254	7,254	7,254
Transfers from other reserves	(29,259)	(12,402)	(12,185)	(11,917)	(11,471)	(35,947)	(34,956)	(21,336)	(37,183)	(49,707)
Balance at the end of the year	225,434	229,286	234,355	236,692	239,475	217,782	192,080	178,998	149,069	106,616
Asset replacement reserve										
Balance at beginning of the financial year	64,160	58,785	46,221	33,480	35,976	35,314	35,308	36,414	36,844	38,794
Transfers to other reserves	6,106	5,303	500	3,161	2,850	2,151	2,446	2,105	2,437	2,192
Transfers from other reserves	(11,481)	(17,867)	(13,241)	(665)	(3,512)	(2,157)	(1,340)	(1,675)	(487)	(450)
Balance at the end of the year	58,785	46,221	33,480	35,976	35,314	35,308	36,414	36,844	38,794	40,536
Total equity	5,384,011	5,525,689	5,656,498	5,789,924	5,927,012	6,061,869	6,190,803	6,317,956	6,450,587	6,584,324

4.4 Statement of cash flows

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Cash flows from operating activities										
Rates and charges	238,898	254,983	267,421	280,217	293,148	307,338	321,872	336,931	352,662	369,035
Statutory fees and fines	17,842	17,846	18,259	18,918	19,434	19,712	20,166	20,902	21,473	21,774
User fees	12,521	13,112	13,512	13,889	13,869	13,988	14,220	14,611	15,082	15,503
Grants - operating	36,129	36,433	37,344	38,278	39,235	40,216	41,221	42,252	43,308	44,391
Grants - capital	19,695	7,845	2,495	2,495	2,495	2,495	2,495	2,495	2,495	2,495
Contributions - monetary	34,691	16,691	17,691	14,691	14,691	14,691	9,691	8,691	7,691	7,691
Interest received	15,218	15,193	13,227	13,979	12,354	12,269	9,862	9,986	9,740	9,250
Trust funds and deposits taken	25,578	25,578	25,578	25,578	25,578	25,578	25,578	25,578	25,578	25,578
Other receipts	5,108	5,238	5,417	5,560	5,710	5,817	5,975	6,088	6,254	6,371
Employee costs	(133,105)	(136,547)	(140,549)	(145,300)	(150,197)	(155,247)	(160,455)	(165,824)	(171,361)	(177,070)
Materials and services	(124,280)	(115,651)	(126,047)	(129,174)	(132,877)	(144,433)	(152,510)	(162,780)	(167,387)	(175,785)
Short-term, low value and variable lease payments	(822)	(850)	(1,981)	(916)	(1,026)	(1,065)	(1,118)	(1,160)	(2,835)	(1,278)
Trust funds and deposits repaid	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)	(7,418)
Other payments	(18,665)	(19,439)	(20,036)	(21,085)	(21,739)	(22,869)	(23,585)	(24,803)	(25,586)	(26,899)
Net cash provided by/(used in) operating activities	121,390	113,014	104,913	109,712	113,257	111,072	105,994	105,549	109,696	113,638
Cash flows from investing activities										
Payments for property, infrastructure, plant and equipment	(116,601)	(136,112)	(109,366)	(70,347)	(78,390)	(104,562)	(106,577)	(96,996)	(110,647)	(143,884)
Proceeds from sale of property, infrastructure, plant and equipment	-	(855)	(876)	(898)	(921)	(944)	(967)	(992)	(1,000)	(1,000)
(Payments)/Redemption of investments	(39,189)	(9,361)	(9,973)	(23,505)	(20,722)	3,149	6,152	(5,675)	11,188	22,270
Net cash provided by/ (used in) investing activities	(155,790)	(146,328)	(120,215)	(94,750)	(100,033)	(102,357)	(101,392)	(103,663)	(100,459)	(122,614)
Cash flows from financing activities										
Finance costs	(1,542)	(3,889)	(5,260)	(4,850)	(4,491)	(4,344)	(4,373)	(4,524)	(4,280)	(4,873)
Proceeds from borrowings	30,626	45,625	31,457	1,562	3,834	9,550	14,980	19,605	13,237	34,112
Repayment of borrowings	(4,020)	(7,364)	(9,823)	(10,447)	(11,295)	(12,649)	(13,960)	(15,718)	(17,621)	(21,303)
Interest paid - lease liability	(104)	(79)	(43)	(209)	(183)	(141)	(97)	(52)	(20)	(9)
Repayment of lease liabilities	(919)	(957)	(995)	(972)	(1,004)	(1,005)	(998)	(1,003)	(445)	(11)
Net cash provided by/(used in) financing activities	24,041	33,336	15,336	(14,916)	(13,139)	(8,589)	(4,448)	(1,692)	(9,129)	7,916
Net increase/(decrease) in cash & cash equivalents	(10,359)	22	34	46	85	126	154	194	108	(1,060)
Cash and cash equivalents at the beginning of the financial year	35,581	25,222	25,244	25,278	25,324	25,409	25,535	25,689	25,883	25,991
Cash and cash equivalents at the end of the financial year	25,222	25,244	25,278	25,324	25,409	25,535	25,689	25,883	25,991	24,931

4.5 Statement of capital works

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Property										
Land	1,000	1,900	-	-	-	-	-	-	-	-
Land improvements	60	350	1,271	1,100	100	100	100	100	-	-
Total land	1,060	2,250	1,271	1,100	100	100	100	100	-	-
Buildings	13,180	14,250	9,071	412	7,063	19,500	16,547	15,855	13,437	21,720
Building improvements	7,985	16,695	16,459	3,450	8,050	7,300	6,950	6,750	6,950	9,950
Total buildings	21,165	30,945	25,530	3,862	15,113	26,800	23,497	22,605	20,387	31,670
Total property	22,225	33,195	26,801	4,962	15,213	26,900	23,597	22,705	20,387	31,670
Plant and equipment										
Plant, machinery and equipment	1,952	1,794	2,904	1,746	2,009	1,444	967	992	1,000	1,000
Fixtures, fittings and furniture	335	137	77	79	79	81	81	81	85	85
Computers and telecommunications	250	1,509	1,127	1,027	927	927	977	927	977	927
Total plant and equipment	2,537	3,440	4,108	2,852	3,015	2,452	2,025	2,000	2,062	2,012
Infrastructure										
Roads	16,355	27,121	23,238	21,580	24,218	27,178	20,997	19,228	20,883	21,474
Bridges	298	300	300	650	399	400	498	599	19,108	9,993
Footpaths and cycleways	7,240	9,179	6,891	6,268	8,869	7,890	6,901	8,449	8,104	7,616
Drainage	650	1,260	1,950	2,700	1,800	2,243	3,603	3,585	3,085	2,833
Recreational, leisure and community facilities	41,935	31,650	23,680	8,478	4,325	14,574	25,189	20,298	21,667	58,102
Waste management	2,382	30	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	19,578	27,132	18,833	20,552	18,372	20,878	21,728	17,841	13,344	9,184
Off street car parks	1,150	1,005	85	90	100	199	399	941	657	100
Other infrastructure	2,251	1,800	3,480	2,215	2,079	1,848	1,640	1,350	1,350	900
Total infrastructure	91,839	99,477	78,457	62,533	60,162	75,210	80,955	72,291	88,198	110,202
Total capital works expenditure	116,601	136,112	109,366	70,347	78,390	104,562	106,577	96,996	110,647	143,884
Represented by:										
New asset expenditure	79,208	85,818	56,360	30,722	35,544	62,036	64,765	52,777	66,333	99,161
Asset renewal expenditure	23,795	26,186	35,290	28,073	28,275	28,853	28,483	34,024	31,825	32,587
Asset upgrade expenditure	13,598	24,108	17,716	11,552	14,571	13,673	13,329	10,195	12,489	12,136
Total capital works expenditure	116,601	136,112	109,366	70,347	78,390	104,562	106,577	96,996	110,647	143,884
Funding sources represented by:										
Proceeds from sales	783	855	876	898	921	944	967	992	1,000	1,000
External funding	22,171	7,845	2,494	2,495	2,495	2,494	2,495	2,494	2,495	2,495
Contributions	7,130	6,125	2,259	5,778	7,679	27,276	27,167	13,818	35,436	47,871
Council cash	44,811	56,067	57,683	57,402	58,734	59,867	58,251	57,322	57,689	57,581
Reserves	11,080	19,595	14,597	2,212	4,727	4,431	2,717	2,765	790	825
Borrowings	30,626	45,625	31,457	1,562	3,834	9,550	14,980	19,605	13,237	34,112
Total funding Sources	116,601	136,112	109,366	70,347	78,390	104,562	106,577	96,996	110,647	143,884

4.6 Statement of human resources

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Staff expenditure										
Employee costs - operating	131,095	132,598	137,139	141,821	146,648	151,628	156,762	162,058	167,519	173,151
Employee costs - capital	4,236	4,261	4,356	4,454	4,555	4,657	4,762	4,869	4,979	5,091
Total staff expenditure	135,331	136,859	141,495	146,275	151,203	156,285	161,524	166,927	172,498	178,242
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
FTE numbers										
Employees	1,043.5	1,048.5	1,053.5	1,058.5	1,063.5	1,068.5	1,073.5	1,078.5	1,083.5	1,088.5
Total staff numbers	1,043.5	1,048.5	1,053.5	1,058.5	1,063.5	1,068.5	1,073.5	1,078.5	1,083.5	1,088.5

4.7 Summary of planned human resources expenditure

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Office of the CEO										
Permanent - Full time	469	473	487	501	517	532	548	565	582	600
Women	-	-	-	-	-	-	-	-	-	-
Men	469	473	487	501	517	532	548	565	582	600
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Office of the CEO	469	473	487	501	517	532	548	565	582	600
Executive										
Permanent - Full time	6,047	6,091	6,274	6,462	6,657	6,858	7,066	7,281	7,502	7,731
Women	4,553	4,587	4,724	4,866	5,013	5,165	5,321	5,483	5,650	5,822
Men	754	759	782	806	830	855	881	908	935	964
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	740	745	767	790	814	839	864	891	918	946
New positions	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	96	97	100	103	106	109	112	116	119	123
Women	-	-	-	-	-	-	-	-	-	-
Men	96	97	100	103	106	109	112	116	119	123
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	137	138	142	147	151	156	160	165	170	176
Women	137	138	142	147	151	156	160	165	170	176
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Executive	6,143	6,188	6,373	6,565	6,763	6,967	7,178	7,396	7,622	7,854

4.7 Summary of planned human resources expenditure (cont)

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Community Wellbeing										
Permanent - Full time	16,090	16,292	17,016	17,761	18,528	19,317	20,128	20,963	21,822	22,706
Women	10,953	11,090	11,411	11,742	12,085	12,438	12,803	13,179	13,568	13,970
Men	3,085	3,123	3,214	3,307	3,403	3,503	3,606	3,712	3,821	3,934
Persons of self-described gender	115	116	120	123	127	130	134	138	142	146
Vacant positions	1,688	1,709	1,759	1,810	1,863	1,917	1,974	2,032	2,092	2,153
New positions	248	254	514	779	1,050	1,328	1,612	1,902	2,199	2,502
Permanent - Part time	21,660	21,929	22,565	23,220	23,897	24,596	25,317	26,062	26,831	27,625
Women	17,735	17,955	18,475	19,012	19,567	20,139	20,729	21,339	21,969	22,619
Men	807	818	841	866	891	917	944	972	1,000	1,030
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	3,118	3,157	3,248	3,342	3,440	3,540	3,644	3,751	3,862	3,976
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	639	647	665	685	705	725	747	769	791	815
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	97	98	101	104	107	110	113	117	120	124
Vacant positions	542	549	564	581	598	615	633	652	671	691
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	735	759	784	810	836	863	891	920	950	981
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	735	759	784	810	836	863	891	920	950	981
New positions	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing	37,750	38,222	39,581	40,982	42,425	43,913	45,445	47,025	48,653	50,331
Planning and Development										
Permanent - Full time	13,255	13,437	14,014	14,609	15,220	15,849	16,497	17,164	17,849	18,555
Women	6,319	6,405	6,590	6,781	6,978	7,182	7,392	7,609	7,833	8,065
Men	6,047	6,129	6,306	6,489	6,678	6,872	7,074	7,281	7,496	7,717
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	703	713	733	755	776	799	823	847	872	897
New positions	186	190	385	584	788	996	1,209	1,426	1,649	1,877
Permanent - Part time	12,345	12,512	12,874	13,247	13,633	14,031	14,441	14,865	15,303	15,755
Women	6,664	6,754	6,950	7,151	7,359	7,574	7,796	8,025	8,261	8,505
Men	4,954	5,022	5,167	5,317	5,471	5,631	5,796	5,966	6,142	6,323
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	727	736	758	780	802	826	850	875	901	927
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	299	303	312	321	330	340	350	360	370	381
Women	214	217	223	230	236	243	250	258	265	273
Men	85	86	88	91	94	96	99	102	105	108
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Planning and Development	25,601	25,949	26,888	27,856	28,853	29,880	30,938	32,029	33,153	34,310

4.7 Summary of planned human resources expenditure (cont)

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Infrastructure and Environment										
Permanent - Full time	30,804	31,132	32,198	33,298	34,433	35,605	36,815	38,063	39,351	40,681
Women	8,564	8,657	8,915	9,183	9,459	9,744	10,039	10,343	10,658	10,982
Men	20,243	20,455	21,075	21,715	22,377	23,061	23,768	24,499	25,255	26,035
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1,872	1,894	1,951	2,011	2,072	2,136	2,202	2,270	2,340	2,412
New positions	124	127	257	389	525	664	806	951	1,099	1,251
Permanent - Part time	811	819	843	868	893	920	947	975	1,004	1,034
Women	197	199	205	211	217	224	231	237	245	252
Men	380	384	395	407	419	431	444	457	471	485
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	233	236	242	250	257	265	272	281	289	298
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	1,430	1,445	1,487	1,531	1,576	1,623	1,671	1,721	1,772	1,826
Women	64	65	67	68	70	73	75	77	79	82
Men	609	615	633	652	671	691	711	732	754	777
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	758	765	788	811	835	860	885	912	939	967
New positions	-	-	-	-	-	-	-	-	-	-
Total Infrastructure and Environment	31,614	31,951	33,041	34,166	35,327	36,525	37,762	39,038	40,356	41,715
Customer and Corporate Services										
Permanent - Full time	17,976	18,146	18,750	19,372	20,015	20,678	21,362	22,068	22,796	23,547
Women	10,042	10,137	10,440	10,754	11,078	11,413	11,759	12,116	12,485	12,866
Men	6,541	6,602	6,797	6,999	7,207	7,422	7,644	7,873	8,110	8,355
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1,331	1,344	1,384	1,425	1,467	1,511	1,556	1,603	1,651	1,701
New positions	62	63	128	195	263	332	403	475	550	626
Permanent - Part time	3,726	3,760	3,872	3,986	4,105	4,228	4,354	4,485	4,619	4,759
Women	2,804	2,830	2,914	3,000	3,090	3,182	3,277	3,375	3,477	3,582
Men	737	744	766	788	812	836	861	887	913	941
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	185	186	192	198	204	210	216	222	229	236
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	2,225	2,246	2,312	2,381	2,452	2,525	2,601	2,679	2,759	2,842
Women	681	688	708	729	751	773	796	820	845	870
Men	410	414	426	439	452	466	480	494	509	524
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1,134	1,144	1,178	1,213	1,249	1,286	1,325	1,365	1,406	1,448
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	200	206	213	220	227	234	242	250	258	266
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	200	206	213	220	227	234	242	250	258	266
New positions	-	-	-	-	-	-	-	-	-	-
Total Customer and Corporate Service	21,702	21,906	22,621	23,359	24,120	24,905	25,716	26,552	27,415	28,306

4.7 Summary of planned human resources expenditure (cont)

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Shared Services										
Permanent - Full time	976	982	1,012	1,042	1,073	1,106	1,139	1,174	1,209	1,246
Women	298	300	309	318	328	338	348	359	369	381
Men	332	334	344	354	365	376	387	399	411	423
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	347	349	359	370	381	392	404	417	429	442
New positions	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	996	1,002	1,032	1,063	1,095	1,128	1,162	1,197	1,234	1,271
Women	753	758	781	804	828	853	879	905	933	961
Men	85	85	88	90	93	96	99	102	105	108
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	158	159	164	169	174	179	185	190	196	202
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	90	91	93	96	99	102	105	108	112	115
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	90	91	93	96	99	102	105	108	112	115
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	87	90	93	96	99	103	106	109	113	117
Women	66	68	70	72	74	77	79	82	85	87
Men	15	15	16	16	17	17	18	18	19	19
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	7	8	8	8	8	9	9	9	9	10
New positions	-	-	-	-	-	-	-	-	-	-
Total Shared Services	1,972	1,985	2,044	2,105	2,169	2,234	2,301	2,371	2,443	2,517
Total staff expenditure										
Permanent - Full time	85,617	86,553	89,750	93,046	96,444	99,945	103,555	107,276	111,112	115,066
Permanent - Part time	39,634	40,120	41,285	42,488	43,729	45,011	46,334	47,700	49,111	50,567
Temporary and other expenditure	4,821	4,870	5,013	5,161	5,313	5,471	5,634	5,802	5,975	6,155
Casuals	1,023	1,056	1,090	1,126	1,162	1,200	1,239	1,279	1,321	1,364
Temporary, other expenditure and casuals	5,844	5,925	6,103	6,286	6,476	6,671	6,873	7,081	7,296	7,518
Capitalised labour costs	4,236	4,261	4,356	4,454	4,555	4,657	4,762	4,869	4,979	5,091
Total staff expenditure	135,331	136,859	141,495	146,275	151,203	156,285	161,524	166,927	172,498	178,242

4.8 Summary of planned human resources staff numbers

	Budget 2025-26 FTE	Projection 2026-27 FTE	Projection 2027-28 FTE	Projection 2028-29 FTE	Projection 2029-30 FTE	Projection 2030-31 FTE	Projection 2031-32 FTE	Projection 2032-33 FTE	Projection 2033-34 FTE	Projection 2034-35 FTE
Office of the CEO										
Permanent - Full time	1	1	1	1	1	1	1	1	1	1
Women	-	-	-	-	-	-	-	-	-	-
Men	1	1	1	1	1	1	1	1	1	1
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Office of the CEO	1	1	1	1	1	1	1	1	1	1
Executive										
Permanent - Full time	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
Women	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0	32.0
Men	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
New positions	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Women	-	-	-	-	-	-	-	-	-	-
Men	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Women	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Executive	45	45	45	45	45	45	45	45	45	45

4.8 Summary of planned human resources staff numbers (cont)

	Budget 2025-26 FTE	Projection 2026-27 FTE	Projection 2027-28 FTE	Projection 2028-29 FTE	Projection 2029-30 FTE	Projection 2030-31 FTE	Projection 2031-32 FTE	Projection 2032-33 FTE	Projection 2033-34 FTE	Projection 2034-35 FTE
Community Wellbeing										
Permanent - Full time	145.3	147.3	149.3	151.3	153.3	155.3	157.3	159.3	161.3	163.3
Women	99.0	99.0	99.0	99.0	99.0	99.0	99.0	99.0	99.0	99.0
Men	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0
Persons of self-described gender	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Vacant positions	18.3	18.3	18.3	18.3	18.3	18.3	18.3	18.3	18.3	18.3
New positions	-	2.0	4.0	6.0	8.0	10.0	12.0	14.0	16.0	18.0
Permanent - Part time	136.8	136.8	136.8	136.8	136.8	136.8	136.8	136.8	136.8	136.8
Women	113.0	113.0	113.0	113.0	113.0	113.0	113.0	113.0	113.0	113.0
Men	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7	5.7
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Vacant positions	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9
New positions	-	-	-	-	-	-	-	-	-	-
Total Community Wellbeing	282.2	284.2	286.2	288.2	290.2	292.2	294.2	296.2	298.2	300.2
Planning and Development										
Permanent - Full time	152.9	154.4	155.9	157.4	158.9	160.4	161.9	163.4	164.9	166.4
Women	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0
Men	68.9	68.9	68.9	68.9	68.9	68.9	68.9	68.9	68.9	68.9
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
New positions	-	1.5	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5
Permanent - Part time	51.5	51.5	51.5	51.5	51.5	51.5	51.5	51.5	51.5	51.5
Women	29.7	29.7	29.7	29.7	29.7	29.7	29.7	29.7	29.7	29.7
Men	18.4	18.4	18.4	18.4	18.4	18.4	18.4	18.4	18.4	18.4
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6
Women	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Men	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	-	-	-	-	-	-	-	-	-	-
New positions	-	-	-	-	-	-	-	-	-	-
Total Planning and Development	204.4	205.9	207.4	208.9	210.4	211.9	213.4	214.9	216.4	217.9

4.8 Summary of planned human resources staff numbers (cont)

	Budget 2025-26 FTE	Projection 2026-27 FTE	Projection 2027-28 FTE	Projection 2028-29 FTE	Projection 2029-30 FTE	Projection 2030-31 FTE	Projection 2031-32 FTE	Projection 2032-33 FTE	Projection 2033-34 FTE	Projection 2034-35 FTE
Infrastructure and Environment										
Permanent - Full time	255.8	256.8	257.8	258.8	259.8	260.8	261.8	262.8	263.8	264.8
Women	65.5	65.5	65.5	65.5	65.5	65.5	65.5	65.5	65.5	65.5
Men	173.2	173.2	173.2	173.2	173.2	173.2	173.2	173.2	173.2	173.2
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	17.1	17.1	17.1	17.1	17.1	17.1	17.1	17.1	17.1	17.1
New positions	-	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0
Permanent - Part time	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Women	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Men	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Women	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Men	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
New positions	-	-	-	-	-	-	-	-	-	-
Total Infrastructure and Environment	261.0	262.0	263.0	264.0	265.0	266.0	267.0	268.0	269.0	270.0
Customer and Corporate Services										
Permanent - Full time	134.0	134.5	135.0	135.5	136.0	136.5	137.0	137.5	138.0	138.5
Women	79.0	79.0	79.0	79.0	79.0	79.0	79.0	79.0	79.0	79.0
Men	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0	45.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
New positions	-	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5
Permanent - Part time	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4	23.4
Women	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8
Men	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2	4.2
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6
Women	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Men	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
New positions	-	-	-	-	-	-	-	-	-	-
Total Customer and Corporate Service	157.4	157.9	158.4	158.9	159.4	159.9	160.4	160.9	161.4	161.9

4.8 Summary of planned human resources staff numbers (cont)

	Budget 2025-26 FTE	Projection 2026-27 FTE	Projection 2027-28 FTE	Projection 2028-29 FTE	Projection 2029-30 FTE	Projection 2030-31 FTE	Projection 2031-32 FTE	Projection 2032-33 FTE	Projection 2033-34 FTE	Projection 2034-35 FTE
Shared Services										
Permanent - Full time	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1
Women	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Men	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
New positions	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	9.7	9.7	9.7	9.7	9.7	9.7	9.7	9.7	9.7	9.7
Women	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
Men	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
New positions	-	-	-	-	-	-	-	-	-	-
Temporary and other expenditure	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Women	-	-	-	-	-	-	-	-	-	-
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
New positions	-	-	-	-	-	-	-	-	-	-
Casuals	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Women	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Men	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Vacant positions	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
New positions	-	-	-	-	-	-	-	-	-	-
Total Shared Services	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8
Total staff numbers										
Permanent - Full time	738.1	743.1	748.1	753.1	758.1	763.1	768.1	773.1	778.1	783.1
Permanent - Part time	227.2	227.2	227.2	227.2	227.2	227.2	227.2	227.2	227.2	227.2
Temporary and other expenditure	40.5	40.5	40.5	40.5	40.5	40.5	40.5	40.5	40.5	40.5
Casuals	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6	8.6
Total temporary, other and casuals FT	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0	49.0
Capitalised labour FTE	29.2	29.2	29.2	29.2	29.2	29.2	29.2	29.2	29.2	29.2
Total staff numbers	1,043.5	1,048.5	1,053.5	1,058.5	1,063.5	1,068.5	1,073.5	1,078.5	1,083.5	1,088.5

5. Financial Performance Indicators

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

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

Indicator	Measure	Notes	Target	Target Projections									Trend
			Budget 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29	Projection 2029-30	Projection 2030-31	Projection 2031-32	Projection 2032-33	Projection 2033-34	Projection 2034-35	+/-
Operating position													
Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)	Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(4.30%)	2.31%	(0.18%)	0.71%	1.03%	(0.14%)	(0.93%)	(1.63%)	(0.70%)	(0.98%)	+
Liquidity													
Working capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	2	279.27%	253.76%	234.92%	226.22%	217.62%	201.41%	186.00%	176.13%	163.25%	148.20%	-
Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	Unrestricted cash compared to current liabilities Unrestricted cash / current liabilities	3	(213.49%)	(194.95%)	(181.61%)	(176.77%)	(171.47%)	(158.10%)	(145.20%)	(137.59%)	(127.01%)	(114.21%)	+

5. Financial Performance Indicators (cont)

Indicator	Measure	Notes	Target	Target Projections									Trend
			Budget 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29	Projection 2029-30	Projection 2030-31	Projection 2031-32	Projection 2032-33	Projection 2033-34	Projection 2034-35	Trend +/-
Obligations													
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 rates Interest bearing loans and borrowings / rate revenue	4	14.30%	28.38%	35.15%	30.38%	26.50%	24.27%	23.49%	23.59%	21.30%	23.82%	+
Loans and borrowings repayments compared to rates (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue	5	2.32%	4.40%	5.63%	5.45%	5.38%	5.52%	5.69%	6.00%	6.20%	7.08%	+
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	6	11.75%	21.96%	26.78%	23.49%	20.46%	18.30%	17.33%	16.88%	14.66%	17.14%	+
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	7	59.40%	81.36%	80.34%	56.98%	59.36%	56.81%	53.42%	53.86%	51.76%	50.08%	-
Stability													
Rates concentration (revenue is generated from a range of sources)	Rates compared to adjusted underlying revenue Rate revenue / adjusted underlying revenue	8	71.96%	72.99%	73.90%	74.18%	75.03%	75.65%	76.56%	76.90%	77.35%	77.91%	+
Rates effort (rating level is set based on the community's capacity to pay)	Rates compared to property values Rate revenue / CIV of rateable properties in the municipality	9	0.29%	0.30%	0.31%	0.31%	0.32%	0.33%	0.34%	0.34%	0.35%	0.36%	o

5. Financial Performance Indicators (cont)

Indicator	Measure	Notes	Target	Target Projections									Trend
			Budget 2025-26	Projection 2026-27	Projection 2027-28	Projection 2028-29	Projection 2029-30	Projection 2030-31	Projection 2031-32	Projection 2032-33	Projection 2033-34	Projection 2034-35	+/-
Efficiency													
Expenditure level (resources are used efficiently in the delivery of services)	Expenses per property assessment Total expenses/ no. of property assessments	10	\$3,313.34	\$3,184.55	\$3,298.92	\$3,329.80	\$3,349.08	\$3,437.79	\$3,497.75	\$3,580.91	\$3,602.14	\$3,661.10	o
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	11	\$1,912.96	\$1,951.85	\$1,990.75	\$2,029.64	\$2,068.54	\$2,107.43	\$2,146.32	\$2,185.21	\$2,224.11	\$2,263.00	o

Notes to indicators

1. Adjusted underlying result

The adjusted underlying operating result excludes the non-recurrent capital grants, non-monetary asset contributions and contributions from developers to fund capital expenditure. It is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

The projections indicate fluctuations over the forecast period. Notably, the calculation of the adjusted underlying result excludes reimbursement payments to developers, which are accounted for as expenditure. If these reimbursements were included in the calculation, the Council would generate a modest surplus in most years.

2. Working capital

Working capital indicator is a key liquidity indicator of Council's ability to meet financial obligations as they become due. A working capital ratio above 100% signifies that Council can comfortably cover its short-term expenses. Council's working capital indicator is at a healthy level.

3. Unrestricted cash

The definition of unrestricted cash subtracts cash and equivalents from current restrictions (primarily trust funds, statutory reserves and grants received in advance) but importantly does not include term deposits classified as other financial assets under current assets. Under this definition, we exceed our available cash on hand and we have sufficient cash balance to meet these commitments.

4. Loans and borrowings to rates

This indicator measures the level of Council's total debt as a percentage of rate revenue. The indicator is forecast to increase in future years due to planned borrowings to fund future infrastructure investment.

5. Financial Performance Indicators (cont)

Notes to indicators (cont)

5. Loans and borrowings repayments to rates

This indicator measures the percentage of rate revenue required to service that debt respectively. The indicator is forecast to increase in future years in line with our expected borrowings to fund future infrastructure investment.

6. Indebtedness

This indicator evaluates Council's ability to pay long term financial obligations (non-current liabilities) from the revenue it generates itself. The indicator is projected to increase due to planned borrowings but will reduce in future years as own source revenue increases while Council repays borrowings.

7. Asset renewal

This percentage indicates the extent of Council's renewal against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Outer years forecast more moderate levels of capital works expenditure which is driven by the level of funding allocated to asset renewals and upgrades as part of the planning and budgeting process and priorities based on asset condition. Council continues to renew and maintain its asset base and has set a target of 50%.

8. Rates concentration

Reflects the extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council's rates concentration is expected to remain consistent over the future years. Rate revenue continues to be an important source of revenue for Council to be able to deliver services and renew its assets.

9. Rates effort

This indicator assesses whether councils set rates at an appropriate level. Lower the proportion of rate revenue suggests a reduced rate burden on the community. This indicator forecast to remain fairly stable.

10. Expenditure level

This indicator measures the expenditures Council incurs to provide services per property assessment. This indicator is forecast to be consistent in future years mainly due to growth in property assessments being in line with expenditure level.

11. Revenue level

This indicator assesses whether resources are being used efficiently to deliver services. This indicator is forecast to increase in line with the rate cap.

6.1 Borrowing Strategy

This section describes the internal and external contexts which informed the 10-year financial projections and assumptions.

6.1.1 Current debt position

In developing the Long Term Financial Plan, borrowings were identified as an important funding source for Capital Works Program. It is expected that the City of Whittlesea will undertake new borrowings over the 10 years to bridge the funding shortfall for the significant capital works investments in these years.

6.1.2 Future borrowing requirements

The following table highlights the City of Whittlesea's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Opening Balance	7,625	34,231	72,492	94,126	85,241	77,780	74,681	75,701	79,588	75,204
Plus: New Loans	30,626	45,625	31,457	1,562	3,834	9,550	14,980	19,605	13,237	34,112
Less: Principal repayment	(4,020)	(7,364)	(9,823)	(10,447)	(11,295)	(12,649)	(13,960)	(15,718)	(17,621)	(21,303)
Closing balance	34,231	72,492	94,126	85,241	77,780	74,681	75,701	79,588	75,204	88,013

6.1.3 Performance indicators

The following table highlights projected performance across a range of debt management performance indicators. Over the period of 10 years, on average, the City of Whittlesea aims to be in line with target performance indicators.

Performance indicator	Target	Budget 2025-26 %	Projection 2026-27 %	Projection 2027-28 %	Projection 2028-29 %	Projection 2029-30 %	Projection 2030-31 %	Projection 2031-32 %	Projection 2032-33 %	Projection 2033-34 %	Projection 2034-35 %
Total borrowings / Rate revenue	Below 60%	14.30%	28.38%	35.15%	30.38%	26.50%	24.27%	23.49%	23.59%	21.30%	23.82%
Debt servicing / Rate revenue	Below 10%	2.32%	4.40%	5.63%	5.45%	5.38%	5.52%	5.69%	6.00%	6.20%	7.08%
Debt commitment / Rate revenue	Below 30%	11.75%	21.96%	26.78%	23.49%	20.46%	18.30%	17.33%	16.88%	14.66%	17.14%
Indebtedness / Own source revenue	Below 30%	11.64%	23.30%	29.18%	25.26%	22.25%	20.51%	20.07%	20.20%	18.31%	20.59%

Total Borrowings / Rate revenue

This measures Council's ability to pay its interest-bearing loan obligations with the rate revenue it generates.

Being well below the target of 60%, Council has the ability to borrow to fund major capital works projects in the future.

Debt Servicing / Rate revenue

This measures Council's ability to pay its debt obligations with the rate revenue it generates.

Being well below the target of 10%, means Council can pay its loan interest from rates instead of looking at alternative funding streams.

Debt Commitment / Rate Revenue

This measures Council's ability to pay its debt obligations with the rate revenue it generates.

Being well below the target of 30%, means Council can pay its loan principal repayments and interest from rates instead of looking at alternative funding streams.

Indebtedness / Own Source Revenue

This measures Council's ability to pay its long-term obligations with the revenue it generates internally (i.e. excludes external grants and contributions).

Being well below the target of 30% means Council's level of long-term obligations can easily be met without relying on external funding sources.

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6.2 Reserve Strategy

The objective of reserves accounting is to ensure that Council exercises appropriate control and transparency over its cash reserves that are either restricted through legislation or have an intended purpose in how they are used by Council.

6.2.1 Current reserves

Parklands contributions (open space)

Purpose - The Open Space Reserve holds funds contributed by developers for works associated with developing and improving public open space and recreational facilities within Council. Funds are contributed in accordance with *Section 18 of the Subdivision Act* and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.

Movements – Transfers to the reserve (inflows) comprise contribution income received from subdividers. Transfers from the reserve (outflows) are applied to fund open space capital projects.

Developer Contribution Plan (DCP) reserves

Purpose - This reserve retains funds received from developers for infrastructure provision related to Council's Development Contributions Plans.

Movements – Transfers to the reserve (inflows) comprise of monetary levies and in-kind associated with developments. Transfers from the reserve (outflows) are applied to fund capital works for development infrastructure projects and community infrastructure projects and funds refunded to developers for capital works completed directly by the developer.

Planning permits drainage

Purpose - Development levy for development in established areas where the existing drainage infrastructure could not cater for additional flows from the redeveloped sites.

Movements – Transfers to the reserve (inflows) comprise of levies associated with development. Transfer from the reserve (outflows) are aligned to Council's capital works schedule.

Net gain compensation

Purpose - Funds contributed by developers for the maintenance cost of trees/bushland areas for a 10-year period.

Movements – Transfers to the reserve (inflows) comprise of levies associated with development. Transfers from the reserve (outflows) are applied to fund maintenance cost of trees/bushland areas.

Plenty road duplication

Purpose - Contributions coming in from developments within Laurimar. Following completion of constructions works on plenty road this reserve will fund any contributions requested by VicRoads from this fund.

Movements – No movements are projected within the following 10 years.

6.2.1 Current reserves (cont)

Street tree contributions reserve

Purpose - Contributions received from developers to maintain street trees which Council takes on responsibility for.

Movements – No movements are projected within the following 10 years.

Native vegetation offset site maintenance

Purpose - Reserve established to fund native vegetation works which Council take over from Developers.

Movements – Transfers to the reserve (inflows) comprise of levies associated with development. Transfer from the reserve(outflows) are aligned to Council's capital works schedule.

Lutheran Church and Cemetery

Purpose - Council has an agreement with Lutheran Church to purchase the site at a future point in time. This reserve will fund the purchase.

Movements – No movements are projected within the following 10 years.

Strategic investment reserve

Purpose - Reserve was established to capture surplus cash funds generated by Council for future investment in Council projects and to assist with bridging Council's renewal gap.

Movements – Transfers from the reserve (outflows) are aligned to Council's long-term strategy to fund major capital work projects and diversify Council's income stream via investing in income generating assets to reduce Council's reliance on rates income.

Technology improvement

Purpose - The reserve was established to enable organisational capability and fund digital transformation.

Movements – Transfers to the reserve (inflows) consist of identified amounts when Council achieves a cash surplus outcome at the conclusion of the financial year or specific funding allocations as directed and approved by Council resolution. Transfer from the reserve(outflows) are to take-up strategic opportunities and other significant unanticipated operational expenditure where there is no other source of funding available.

Traffic light construction

Purpose - Contributions from developers for developer funded traffic signals.

Movements – No movements are projected within the following 10 years.

Synthetic turf pitches

Purpose - Reserve was established to capture contributions from sporting clubs towards funding future investment in synthetic turf replacement.

Movements – No movements are projected within the following 10 years.

6.2.1 Current reserves (cont)

Strategic properties reserve

Purpose - Reserve used for strategic property management, and for funding strategic property acquisitions.

Movements – Transfers to the reserve (inflows) are from proceeds of strategic and surplus land sales and the net income from Council's rental property portfolio. Transfers from the reserve (outflows) are aligned to Council's long-term strategy to fund major capital work projects and diversify Council's income stream via investing in income generating assets to reduce Council's reliance on rates income.

Non standard street lighting contributions

Purpose - Reserve is used to cover additional maintenance costs of Non-standard street lighting for new sub-division developments.

Movements – Transfers to the reserve (inflows) comprise of contributions from developers for a non-legislative fee. Transfer from the reserve(outflows) are used to cover additional maintenance costs of Non-standard street lighting.

LASF defined benefit plan liability

Purpose - Reserve was established to plan for future defined benefits liability calls and fund Council's liability.

Movements – No movements are projected within the following 10 years.

Transport infrastructure

Purpose - Reserve was established to fund investment in future Transport Infrastructure.

Movements – No movements are projected within the following 10 years.

Waste reserve

Purpose - Reserve was established to capture any surplus from waste operations.

Movements – No movements are projected within the following 10 years.

Strategic operational projects

Purpose - Reserve was established to capture surplus cash funds generated by Council for opportunities that may arise for operational projects.

Movements – No movements are projected within the following 10 years.

Resilience and emergency management

Purpose - Reserve was established to fund future emergency management projects

Movements – No movements are projected within the following 10 years.

6.2.1 Current reserves (cont)

Plant replacement

Purpose - This reserve is to set aside funds to replace Council’s plant and equipment at the end of the service life.

Movements – No movements are projected within the following 10 years.

Community grant

Purpose - Reserve was established to provide funds for community grants.

Movements – No movements are projected within the following 10 years.

6.2.2 Reserve usage projections

The table below discloses the balance and projected annual movement for each reserve (with movement) over the 10-year life of the Financial Plan. Total amount of reserves, for each year, aligns with the Statement of Changes in Equity, excluding the Asset Revaluation Reserve.

Reserves	Restricted/ Discretionary	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Asset development reserves											
Parklands contribution	Restricted										
Opening Balance		15,332	17,833	18,189	18,901	19,399	20,250	20,227	21,086	22,222	24,132
Transfer to reserve		2,501	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Transfer from reserve		-	(2,144)	(1,788)	(2,002)	(1,649)	(2,523)	(1,641)	(1,364)	(590)	(724)
Closing balance		17,833	18,189	18,901	19,399	20,250	20,227	21,086	22,222	24,132	25,908
Developer contribution plan (DCP) reserves	Restricted										
Opening Balance		200,453	202,976	206,505	210,899	212,775	214,749	193,126	166,613	152,448	120,666
Transfer to reserve		31,654	13,654	14,654	11,654	11,654	11,654	6,654	5,654	4,654	4,654
Transfer from reserve		(29,131)	(10,125)	(10,260)	(9,778)	(9,680)	(33,277)	(33,167)	(19,819)	(36,436)	(48,872)
Closing balance		202,976	206,505	210,899	212,775	214,749	193,126	166,613	152,448	120,666	76,448
Planning permit drainage levy	Restricted										
Opening Balance		2,431	2,481	2,531	2,581	2,631	2,681	2,731	2,781	2,831	2,881
Transfer to reserve		100	100	100	100	100	100	100	100	100	100
Transfer from reserve		(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	-
Closing balance		2,481	2,531	2,581	2,631	2,681	2,731	2,781	2,831	2,881	2,981
Net gain compensation	Restricted										
Opening Balance		1,452	1,373	1,290	1,205	1,116	1,024	928	829	726	619
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(79)	(83)	(85)	(89)	(92)	(96)	(99)	(103)	(107)	(111)
Closing balance		1,373	1,290	1,205	1,116	1,024	928	829	726	619	508
Plenty road duplication	Restricted										
Opening Balance		84	84	84	84	84	84	84	84	84	84
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		84	84	84	84	84	84	84	84	84	84

6.2.2 Reserve usage projections (cont)

Reserves	Restricted/ Discretionary	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Street tree contributions reserve	Restricted										
Opening Balance		686	686	686	686	686	686	686	686	686	686
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		686	686	686	686	686	686	686	686	686	686
Total asset development reserve	Restricted										
Opening Balance		220,438	225,433	229,285	234,356	236,691	239,474	217,782	192,079	178,997	149,068
Transfer to reserve		34,255	16,254	17,254	14,254	14,254	14,254	9,254	8,254	7,254	7,254
Transfer from reserve		(29,260)	(12,402)	(12,183)	(11,919)	(11,471)	(35,946)	(34,957)	(21,336)	(37,183)	(49,707)
Closing balance		225,433	229,285	234,356	236,691	239,474	217,782	192,079	178,997	149,068	106,615
Asset replacement reserves											
Native vegetation offset site maintenance	Discretionary										
Opening Balance		1,042	842	634	418	195	-	-	-	-	-
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(200)	(208)	(216)	(223)	(195)	-	-	-	-	-
Closing balance		842	634	418	195	-	-	-	-	-	-
Lutheran Church and Cemetery	Discretionary										
Opening Balance		380	380	380	380	380	380	380	380	380	380
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		380	380	380	380	380	380	380	380	380	380
Strategic investment reserve	Discretionary										
Opening Balance		34,988	32,740	20,793	10,434	11,684	10,634	9,179	9,725	8,730	9,267
Transfer to reserve		4,027	3,553	250	1,411	1,100	401	696	355	687	442
Transfer from reserve		(6,275)	(15,500)	(10,609)	(161)	(2,150)	(1,856)	(150)	(1,350)	(150)	(100)
Closing balance		32,740	20,793	10,434	11,684	10,634	9,179	9,725	8,730	9,267	9,609
Technology improvement	Discretionary										
Opening Balance		4,666	6,495	7,995	7,118	8,618	9,241	10,741	11,364	12,864	14,364
Transfer to reserve		1,829	1,500	-	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Transfer from reserve		-	-	(877)	-	(877)	-	(877)	-	-	-
Closing balance		6,495	7,995	7,118	8,618	9,241	10,741	11,364	12,864	14,364	15,864
Traffic light construction	Discretionary										
Opening Balance		943	943	943	943	943	943	943	943	943	943
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		943	943	943	943	943	943	943	943	943	943

6.2.2 Reserve usage projections (cont)

Reserves	Restricted/ Discretionary	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Synthetic turf pitches	Discretionary										
Opening Balance		40	40	40	40	40	40	40	40	40	40
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		40	40	40	40	40	40	40	40	40	40
Strategic properties reserve	Discretionary										
Opening Balance		4,819	3,819	1,919	648	648	648	648	648	648	648
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(1,000)	(1,900)	(1,271)	-	-	-	-	-	-	-
Closing balance		3,819	1,919	648	648	648	648	648	648	648	648
Non standard street lighting contributions	Discretionary										
Opening Balance		3,901	3,901	3,892	3,872	3,843	3,803	3,751	3,689	3,614	3,527
Transfer to reserve		250	250	250	250	250	250	250	250	250	250
Transfer from reserve		(250)	(259)	(270)	(279)	(290)	(302)	(312)	(325)	(337)	(350)
Closing balance		3,901	3,892	3,872	3,843	3,803	3,751	3,689	3,614	3,527	3,427
LASF defined benefit plan liability	Discretionary										
Opening Balance		3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739	3,739
Transport infrastructure	Discretionary										
Opening Balance		28	28	28	28	28	28	28	28	28	28
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		28	28	28	28	28	28	28	28	28	28
Waste reserve	Discretionary										
Opening Balance		3,395	1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(2,382)	-	-	-	-	-	-	-	-	-
Closing balance		1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013	1,013
Strategic operational projects	Discretionary										
Opening Balance		2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516	2,516

6.2.2 Reserve usage projections (cont)

Reserves	Restricted/ Discretionary	Budget 2025-26 \$'000	Projection 2026-27 \$'000	Projection 2027-28 \$'000	Projection 2028-29 \$'000	Projection 2029-30 \$'000	Projection 2030-31 \$'000	Projection 2031-32 \$'000	Projection 2032-33 \$'000	Projection 2033-34 \$'000	Projection 2034-35 \$'000
Resilience and emergency management	Discretionary										
Opening Balance		449	449	449	449	449	449	449	449	449	449
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		449	449	449	449	449	449	449	449	449	449
Plant replacement	Discretionary										
Opening Balance		1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221	1,221
Community grant	Discretionary										
Opening Balance		660	660	660	660	660	660	660	660	660	660
Transfer to reserve		-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-
Closing balance		660	660	660	660	660	660	660	660	660	660
Total asset replacement reserves	Discretionary										
Opening Balance		62,787	58,786	46,222	33,479	35,977	35,315	35,308	36,415	36,845	38,795
Transfer to reserve		6,106	5,303	500	3,161	2,850	2,151	2,446	2,105	2,437	2,192
Transfer from reserve		(10,107)	(17,867)	(13,243)	(663)	(3,512)	(2,158)	(1,339)	(1,675)	(487)	(450)
Closing balance		58,786	46,222	33,479	35,977	35,315	35,308	36,415	36,845	38,795	40,537
Reserve summary	Restricted and Discretionary										
Opening Balance		283,225	284,219	275,507	267,835	272,668	274,789	253,090	228,494	215,842	187,863
Transfer to reserve		40,361	21,557	17,754	17,415	17,104	16,405	11,700	10,359	9,691	9,446
Transfer from reserve		(39,367)	(30,269)	(25,426)	(12,582)	(14,983)	(38,104)	(36,296)	(23,011)	(37,670)	(50,157)
Closing balance		284,219	275,507	267,835	272,668	274,789	253,090	228,494	215,842	187,863	147,152

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Revenue and Rating Plan 2025-26 to 2028-29

Acknowledgement of Traditional Owners

The City of Whittlesea recognises the rich Aboriginal and Torres Strait Islander Communities heritage of this country and acknowledges the Wurundjeri Willum Clan and the Taungurung People as the Traditional Owners of this place.



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Overview

Under the *Local Government Act 2020*, Councils are required to prepare a Revenue and Rating Plan (Plan) by 30 June following a general election, covering a minimum period of four years. The Revenue and Rating Plan forms a critical part of Council's integrated planning framework.

This Plan establishes the guiding principles for calculating and raising the revenue necessary to fund Council's operations. It also outlines how the funding will be equitably distributed among ratepayers and other users of Council facilities and services. While the Plan does not set specific revenue targets, it provides the strategic framework and key decisions that determine how revenue will be calculated and collected to ensure Council's financial sustainability and its ability to deliver essential services and infrastructure for the community.

The Plan will incorporate consideration of:

- **Rates Revenue:** How revenue will be generated through rates on properties across different property classes.
- **Service Charges:** Application of fixed service charges for services such as waste or recycling.
- **Fees and Charges:** Policies governing fees and charges for programs and services, including pricing strategies.
- **Developer Contributions:** Contributions from developers and other sources of revenue.
- **Asset Revenue:** Income generated from the use or allocation of Council assets, including the application of discounts and waivers.
- **Grants:** Recurrent and non-recurrent operational and capital grants from other levels of government.
- **Entrepreneurial Activities:** Business, collaborative, or entrepreneurial initiatives designed to deliver programs or services, generate income, or reduce costs.

Transparency and Budget Assumptions

The assumptions underpinning the budget must be transparent and directly linked to the preparation of individual service and program budgets, service standards, and major initiatives (both operational and capital).

The Plan must clearly identify all revenue sources included in the budget and articulate the policy rationale and assumptions underpinning these sources. This ensures that Council's financial planning remains aligned with its strategic objectives and responsive to community needs.

1. Executive Summary

The *Local Government Act 2020* requires each council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue-raising framework within which the Council proposes to work.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for the City of Whittlesea, which, in conjunction with other income sources, will adequately finance the objectives in the Council Plan.

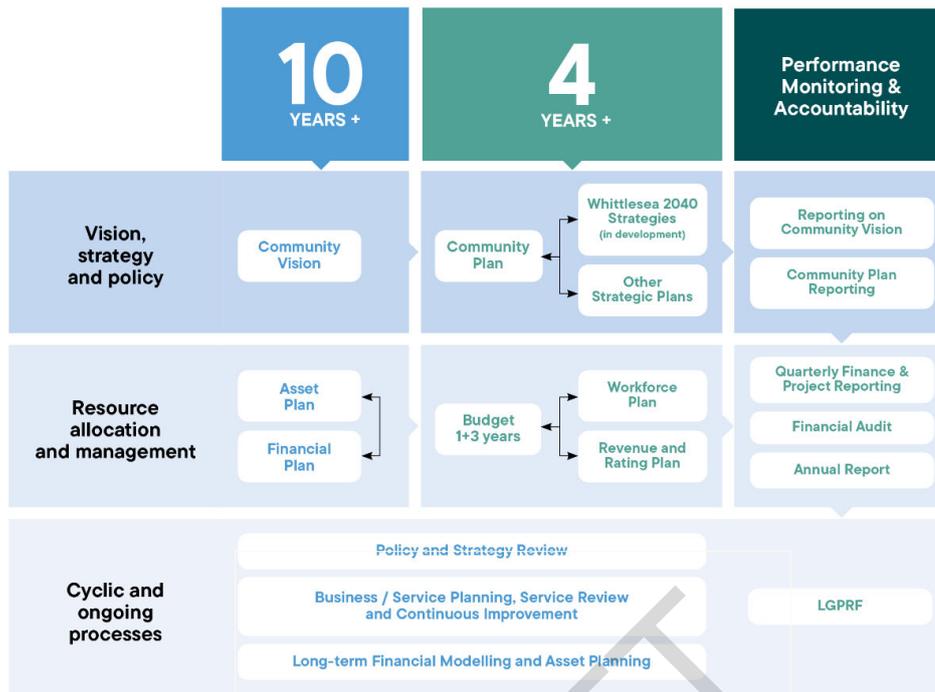
This Plan is an important part of Council's integrated planning framework, all of which is designed to help Council achieve its 2040 vision of "A place for all" and guide efforts to keep pace with the rapid changes and growth of our municipality over the coming years. Our values are:

- Deliver for our community
- Work as one team
- Care for each other.

Whittlesea 2040: A place for all is the long-term vision for the City of Whittlesea. It guides all of Council's work and future partnerships with the community and others. Council delivers services and initiatives under 26 major service areas. Each service area contributes to achieving Council's strategic objectives, which are grouped under five goals:

- Connected community
- Sustainable environment
- Liveable neighbourhoods
- Strong local economy
- High performing organisation.

Strategies and policies outlined in this Plan align with the objectives contained in the Plan and feed into budgeting and long-term financial planning documents, as well as other strategic planning documents under Council's strategic planning framework. This process and interrelationships are outlined in the following diagram.



The Plan explains how Council calculates the revenue needed to fund its activities and how the funding will be apportioned between ratepayers and other users of Council facilities and services.

This Plan sets out decisions that Council has made regarding the rating options available under the *Local Government Act 1989* to ensure the fair and equitable distribution of rates across property owners. It also outlines the principles used in decision-making for other revenue sources, such as fees and charges.

It is important to note that this Plan does not set revenue targets for Council. Instead, it outlines the strategic framework and decisions that inform how Council will calculate and collect its revenue.

2. Introduction

Council provides a wide range of services and facilities to the local community, and in doing so, must collect sufficient revenue to cover the costs associated with delivering these services and facilities.

Council's revenue sources include:

- **Rates and Charges:** These are levies imposed on properties within the municipality, which contribute significantly to funding local services such as waste management, roads, and community facilities.
- **User Fees:** Council collects fees from users of specific services, such as leisure centres, libraries, and parking, to ensure that those who benefit directly from the services contribute towards their cost.
- **Statutory Fees and Fines:** These fees are set by legislation and cover activities such as building permits, animal registrations, and penalties for breaches of local laws, which help to enforce regulations and maintain order within the community.
- **Grants:** Funding from other levels of government, including state and federal grants, which support specific projects or programs aimed at enhancing community welfare and infrastructure.
- **Contributions:** Cash and non-cash contributions from developers, community groups, and other parties help fund infrastructure development and community programs, ensuring that growth is sustainable and meets local needs.
- **Investment Income:** Interest earned from investments managed by the council, which helps increase revenue without imposing additional charges on the community.
- **Asset Sales:** Revenue generated from the sale of assets such as land, buildings, or equipment, which can be reinvested into future projects or used to reduce debt.

Rates and charges are Council's most significant revenue source, accounting for approximately 48% of annual income. This Revenue and Rating Plan outlines Council's reliance on rate income and explores options to actively manage this reliance.

Council delivers a wide range of services to the community, often for a fee that does not fully recover the costs incurred. The nature of these fees and charges depends on whether they are statutory or discretionary. Statutory fees, such as those for planning services, are set by State Government legislation, leaving Council with limited control over pricing. For discretionary services, Council determines fees and charges based on the principles outlined in this Revenue and Rating Plan.

Council's revenue can also be significantly influenced by changes in funding from other levels of government. Some grants are tied to the delivery of specific Council services, while others support the development of new community assets such as roads or sports facilities. It is essential for Council to strategically assess the grants it applies for, considering the impacts and obligations these grants create in service delivery or infrastructure development.

3. Rates and Charges

Rates are property taxes that enable Council to generate revenue to fund public services and infrastructure that benefit the municipal population.

This taxation system allows councils the flexibility to incorporate various tools into their rating structure to address equity and ensure fairness for all ratepayers.

Council's rating structure is composed of the following elements:

- General Rates (including Farm Rates): These are based on property values using the Net Annual Valuation (NAV) methodology. Property value serves as an indicator of a ratepayer's capacity to pay and forms the primary basis of the rating system under the *Local Government Act 1989*.
- Service Charges: These reflect a 'user-pays' approach, ensuring that ratepayers benefiting from specific services contribute proportionally to their cost.

Striking a balance between these elements is vital to achieving equity in the distribution of rates across the community.

Community Engagement

Community engagement on the setting of Council revenue and rates was conducted as part of the consultation process for Council's proposed budget. Submissions and feedback were invited from the community, providing valuable insights and contributions that helped shape this Plan.

Differential Rates

To enhance equity, Council applies differential rates based on the property's use, such as residential, commercial/industrial, or farming. This approach ensures that each category of property contributes fairly, taking into account the benefits derived from Council services and infrastructure.

Council's current differential rates are:

- General Rates (Residential/Commercial/Industrial): 100%
- Farm Rates: 60%

The formula for calculating General Rates (excluding additional charges, arrears, or supplementary rates) is:

- Valuation (Net Annual Value) x Rate in the Dollar (Differential Rate Type)

The specific rate in the dollar for each rating category is determined and published annually in Council's budget.

Contribution of Rates and Charges

Rates and charges are a critical revenue source, accounting for over 48% of Council's total operating revenue. These funds are essential for delivering services and infrastructure projects that meet the needs of the community.

Future rate planning is a core element of Council's long-term financial planning, ensuring sustainable service delivery and infrastructure investment to support a growing population.

Balancing Revenue and Community Impact

Council is mindful of balancing its reliance on rate revenue with community sensitivity to rate increases. The introduction of the State Government's Fair Go Rates System (FGRS) caps annual rate increases to a limit declared by the Minister for Local Government, which is announced annually for the following financial year.

Waste Service Charges

In 2018-19, Council introduced a waste service charge to partially recover the costs of waste management services. Unlike general rates, waste service charges are not subject to the FGRS cap. Council is actively reviewing the benefits and implications of continuing and expanding this charge as part of its broader Waste Strategy and Financial Plan.

3.1 Rating Legislation

The legislative framework provided by the *Local Government Act 1989* governs Council's ability to establish a rating system. This framework offers significant flexibility, allowing councils to design a system that meets their specific needs while ensuring fairness and equity in the distribution of rates and charges.

Rate and Charge Types

Under Section 155 of the *Local Government Act 1989*, Council may declare the following rates and charges on rateable land:

- **General Rates** (Section 158)
- **Municipal Charges** (Section 159)
- **Service Rates and Charges** (Section 162)
- **Special Rates and Charges** (Section 163)

Strategies relating to municipal charges, service rates and charges, and special rates and charges are discussed later in this plan.

Valuation Bases for Rating

Section 157(1) of the *Local Government Act 1989* provides Council with three valuation methodologies for determining property values when levying rates:

1. **Site Valuation (SV):** Based on the value of land only.
2. **Capital Improved Valuation (CIV):** Based on the total value of land and improvements (buildings, structures, etc.).
3. **Net Annual Value (NAV):** Based on the rental value of the property, typically calculated as 5% of the CIV for residential properties.

The advantages and disadvantages of each valuation methodology are detailed later in the Plan.

Historically, the City of Whittlesea has used the Net Annual Value (NAV) method to distribute municipal rates among property owners/tenants. At present, there are no plans to transition to an alternative valuation method.

Differential Rates

As the City of Whittlesea employs the NAV methodology, Section 161A of the *Local Government Act 1989* restricts Council's ability to apply differential rates to specific categories, including "general," "farm," "urban farm," and "residential use" rates.

Annual Budget Requirements

Section 94(2) of the *Local Government Act 2020* requires Council to adopt a budget by 30 June each year (or another time set by the Minister). The budget must include:

- a) The total revenue Council intends to raise via rates and charges.
- b) A statement indicating whether rates will be raised through a uniform rate or differential rates.
- c) A description of any fixed components of rates, if applicable.
- d) Specific details for uniform rates as outlined in Section 160 of the *Local Government Act 1989*.
- e) Specific details for differential rates as outlined in Section 161(2) of the *Local Government Act 1989*.

Additionally, Section 94(3) requires Council to include, if applicable:

- a) A statement of intent to apply for a special order to exceed the State Government's rate cap.
- b) A statement that Council has applied to the Essential Services Commission (ESC) for such an order and is awaiting a decision.
- c) Confirmation of any approved special orders and the applicable average rate cap for the financial year(s).

Fair Go Rates System

The Fair Go Rates System (FGRS) establishes a cap on the maximum percentage by which councils can increase rates annually. The cap is set by the Minister for Local Government, based on a formula developed by the Essential Services Commission (ESC) and agreed upon by the State Government.

Under the Fair Go Rate Cap the cap is calculated by a formula provided by the ESC and agreed by the State Government is:

$$\frac{\text{Adopted General Rate and Municipal Charge Income} + \text{Annualised Supplementary Rate and Municipal Charge Income}}{\text{Number of Assessments as at 30 June}} = \text{Base Average Rate}$$

$$\text{Base Average Rate} \times (1 + \text{Prescribed Rate Cap}) = \text{Maximum allowable Capped Average Rate}$$

The rate cap limits the maximum amount a council can increase its average rates in a rating year. The rate cap applies to general rates and municipal charges only. It does not include other charges and levies such as service rates and charges, special rates and charges, revenue in lieu of rates or the fire services levy.

The FGRS cap applies only to general rates and municipal charges. Other charges, such as service rates and charges, special rates and charges, revenue in lieu of rates, and the fire services levy are excluded.

3.2 Rating Principles

When developing a rating strategy, particularly regarding differential rates, Council considers the following good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity

Wealth Tax

The principle of a “wealth tax” implies that rates are based on the value of a ratepayer’s real property. There is no direct correlation between the rates paid by individual ratepayers and their consumption of services or the perceived benefits derived from the expenditure of rates revenue.

Equity

- **Horizontal Equity:** Ratepayers in similar situations should pay similar rates. This is achieved through accurate property valuations, consistent classification into homogenous property classes, and providing ratepayers the right to appeal valuations.
- **Vertical Equity:** Those who are better off (based on property value) should contribute more in rates than those who are worse off. This reflects a “relativity” dimension, akin to progressive taxation principles, ensuring fairness in the distribution of tax contributions.

Efficiency

Economic efficiency is measured by how minimally rates affect the production and consumption decisions of individuals and businesses. An efficient rates system should avoid distorting economic behaviour.

Simplicity

A rates system should be easy for ratepayers to understand and straightforward for Council to administer. Clarity and transparency in the rates process are essential to building community trust and ensuring compliance.

Benefit

This principle assesses the extent to which there is a direct link between the consumption of Council services or the benefits derived by ratepayers and the rates they are charged.

Capacity to Pay

Council considers the capacity of ratepayers or specific groups to pay rates. Recognising that property values may not always align with financial capacity, Council provides mechanisms such as hardship provisions and a pensioner rebate policy to assist ratepayers facing financial difficulties.

Diversity

Acknowledging the varied circumstances and financial capacities of ratepayers within a group, Council seeks to ensure that its rating system is flexible and responsive to the diversity within the municipality.

Balancing the Rating Challenge

The key challenge for Council is balancing these competing principles to create a fair, equitable, and efficient rating system. While municipal rates are primarily distributed based on property values (NAV methodology), Council strives to support fairness through:

- Accurate and consistent property valuations.
- Homogenous property classifications.
- Valuation appeal rights for ratepayers.

Council adheres to the principle that ratepayers in similar circumstances—particularly regarding property value—should pay similar rates. While recognising that property value may not always reflect capacity to pay, Council mitigates this through support measures such as hardship provisions and pensioner rebates.

Limited Differential Rates

Council currently applies two limited differential rates:

- General Rate
- Farm Rate

This approach aligns with the legislative restrictions of the Net Annual Value (NAV) rating system. Differential rates are applied as equitably as possible and in compliance with the Ministerial Guidelines for Differential Rating (2013).

Ongoing Review and Application

As part of its commitment to good governance and financial sustainability, Council will:

- **Review rates annually** to ensure fairness, consistency, and alignment with Council's Vision and strategic priorities.
- **Ensure minimal year-to-year fluctuations** to provide ratepayers with certainty and stability.
- **Set rates at levels sufficient to fund current expenditure commitments** while delivering on the Council Plan, Financial Plan and Asset Plan.

Council will continue to apply limited differential rates equitably and in compliance with legislative requirements, ensuring rates are a fair reflection of property value and community benefit.

3.3 Valuation Base

Under the *Local Government Act 1989*, Council has three options for determining the valuation base for rates:

- Capital Improved Value (CIV): The total value of land and all improvements on it.
- Site Value (SV): The value of the land only.
- Net Annual Value (NAV): The annual rental value of the property, based on CIV.

Capital Improved Value (CIV)

CIV is the most commonly used valuation base in local government, with over 90% of Victorian councils applying this method. It reflects the market value of a property, including both land and improvements, making it generally easier for ratepayers to understand.

Under Section 161 of the *Local Government Act 1989*, a council may apply differential rates if:

- a) CIV is the valuation base; and
- b) It determines that differential rates contribute to the equitable and efficient performance of its functions.

If a council does not use CIV, its ability to apply differential rates is restricted to farm land, urban farm land, or residential use land.

Advantages of CIV	Disadvantages of CIV
Reflects both the land and property improvements, offering a more comprehensive assessment of “capacity to pay.”	Rates are based on total property value, which may not correlate with income levels (e.g., pensioners or low-income earners may own high-value properties but struggle to pay rates).
Aligns with the equity principle by considering the full development value of the property.	
With annual valuations, market values are more predictable, reducing the frequency of objections.	
Easy for ratepayers to understand, as it corresponds to market property values.	
Widely adopted across Victoria, facilitating comparison between councils	
Allows for differential rates, enhancing Council’s ability to distribute rates equitably. For example, higher differentials on commercial/industrial properties can help offset residential rates.	

Site Value (SV)

This method places a value on the land only and does not consider any value of any buildings constructed on the land. It is not considered to result in the most equitable distribution of the rate effort.

No Victorian councils currently use SV as a valuation base. SV considers only the value of the land, excluding improvements, and allows for very limited application of differential rates.

In the City of Whittlesea, adopting SV would disproportionately shift the rate impact from the industrial/commercial sectors to residential properties, undermining fairness and equity. Modern townhouse developments on small land parcels would pay lower rates, while older homes on larger blocks would face higher rates, regardless of property condition.

Advantages of SV	Disadvantages of SV
Perceived to promote development, particularly in commercial and industrial sectors, although evidence for this is limited.	Significant shift in rate contributions from industrial/commercial sectors to residential sectors.
Potential for concessions for urban farm land and residential use land.	Disadvantages property owners with large land parcels, such as farmers, even if the dwellings are modest.
	Limited ability to levy differential rates, reducing Council's flexibility to address inequities.
	Difficult for ratepayers to understand, leading to confusion and increased inquiries to Council.

Net Annual Value (NAV)

NAV represents the annual rental value of a property. For residential and farm properties, NAV is calculated as 5% of the CIV. For commercial and industrial properties, NAV is determined by the greater of the estimated annual rental value or 5% of the CIV.

While NAV is conceptually linked to rental value, in practice, it is based on CIV for residential and farm properties, making it less intuitive for ratepayers.

Advantages of NAV	Disadvantages of NAV
Aligns closely with CIV for residential and farm properties.	Artificial rental estimates may not reflect actual market value, making it harder for ratepayers to understand.
Allows for differentiation between property types (e.g., rental valuation for commercial/industrial properties).	Reduces transparency compared to CIV.

Recommended Valuation Base

The City of Whittlesea uses the Net Annual Value (NAV) rating system, calculated as follows:

- For residential and farm properties: 5% of CIV.
- For commercial and industrial properties: The greater of the annual rental value or 5% of CIV.

This system ensures that all rateable land contributes equitably to Council's financial requirements. Council applies two limited differential rates—General and Farm—and believes this approach is fair and equitable to all ratepayers. Limited differential rates will be reviewed as part of the ongoing review of this plan.

Property Valuations

Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts annual property valuations. Valuations are determined based on the highest and best use of land at the time of assessment.

The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation.

Supplementary Valuations

In addition to annual valuations, supplementary valuations are conducted monthly for reasons such as:

- Rezoning, subdivisions, or amalgamations.
- Renovations, new constructions, or extensions.
- Occupancy changes or corrections.

These valuations ensure that affected properties align with the general valuation of other properties in the municipality. Council currently receives approximately \$3.66 million in supplementary rate revenue annually.

Objections to Property Valuations

Under Part 3 of the *Valuation of Land Act 1960*, property owners or tenants may object to a valuation or the Australian Valuation Property Classification Code (AVPCC) within two months of receiving a Rates Notice (or four months if the notice was not issued to the occupier).

Objections must be lodged via the Valuer General Victoria's portal:

<https://ratingvaluationobjections.vic.gov.au/>. Property owners can also object to site valuations upon receiving their Land Tax Assessment from the State Revenue Office.

3.4 Rating Differentials

As outlined, the City of Whittlesea uses the Net Annual Value (NAV) rating system. Historically, Council has applied two limited differential rates:

- General Rate: Applied to all rateable land except land classified as "farm."
- Farm Rate: Applies to properties classified as "farm land" under the *Valuation of Land Act 1960*, which defines farm land as:
 - A parcel of land not less than 2 hectares in area.
 - Land used primarily for agricultural purposes such as grazing, dairying, horticulture, or crop-growing.
 - Land used by a business with a significant commercial purpose, aiming for profit on a continuous or repetitive basis.

The Farm Rate reflects a 40% discount compared to the General Rate, a level established in 2017–18 (increased from 15%) and maintained since. Council considers this discount fair, equitable, and sustainable.

Objectives of Differential Rates

The primary objective of Council’s differential rates is to ensure adequate funding for strategic, statutory, and community services while maintaining a fair and equitable distribution of rates. The distinction between the General and Farm rates reflects the cost and benefits derived from Council services by different property categories.

Review of the Rating System

Council will undertake a comprehensive review to assess the suitability of continuing with the NAV rating system versus transitioning to the Capital Improved Value (CIV) system. This review will include consultation with the community and key stakeholders to determine the most appropriate differential rates for General and Farm properties.

Advantages of Differential Rating	Disadvantages of Differential Rating
<p>Flexibility:</p> <p>Enables the equitable distribution of rates across property categories, considering the ability to pay and the tax-deductibility of rates for commercial and industrial properties.</p>	<p>Complexity:</p> <p>Justifying and explaining differential rates to various groups can be challenging, leading to complaints or misunderstandings.</p>
<p>Equity:</p> <p>Addresses unique circumstances, such as providing relief to farming enterprises, ensuring fairness in rate allocation.</p>	<p>Administrative Burden:</p> <p>Properties transitioning between categories (e.g., from farm to general) require regular updates, necessitating meticulous data management.</p>

3.5 Municipal Charge

A municipal charge is one of the rating options available to councils under Section 159 of the *Local Government Act 1989*. This charge can be declared by Council to recover a portion of its administrative costs. However, the legislation does not provide a definitive definition of "administrative costs" nor require Council to specify what expenses are covered by the charge.

Purpose and Application

The municipal charge is a fixed fee applied to all rateable properties, irrespective of their valuation. This approach ensures that a portion of Council's revenue is generated through a flat charge rather than being solely reliant on the Capital Improved Value (CIV) rating method. Under the *Local Government Act 1989*, revenue raised from a municipal charge cannot exceed 20% of the total sum of revenue collected from both the municipal charge and general rates in any given financial year.

The key characteristics of a municipal charge include:

- Equitable cost distribution: Since the charge applies equally to all properties, it spreads a portion of administrative costs across all ratepayers, independent of property value.
- Fixed revenue component: Provides a stable revenue source that is not influenced by fluctuations in property valuations.

Current Approach

At present, the City of Whittlesea does not levy a municipal charge under Section 159 of the *Local Government Act 1989*.

Future Considerations

As part of the upcoming review of the Revenue and Rating Plan, Council will assess the potential benefits and implications of introducing a municipal charge. This review will consider:

- Equity and fairness in distributing administrative costs.
- Financial sustainability and the impact on ratepayers.
- Comparisons with other councils that apply a municipal charge.

Any potential introduction of a municipal charge will be subject to further community engagement and assessment of its alignment with Council's financial strategy.

3.6 Special Rate Scheme

Under Section 163 of the *Local Government Act 1989*, councils have the authority to levy special rates and special charges to fund capital infrastructure and initiatives that provide a specific benefit to certain properties. These charges allow Council to recover the costs of works or services that directly enhance the value or usability of properties within a defined area.

Purpose and Application

Special rates and charges can be used to fund a range of community infrastructure projects, including:

- Road construction
- Kerb and channelling
- Footpath provision
- Drainage improvements
- Landscaping and environmental enhancements
- Fire prevention initiatives
- Marketing and business development programs.

Current Special Rate Schemes

The City of Whittlesea currently applies special rates under Section 163 of the *Local Government Act 1989* to support marketing and business development initiatives for designated retail precincts. These special rates assist local business associations in:

- Funding marketing and promotional activities to enhance commercial precincts.
- Supporting business development initiatives to increase foot traffic and sales.
- Encouraging networking and collaboration among local businesses.
- Managing business-related planning and operational issues.

Council currently has one Special Rate and Charge scheme in operation:

Scheme Name	Finish Date
Lalor Marketing and Business Development	June 2026

3.7 Service Charge

The Local Government Legislative Amendment (Rating and Other Matters) Act 2022 received Royal Assent in August 2022, introducing amendments to Part 2—*Local Government Act 1989 (Division 1: Service Rates and Charges)*. These changes came into effect on 20 June 2023, unless proclaimed earlier. Council will continue to monitor legislative updates and adjust its approach accordingly.

Legislative Framework

Under Sections 162 and 221 of the *Local Government Act 1989*, councils are empowered to levy service rates and charges for the following services:

- a. Water supply services (repealed from the Act)
- b. Waste, recycling, or resource recovery services (amended wording to align with modern waste management practices)
- c. Sewerage services (repealed from the Act)
- d. Any other prescribed service

A key amendment under Section 162(b) updates the definition from "the collection and disposal of waste" to "waste, recycling, or resource recovery services." This change broadens the scope of services that can be funded through service charges to reflect contemporary waste management practices, including:

- Collection, transport, processing, storage, and treatment of waste and recyclable materials.
- Alignment with the *Circular Economy Act 2021* and the Victorian Government's Recycling Reforms.

Waste Service Charges in the City of Whittlesea

The City of Whittlesea applies a service charge for waste collection and disposal:

- Urban properties: Compulsory waste charge.
- Rural properties: Optional waste charge.
- Municipal waste services: Covers public waste infrastructure, including street litter bins.

Council introduced the itemisation of waste charges on rates notices to enhance transparency regarding the costs associated with service provision. The cost of waste services continues to rise due to factors such as the Victorian Government's Landfill Levy and the mandated transition to a four-bin collection system under the Recycling Victoria Strategy.

Historically, Council has subsidised kerbside waste collection services, including offsetting the increasing Victorian Government's Landfill Levy. However, with ongoing increases in the landfill levy, Council is no longer able to continue subsidising this cost. Moving forward, the full levy cost will be passed on to ratepayers to ensure the sustainability of waste services and other essential community services.

Council remains committed to keeping waste charges affordable while ensuring ongoing investment in essential waste services. Charges are set to support:

- Ongoing waste collection and processing.
- Compliance with regulatory and environmental standards.
- Future rehabilitation obligations for Council's landfill once it reaches the end of its useful life.

Even with necessary adjustments, waste charges in the City of Whittlesea will remain among the lowest compared to neighbouring and growth councils, ensuring ongoing value and sustainability for residents.

Future Considerations

Council will continue to assess the long-term sustainability of its waste service charges, ensuring they:

- Support the transition to a circular economy.
- Align with State and Federal waste management policies.
- Maintain fair and equitable pricing for residents and businesses.

Regular reviews will be conducted to evaluate cost recovery levels, taking into account:

- Operational efficiency improvements.
- Changes in waste generation patterns.
- Potential future waste management initiatives.

3.8 Collection and Administration of Rates and Charges

This section outlines the rate payment options, processes, and support available to ratepayers, including financial hardship assistance.

Liability to Pay Rates

The owner of the land is liable to pay the rates and charges on that land. In certain cases, the occupier, mortgagee or licensee holder is liable to pay the rates.

The *Local Government Act 1989* declares the unpaid rate or charge, interest and costs to be the first charge upon the land, when the land is sold; ensuring Council receives the outstanding monies prior to the discharge of any mortgage and or charges on the land.

Payment Options

In accordance with Section 167(1) of the *Local Government Act 1989*, ratepayers can pay rates and charges in four instalments on the following prescribed dates:

- First instalment: 30 September
- Second instalment: 30 November
- Third instalment: 28 February
- Fourth instalment: 31 May

The City of Whittlesea also provides the following alternative payment options:

- One lump sum payment on or before 15 February of the following year.
- Nine monthly payments via direct debit.
- Agreed alternative arrangements, subject to Council approval upon application.

Available Payment Methods

Council offers a range of payment options including

- In-person at Council offices (cheque, money order, EFTPOS, credit/debit card, and cash).
- Online via Council's website.
- BPAY through banking institutions.
- Direct debit.
- Online through eNotices.
- Credit card via Council's 24-hour phone service.
- Australia Post (in-person, over the phone, or online via credit card).
- Mail (detach and return the bottom portion of the rate notice with a cheque).

Interest on Overdue Rates and Charges

In accordance with Section 172 of the *Local Government Act 1989*, the City of Whittlesea charges interest on overdue rates. Interest is applied at the penalty interest rate set under Section 2 of the *Penalty Interest Rates Act 1983*, determined by the Minister and published in the Government Gazette.

Interest is calculated from the due date of each quarterly instalment, regardless of whether the ratepayer has opted for instalment or lump sum payments.

Pensioner Rebates

Pensioners may qualify for a maximum 50% State Government rate rebate (to a gazetted maximum) for the home in which they are living. A rebate will apply for the Emergency Services and Volunteers Fund. To be eligible, a ratepayer must hold one of the following concession cards:

- A Centrelink Pensioner Concession Card or Veteran Affairs Pension Concession Card
- A Veteran Affairs Gold Card (TPI or War Widow status only)

Other than administrative costs, this State Government Rebate scheme is cost neutral to Council as this is fully funded by the State Government.

Once approved, ongoing eligibility is automatically maintained unless rejected by Centrelink or the Department of Veteran Affairs during annual verification.

Rates Financial Hardship Policy and Deferred Payments

Council acknowledges that ratepayers may experience financial hardship due to various circumstances. The Financial Hardship Policy provides options for ratepayers struggling to meet rate obligations.

Assistance may include:

- a) Waiver of charges, including penalty interest, legal costs.
- b) Deferral of rates, allowing delayed payment (Under Section 170 of the *Local Government Act 1989*).

Waivers of general rates are not generally granted. However, in cases such as those associated with severe hardship, Council may grant waivers through the Hardship Assistance Policy, taking in to account the economic conditions at the time and other assistance measures in place across State and Commonwealth Government agencies. Applications to defer Rates must be received in writing or by email.

Debt Recovery Process

Ratepayers are responsible for ensuring their contact details are updated with Council. Under Sections 230 and 231 of the *Local Government Act 1989*, property owners, buyers, and their legal representatives must notify Council of any disposition or acquisition of land.

If an account becomes overdue, Council has established procedures and guidelines for the collection of the debt. This creates a consistent approach to debt collection and ensures that all ratepayers are treated equally and fairly.

The purpose of the collection guidelines is to act as a genuine deterrent to ratepayers who might otherwise fail to pay rates on time, to allow Council to recover the administrative cost of following up unpaid rates and to recover any interest cost the Council may incur due to lost investment opportunities. The principle in providing for such penalty is that ratepayers who pay within the required timeframe should not have to subsidise or bear any cost of ratepayers who default in payment. Details of Council's collection framework is contained in Council's Debt Collection Policy.

Emergency Services and Volunteers Fund

The Emergency Services and Volunteers Fund (ESVF), formerly known as the Fire Services Property Levy (FSPL), is an annual levy collected by councils via Rates Notices on behalf of the State Government, in accordance with the *Fire Services Property Levy Act 2012*. This levy ensures that property owners in Victoria contribute annually to the funding of the state's fire services.

Revenue raised from the ESVF accounts for 87.5 per cent of the budget for Fire Rescue Victoria (FRV) and 77.5 per cent of the budget for the Country Fire Authority's (CFA).

The levy is property-based and operates under the following principles:

- Councils are responsible for collecting the levy via Rates Notices
- The levy is calculated based on the capital improved value (CIV) of a property.
- The levy consists of a fixed component and a variable component, with the latter calculated as a percentage of the property's CIV.
- The fixed component differs between residential and non-residential properties.
- The levy rate varies across different property types, such as residential, industrial, commercial, and primary production.

The ESVF is not subject to the rate cap and changes to the levy are at the discretion of the State Government.

Holders of a Pensioner Concession Card and the Department of Veterans' Affairs Gold Card are eligible for a \$50 concession on the fixed charge for their Principal Place of Residence (PPR).

Farmers operating multiple properties as a single enterprise may qualify for a single fixed charge under the Single Farming Enterprise Exemption.

4. Other Revenue Items

4.1 User Fees

Council provides a diverse range of goods and services to the community. As part of responsible financial management, all Council services are periodically reviewed to determine whether they should attract user fees and charges. Services classified as public infrastructure such as roads, parks, footpaths, drainage, and trees are typically provided free of charge, with associated costs fully funded by rates and/or grants.

For services provided on an individual basis, Council may charge a fee. However, the ability to set these fees can be influenced by State and Federal Government legislation or funding conditions, which may impose pricing ceilings or prohibitions. Certain fees, such as planning fees, are set by State Government statute, and are commonly referred to as 'statutory fees,' over which councils typically have no control.

For all other fees and charges, Council assesses whether a service is of a commercial or community-benefit nature. Services are considered community-benefit if they provide broad advantages to the wider population and ensure equitable access for vulnerable community members. Additionally, some fees and charges such as fines, serve a regulatory purpose, discouraging non-compliant behaviour rather than generating revenue.

Fee-setting Framework

Council reviews its fees and charges annually as part of the budget process. This process is guided by the Pricing Policy – Fees and Charges, which ensures a structured, transparent, and equitable approach to pricing of Council services. The policy enables evidence-based decisions regarding which services should be subsidised due to their community benefits and which should operate on a full cost-recovery basis where they provide significant commercial advantages.

The policy balances community and commercial interests while promoting fairness, transparency, and financial sustainability. It ensures:

- fair and consistent pricing of Council services.
- fees reflect actual service delivery costs, while considering affordability and community benefit.
- responsible financial management to maintain service quality and long-term sustainability.
- compliance with legislative requirements and competitive neutrality principles.
- equitable access to services for all community.

Pricing Methods

There are a variety of pricing methods that Council uses when setting prices for services.

Pricing Basis	Description
Full Cost Recovery	Council recovers all direct and indirect cost of the service.
Partial Cost Recovery	Council recovers less than the full cost (as defined above) - the reasons for this may include broader community service benefits.
Legislative Requirements	Price of the service is determined by legislation and dependent on price, may or may not recover the full cost.
Market Based Pricing	The price of the service is determined by examining alternative prices of surrounding service providers (this also may or may not recover the full cost). e.g., Family and Children’s Services and Plenty Ranges Arts and Convention Centre.
Zero Cost Recovery	Some services may be provided free of charge and the whole cost determined as a community service benefit.
Incentive Pricing	This would include Full Cost Recovery as defined above in addition to a profit margin to factor in a return to Council for assets employed or to provide an incentive to encourage compliant behaviour.

User Fee Pricing Policy objectives

- Establish a structured framework for fair and equitable pricing.
- Ensure both direct and indirect costs are considered in fee setting.
- Balance accessibility, affordability, and efficiency in service delivery.
- Maintain compliance with competitive neutrality requirements.
- Promote financial sustainability while supporting community needs.

Annual Review and Community Engagement

- Council reviews fees and charges annually as part of the budget process.
- Proposed changes are published in the Annual Budget, providing an opportunity for community feedback before final adoption.
- Council remains committed to transparency and accountability in its fee-setting approach, ensuring pricing aligns with strategic objectives and community expectations.

4.2 Statutory Fees and Charges

Statutory fees and fines are collected by Council as required under legislation or government directives. The rates for these fees and fines are generally set by the responsible State Government departments, and Council has limited discretion in their application.

Examples of Statutory Fees and Fines are:

- Planning and subdivision fees
- Building and inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty and Fee Units in Victoria

Many statutory fees and fines in Victoria are determined using penalty units and fee units, as prescribed in Acts and Regulations.

Penalty Units

Penalty units are used to determine the amount payable for various fines. For example, the fine for selling tobacco to a person under 18 is calculated as a specific number of penalty units.

The rate for penalty units is indexed annually to align with inflation, with updates taking effect on 1 July each year.

Fee Units

Fee units are used to calculate the cost of certificates, registrations, and licences set out in Acts and Regulations.

The value of fee units is also indexed annually, with adjustments typically occurring at the start of each financial year.

Calculation of Fees and Penalties

The total cost of a statutory fee or fine is calculated by multiplying the relevant number of penalty or fee units by the current unit value. The final amount may be subject to rounding.

4.3 Grants

Grant revenue is a key source of funding for Council, typically received from State and Federal Governments. Grants may be:

- One-off (Non-recurrent) – Linked to specific infrastructure projects, programs, or initiatives.
- Ongoing (Recurrent) – Provided regularly, sometimes tied to service delivery but not always linked to a specific project.

Council's Approach to Grant Funding

Council takes a proactive approach to securing grant funding by advocating to other levels of government to support vital community infrastructure and services. Where appropriate, Council may allocate its own funds to co-contribute to grant applications, leveraging greater external funding and maximising financial opportunities for the municipality.

Grant Planning and Decision-Making

When developing its Financial Plan, Council assesses:

- The project pipeline and funding priorities.
- Advocacy strategies aligned with community needs.
- Available grant programs and funding cycles.
- Potential co-funding opportunities to enhance financial sustainability.

To ensure strategic alignment, Council will only apply for and accept grants that:

- Align with the Community Vision and Council's strategic priorities.
- Do not compromise or distort the Council Plan and long-term financial sustainability.

All grant funding assumptions are transparently documented in Council's annual budget. No project reliant on grant funding will commence until a signed funding agreement is in place to ensure financial accountability and certainty.

4.4 Contributions

Contributions represent funds received by Council, typically from non-government sources, and are usually linked to specific infrastructure projects or community initiatives. Contributions can be provided in two forms:

- Monetary Contributions – Cash payments made to Council.
- Non-Monetary Contributions – Physical assets transferred to Council, usually as part of development projects.

Types of Contributions

Monetary Contributions include:

- Payments from developers under planning and development agreements.
- Funds collected through Developer Contribution Plans (DCPs) and Infrastructure Contribution Plans (ICPs) to support community infrastructure.
- Contributions from user groups toward the upgrade of community facilities.

Non-Monetary Contributions include:

- Assets transferred to Council upon completion of a subdivision, such as:
 - Roads
 - Drainage infrastructure
 - Streetlights
 - Open space and public amenities

Management and Governance of Contributions

- All contributions must be linked to a planning or funding agreement to ensure transparency and accountability.
- No contribution-funded project will commence without a signed agreement that clearly defines the contribution details.
- Contributions associated with developments may be received well before Council incurs any expenditure. In these cases, funds will be held in financial reserves and allocated strictly for the agreed-upon works.

4.5 Other Income

Other income includes revenue generated from sources outside of Council's primary revenue streams, such as interest on investments and operational sales.

Sources of Other Income

- Interest on investments: Council earns interest on funds held in its investment portfolio, which includes:
 - Surplus cash held before planned expenditure.
 - Funds allocated for special purposes or reserves.
 - Short-term and long-term investments aligned with Council's Investment Policy.
- Operational Sales: Revenue from sales of minor assets, materials, and other operational activities.

Investment Portfolio Management

Council's investment portfolio is managed in accordance with its Investment Policy, ensuring:

- The best possible return on funds within a low-risk framework.
- Compliance with legislative requirements and Council's risk management strategies.
- Sufficient liquidity to meet operational and capital funding requirements.

4.6 Borrowings

While not a direct source of income, borrowings play a key role in Council's financial strategy, enabling responsible cash flow management and funding of significant infrastructure projects.

Principles for Borrowing

All new borrowings must be:

- Approved by Council resolution and included in the Annual Budget or Revised Budget.
- Financially sustainable, ensuring repayment obligations align with the Financial Plan.
- Restricted to capital investment, meaning borrowings cannot be used to fund ongoing operations.
- Used for large-scale capital projects that deliver long-term community benefits across multiple generations.

Debt Management Strategy

To ensure financial sustainability, Council maintains debt at prudent levels by adhering to the following benchmarks:

- Indebtedness Ratio: Borrowings must remain below 60% of rates and charges revenue.
- Debt Servicing Ratio: Annual debt repayments must be less than 6% of total rate revenue.

Council regularly reviews its borrowing strategy as part of its broader financial planning framework, ensuring debt remains at a level that balances current needs with intergenerational equity.

5. Strategies and Plans

The City of Whittlesea has an integrated planning framework designed to align the Council’s strategic direction with community needs, ensuring a bold, inspirational, and sustainable future. The Revenue and Rating Plan is a key component of this framework, supporting financial sustainability while delivering essential services and infrastructure.

5.1 Strategic Vision and Framework

Whittlesea 2040: A Place for All

Council’s long-term vision, Whittlesea 2040: A Place for All, provides a clear roadmap for our community’s future. It outlines five key goals:

- Connected Community
- Liveable Neighbourhoods
- Strong Local Economy
- Sustainable Environment
- High-Performing Organisation

These goals guide Council’s strategic direction and inform the development of policies, strategies, and action plans that support the community’s evolving needs.

5.2 Integrating Planning Framework

Council’s planning framework operates across four levels, ensuring a structured and transparent approach to decision-making and service delivery.

Document Hierarchy	Integrated Planning Framework Component
Level 1 – Vision Sets vision and overarching strategic priorities.	Whittlesea 2040: A Place for All
	Community Plan (Incl. Municipal Public Health & Wellbeing Plan and Disability Action Plan)
Level 2 – Strategy Sets strategic direction and outlines priority actions for delivery. Documents traditionally endorsed by Council.	IPF Strategies Features desired outcomes and overview of strategy themes/topics
	IPF Strategy Action Plan One action plan for each strategy that combines actions across all themes
Level 3 – Approach Provides intricate detail to support long term planning and guide implementation.	Long Term Plans (Incl. Infrastructure and Asset Management Plans) Multiple standalone plans that provide detailed rationale to support strategy direction and guide implementation. May feature key initiatives/focus areas but not detailed actions or an action plan.
Level 4 – Operations Internal documents used to guide day to day services and manage our people.	Processes Incl. Guidelines and Frameworks

Level 1 – Guiding Community Vision

Documents at this level set the overarching vision for Council.

- Whittlesea 2040: A Place for All: The long-term strategic vision guiding all Council activities.
- Community Plan (four-year cycle): Defines Council priorities for each term, supported by an Annual Community Action Plan.

Level 2 – Strategies and Action Plans

Council's five strategic goals are supported by corresponding medium- to long-term strategies, replacing previously reported strategies. Each strategy is further refined through short-term action plans detailing key initiatives over the next 1–2 financial years.

Key supporting plans include:

- Long-Term Community Infrastructure Plan: A framework for sustainable community infrastructure development.
- Aboriginal Action Plan: A commitment to supporting and strengthening relationships with Aboriginal communities.

Level 3 – Long-Term Plans and Legislative Requirements

While Level 2 strategies set overarching goals, Level 3 plans provide subject-matter-specific guidance. These documents, primarily known as 'plans', align with strategic objectives but do not include direct reporting components. Examples include:

- Workforce Plan
- Asset Management Plan
- Waste Management Plan
- Financial Hardship Policy (aligned with recommendations from the Victorian Ombudsman's 2021 report)

Level 4 – Operational Documents

These documents guide day-to-day operations, ensuring alignment with higher-level strategies and plans. They include:

- Directorate and department guidelines
- Workplans and service delivery frameworks
- Performance development plans (PDPs) for employees.

5.3 Current Strategies and Plans

Whittlesea 2040: A Place for All

Whittlesea 2040 outlines the long-term community vision and strategic direction for the municipality. This vision guides all Council operations and partnerships, ensuring that Whittlesea remains a great place to live now and, in the future, while preparing for emerging challenges and opportunities.

Community Plan

Council's Community Plan outlines key priorities and initiatives, shaping strategic decision-making and service delivery. The plan is implemented through the Annual Plan and Budget, which determines funding priorities each year.

Performance against the plan is tracked in the Annual Report. Any initiatives from the Council Plan not captured in the Revenue and Rating Plan will be included in subsequent years.

Community Action Plan

The Community Action Plan details specific initiatives supporting the long-term vision of "A Place for All." This plan translates strategic goals into tangible actions, ensuring Council remains responsive to community needs, emerging challenges, and evolving priorities. Key focus areas include:

- Infrastructure and service improvements to enhance liveability.
- Community programs and partnerships fostering engagement and inclusion.
- Sustainability initiatives supporting environmental and climate resilience.
- Economic development actions to strengthen local businesses and job opportunities.
- Ongoing evaluation and reporting, ensuring transparency and accountability.

Council will review and update the Community Action Plan regularly to ensure it remains relevant and aligned with community expectations and strategic priorities.

Connected Communities

The Connected Community Strategy guides Council's commitment to fostering an inclusive, healthy, safe and welcoming place where all community members are celebrated and supported. Informed by the analysis of trends and engagement with community, the strategy:

- Provides an overview of Council's demographic profile
- Identifies the challenges and opportunities facing our community
- Articulates the impact we are seeking to make to deliver for our community
- Defines Council's priority areas for action and what we will do to contribute to community connection
- Outlines how we will monitor community outcomes to ensure we continue to respond to the changing needs of our community.

Liveable Neighbourhoods Strategy

The Liveable Neighbourhoods Strategy sets Council's approach to creating and maintaining Liveable Neighbourhoods that are attractive and well-planned with open spaces and town centres that are convenient and vibrant places for all.

The strategy aligns and contributes to the Liveable Neighbourhoods key directions in Council's vision under Whittlesea 2040:

- Smart, connected transport network
- Well-designed neighbourhoods and vibrant town centres
- Housing for diverse needs.

Strong Local Economy Strategy

The Strong Local Economy Strategy outlines Council's contribution toward building a prosperous and inclusive economy for all. Informed by the analysis of trends impacting our economy and engagement with local businesses, institutional stakeholders, partner organisations, and the wider community, the strategy:

- Sets out the economy we want and outlines how this will positively impact our community
- Provides an overview of Council's existing economy
- Identifies the challenges and opportunities facing our local economy
- Defines Council's priority areas for action and what we will do to contribute to strengthening our local economy
- Outlines how we will monitor our economy to ensure our actions respond to what our community needs.

Sustainable Environment Local Strategy

The Sustainable Environment Strategy advances Council's commitment toward securing a sustainable, net zero emissions, and climate resilient future for all. Informed by the analysis of trends impacting our environment and engagement with communities, local businesses, institutional stakeholders, and partner organisations, the strategy:

- Sets out the environment we want and outlines how this will positively impact our community
- Provides an overview of the Council's existing environment
- Identifies challenges and opportunities facing our local environment
- Defines Council's priority areas for action and what we will do to contribute to protecting and enhancing our local environment
- Outlines how we will monitor our environment to ensure our actions respond to what our community needs.

High-Performing Organisation Strategy

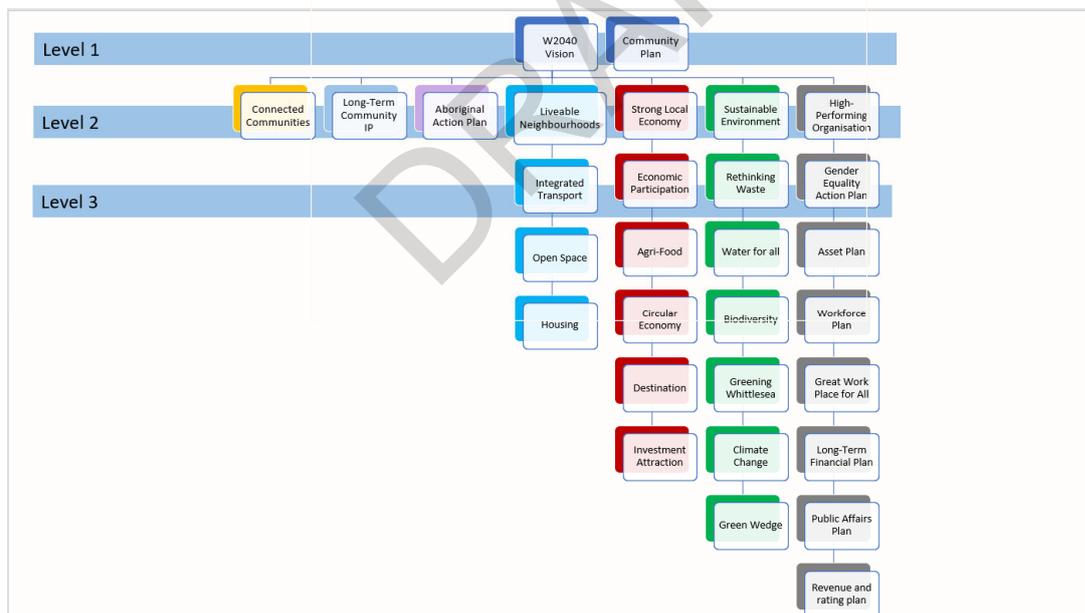
The High Performing Organisation Strategy outlines Council’s approach to becoming a High Performing Organisation, where we consistently achieve exceptional results and lead the sector in terms of productivity, employee engagement, innovation, customer experience and other key performance indicators. The strategy defines what a High Performing Organisation means for us:

- The outcomes we will deliver in creating a High Performing Organisation
- Relevant strategies and plans required under the *Local Government Act 2020*
- Council’s current climate and operations, and the challenges facing our organisation
- Council’s priority themes and areas for action within each theme
- How we will monitor the outcomes to ensure we deliver a High Performing Organisation.

Level 1-4 Document breakdown

Council’s strategic framework is structured to ensure clear alignment between long-term vision, strategy development, and operational execution. The structured hierarchy provides transparency, accountability, and responsiveness to emerging challenges and opportunities.

This approach allows the City of Whittlesea to maintain financial sustainability, meet community expectations, and drive innovative, high-impact service delivery.



6. Conclusion

The requirement for local governments to develop a four-year Revenue and Rating Plan was introduced under the *Local Government Act 2020*. This plan provides a structured, transparent, and sustainable approach to revenue generation and rating strategies, ensuring the City of Whittlesea can effectively deliver essential services and infrastructure.

As economic conditions, legislative requirements, and community needs evolve, Council will regularly review and update this plan to reflect emerging challenges and opportunities. A four-year action plan has been developed to guide continuous improvement, ensuring that:

- Revenue and rating practices remain fair, transparent, and financially sustainable.
- Community and stakeholder feedback informs policy adjustments.
- Legislative changes and best practices are incorporated into future updates.
- Economic conditions and growth trends are closely monitored to refine financial strategies.

Council remains committed to ongoing engagement and review, ensuring that the Revenue and Rating Plan continues to align with Whittlesea 2040: A Place for All and supports the long-term prosperity of the community.

DRAFT

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preferred language:

Free telephone interpreter service



131 450

5.3 Asset Plan 2025 - 2035

Director/Executive Manager: Director Planning & Development

Report Author: Manager Assets & Facilities

In Attendance: Manager Assets & Facilities
Unit Manager Asset Management

Executive Summary

The Asset Plan 2025–35 (the Plan) is a strategic framework for managing public assets over the next decade and beyond, ensuring their sustainability for current and future generations. It aligns with the Whittlesea 2040 objectives and its vision of "A Place for All", fostering a community-friendly environment. Additionally, the Plan informs the public about how assets will be managed to support these objectives.

The Plan focuses on optimising capital and maintenance investments, balancing new assets and growth with existing infrastructure, and delivering services that adapt to evolving community needs. It promotes evidence-based decision-making, enhances community and Council engagement in asset management, and strengthens the link between costs and service levels while addressing key challenges and risks.

As a planning tool, the Asset Plan ensures the efficient allocation of resources by maintaining, improving, and replacing essential public assets such as roads, parks, buildings, and drains. It provides expenditure forecasts to guide long-term financial planning, maintenance, and capital projects, ensuring responsible budget management and asset sustainability for future generations (Attachment 1 - Asset Plan 2025-35 Draft).

Council has prepared the Plan in compliance with Section 92 of the Victorian Local Government Act 2020, which requires the use of deliberative engagement in its development. Engagement with the community and stakeholders resulted in the establishment of eight asset planning principles, guiding the creation of an integrated, long-term, and transparent plan to ensure the best outcomes for the community over a minimum period of 10 years.

The Plan reinforces Council's commitment to inclusive, transparent, and best-practice asset management for the benefit of current and future generations.

The final stage of the community consultation process recommends placing the Plan on public exhibition before finalising the Plan for Council consideration.

Officers' Recommendation

THAT Council:

- 1. Endorse the proposed Asset Plan 2025-35 at Attachment 1 to commence public exhibition and community consultation between the period Wednesday 16 April 2025 to Sunday 11 May 2025.**
- 2. Note the finalised Asset Plan 2025-35 will be presented to Council at its Scheduled Council Meeting on Tuesday 17 June 2025.**

Background / Key Information

Council provides a wide range of essential services that contribute to making the community *a great place for all*. These services rely on infrastructure assets, including buildings, roads, parks, and heritage sites, which play a crucial role in delivering services and enhancing community well-being. These assets—whether old or new, natural, or built—belong to the entire community and provide opportunities for people to work, live, play, and enjoy a safe and comfortable environment both now and in the future.

The Plan details how Council will optimise capital and maintenance requirements, balance new assets and growth with existing infrastructure, and deliver services in line with evolving community needs and expectations.

The Plan aims to support consistent, evidence-based decision-making, engage the community and the Council in asset management performance reporting, improve links between costs and service levels, and articulate our challenges and risks. All of this will result in more informed community engagement and the best use of Council assets in the interest of the community, to achieve the Whittlesea 2040 community aspirations.

In compliance with the *Local Government Act 2020*, deliberative engagement was undertaken with the community and stakeholders to inform the development of the Plan. Stakeholder consultation included the community, Traditional Owners, and various community and user groups. Three focus group sessions were conducted, comprising community members representative of the municipality's diversity, along with an internal focus group. These sessions aimed to develop a set of asset planning principles to guide decision-making in asset planning, development, and maintenance, ensuring that infrastructure aligns with the diverse needs of the community. The asset management principles are outlined in Table A: Asset Planning Principles.

Table A: Asset Planning Principles

Principle	Objective
Active & Healthy Community	Assets support and encourage an active and healthy lifestyle.
Connected Community	Infrastructure fosters strong community connections.
First Peoples Recognition	Assets acknowledge and reflect connections to First Peoples.
Safe Community	Asset risks are minimised to ensure public safety.
Community-Focused	Assets are designed to meet the evolving needs of a diverse community.
Equitable & Accessible	Infrastructure is planned to be inclusive and available to all members of the community.
Sustainability	Asset management decisions consider environmental, social, and financial sustainability.
Usability	Assets are optimised for efficiency, functionality, and practicality.

Over time, assets deteriorate due to age, damage, disasters, or obsolescence. To ensure their longevity, Council carefully manages its budget to maintain and upgrade infrastructure, keeping it durable, sustainable, and functional in the long term. The Plan categorises Council-owned assets into 11 asset portfolios with a total replacement cost of over \$4.03M.

Considering the financial magnitude of the asset portfolio, there must be alignment with financial reporting, renewal programming, and maintenance services and contracts. The physical and financial state of these assets is detailed in Table B: Asset Portfolio Summary.

Table B: Asset Portfolio Summary

Asset Portfolio	Replacement Cost (\$'000)	Fair Value (\$'000)	Asset Health (%)
1. Road Infrastructure	\$1,812,655	\$1,410,040	77.8%
2. Stormwater	\$757,015	\$511,323	67.5%
3. Buildings	\$501,866	\$401,814	80.1%
4. Pathways	\$334,834	\$270,863	80.9%
5. Park & Streetscape Infrastructure	\$196,797	\$100,533	51.1%
6. Bridges & Boardwalks	\$145,411	\$75,405	51.9%
7. Playgrounds	\$101,139	\$55,522	54.9%
8. Road Ancillary	\$63,906	\$34,851	54.5%
9. Landscape & Environment	\$42,049	\$30,235	71.9%
10. Car Parks	\$35,367	\$27,326	77.3%
11. Sporting Infrastructure	\$30,717	\$15,553	50.6%

The community expects these assets to be maintained at high standards to ensure public safety, functionality, and accessibility, supporting the delivery of quality services and programs. However, balancing community expectations with financial sustainability is essential, as needs evolve due to demographic changes, climate shifts, and technological advancements. Given the finite budget available, a planned and strategic approach to asset management is crucial for ensuring a fair and fiscally responsible long-term financial plan.

When making decisions about renewing, maintaining, or investing in new assets, the Plan outlines the process for life cycle planning and analysis to assess appropriate service levels before finalising budgets to ensure investments align with community aspirations and long-term sustainability goals.

Therefore, the Asset Plan:

- Defines service levels to ensure assets meet expected performance standards in availability, quality, risk, accessibility, and suitability. High-demand assets receive more frequent inspections, maintenance, and prioritisation within renewal programs to maintain reliability.

Service levels are based on community expectations, legislative requirements, and asset management standards, with decisions on maintenance, renewal, and upgrades driven by asset criticality, utilisation, and available resources.

- Promotes inclusive infrastructure to ensure all residents and visitors can fully participate in community life. Council integrates gender equality considerations into the planning, design, delivery, and maintenance of infrastructure, ensuring safe, welcoming, and accessible public spaces for women, men, gender-diverse individuals, people with disabilities and culturally and linguistically diverse (CALD) communities.
- Commits to intergenerational equity, ensuring that current investments in assets do not place an undue financial burden on future generations. This approach balances the needs of present residents while preserving resources, opportunities, and infrastructure for future generations.
- Integrates climate resilience and sustainability strategies into asset management to mitigate risks related to flooding, municipal emergencies, and environmental sustainability.

The Asset Plan ensures sustainable, inclusive, and resilient infrastructure that meets community needs while aligning with financial responsibility and environmental sustainability. By integrating technological advancements, climate adaptation strategies, and intergenerational equity principles, Council remains committed to delivering high-quality services and infrastructure that support the well-being of both current and future generations.

Alignment to Community Plan, Policies or Strategies

Alignment to Whittlesea 2040 and Community Plan 2021-2025:

Connected Communities

We work to foster and inclusive, healthy, safe and welcoming community where all ways of life are celebrated and supported.

Liveable Neighbourhoods

Our City is well-planned and beautiful, and our neighbourhoods and town centres are convenient and vibrant places to live, work and play.

Strong Local Economy

Our City is a smart choice for innovation, business growth and industry as well as supporting local businesses to be successful, enabling opportunities for local work and education.

Sustainable Environment

We prioritise our environment and take action to reduce waste, preserve local biodiversity, protect waterways and green space and address climate change.

High Performing Organisation

We engage effectively with the community, to deliver efficient and effective services and initiatives, and to make decisions in the best interest of our community and deliver value to our community.

Considerations of *Local Government Act (2020)* Principles**Financial Management**

The cost is included in the current budget.

Community Consultation and Engagement

Council has prepared the Plan in compliance with Section 92 of the *Local Government Act 2020*, which mandates the use of deliberative engagement in its development.

In 2024, three community focus groups and one internal focus group were conducted to ensure diverse representation and meaningful discussions on asset planning. These sessions provided residents with opportunities to engage in discussions aimed at developing a set of asset planning principles. Feedback was collected through written surveys, table discussions, and whole-room conversations, ensuring inclusive participation. The insights gained from these discussions helped identify, assess, and prioritise eight guiding asset planning principles. This collaborative approach resulted in balanced principles that reflect community perspectives while aligning with best practices in contemporary asset management and supporting the Community Vision.

Other Principles for Consideration**Overarching Governance Principles and Supporting Principles**

- (a) Council decisions are to be made and actions taken in accordance with the relevant law.
- (b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- (c) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
- (d) The municipal community is to be engaged in strategic planning and strategic decision making.
- (e) Innovation and continuous improvement is to be pursued.
- (g) The ongoing financial viability of the Council is to be ensured.
- (i) The transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of the *Local Government Act* or any other Act.
- (b) Council information must be publicly available unless—
 - (i) the information is confidential by virtue of the *Local Government Act* or any other Act; or
 - (ii) public availability of the information would be contrary to the public interest.
- (c) Council information must be understandable and accessible to members of the municipal community.
- (d) Public awareness of the availability of Council information must be facilitated.

Council Policy Considerations

Environmental Sustainability Considerations

The Plan reaffirms Council's commitment to integrating climate change adaptation, flooding mitigation, municipal emergency management, and sustainability into responsible asset management.

When designing new infrastructure or maintaining existing public assets, decisions are guided by the following key considerations:

- Climate-proofing assets to enhance long-term durability.
- Improving the resilience of buildings and road infrastructure to withstand climatic events.
- Minimising reliance on high-risk assets to reduce vulnerabilities.
- Investing in eco-friendly materials to promote sustainability.
- Implementing sustainable operations to reduce environmental impact.

This approach ensures that public infrastructure remains resilient, sustainable, and capable of adapting to future environmental challenges.

Social, Cultural, and Health

The Plan considers social, cultural, and health factors by ensuring that infrastructure is inclusive, accessible, and supportive of community well-being.

- Socially, it prioritises equitable access to essential services, public spaces, and recreational facilities, fostering community connectivity and engagement.
- Culturally, it acknowledges and reflects the heritage and identity of diverse communities, including Traditional Owners, through respectful planning and design.
- From a health perspective, the plan promotes active lifestyles by maintaining safe parks, pathways, and sporting facilities, while also ensuring public infrastructure supports clean, sustainable, and healthy environments.

Economic

The Plan considers economic factors to ensure long-term financial sustainability and efficient resource management.

- **Financial Responsibility:** The Plan aligns asset management with the Opex and Capex budgets and programs and the Long-Term Financial Plan to ensure that maintenance, renewal, and upgrades are cost-effective and fiscally responsible.
- **Economic Growth:** By investing in key infrastructure, such as transport networks, business precincts, and community facilities, the plan supports local economic activity, job creation, and business growth.
- **Cost-Effective Asset Management:** A lifecycle approach to asset management minimises long-term costs by optimising asset performance, extending lifespan, and reducing the need for premature replacements.
- **Sustainable Investment:** The plan considers climate resilience and sustainability, reducing operational costs through energy-efficient infrastructure, eco-friendly materials, and smart technologies.

Legal, Resource and Strategic Risk Implications

The Plan ensures infrastructure is compliant, efficient, and aligned with Council's Integrated Planning Framework by addressing legal, resource, and strategic implications.

- **Legal Considerations:** The Plan ensures compliance with Section 92 of the *Local Government Act 2020* and *Gender Equality Act 2020*. It also adheres to planning, safety, and environmental standards to mitigate legal risks and incorporate public liability and risk management to protect community interests.
- **Resource Considerations:** The Plan balances financial, human, and material resources to maintain and develop assets efficiently. It implements a lifecycle approach to asset maintenance, ensuring optimal use of resources, and uses technology and data-driven decision-making to enhance asset efficiency and reduce costs.
- **Strategic Considerations:** The Plan aligns with the City of Whittlesea 2040, the Community Plan 2025-35 (Council Plan), and the Long-Term Financial Plan to ensure that infrastructure meets future needs. It supports economic development, sustainability, and service delivery priorities, while also adapting to changing demographics, climate impacts, and technological advancements to enhance resilience and future readiness.

Implementation Strategy

Communication

Commence the final stage of the community consultation process by placing the Plan on public exhibition before finalising the Plan for Council consideration.

Critical Dates

If Council endorses the Officers recommendations, the critical dates are:

1. Public exhibition and community consultation between the period Wednesday 16 April 2025 to Sunday 11 May 2025
2. Final Council Report and Asset Plan 2025-26 will be provided to Council at its Scheduled Council Meeting on Tuesday 17 June 2025.

Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Attachments

1. Asset Plan 2025-35 Draft [5.3.1 - 39 pages]



Asset Plan

2025-26 to 2034-35

Draft

Acknowledgement of Traditional Owners

The City of Whittlesea recognises the rich Aboriginal and Torres Strait Islander Communities heritage of this country and acknowledges the Wurundjeri Willum Clan and the Taungurung People as the Traditional Owners of this place.



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The City of Whittlesea offer various language services to help you communicate with us.

Phone: 9217 2170
 National Relay Service: 133 677
 (ask for 9217 2170)

Connect with us in your preferred language



Free telephone
 interpreter service

131 450

Section A The plan for our assets

The City of Whittlesea is one of the fastest growing municipalities in Melbourne, with public infrastructure assets worth approximately \$4.03 billion.

This Asset Plan communicates how we will sustainably plan for managing these community assets now and into the future.

The Plan outlines how we will allocate resources wisely to mitigate risks, enhance efficiency, and improve liveability while ensuring long-term success.

Most importantly, through strong deliberative engagement with our community, and the establishment of new community derived asset planning principles, community aspirations are at the centre of all key decisions made on future infrastructure assets.



1. Our city at a glance

This Asset Plan aligns with the City of Whittlesea’s community vision as outlined in *Whittlesea 2040: A place for all* and the Long-Term Financial Plan to ensure assets meet the community’s long-term needs. It upholds intergenerational equity; balancing investment so future generations inherit well-maintained assets. In addition to infrastructure assets, we have an extensive property portfolio. Land and property are fundamental to how services are delivered, either directly or indirectly to the community.

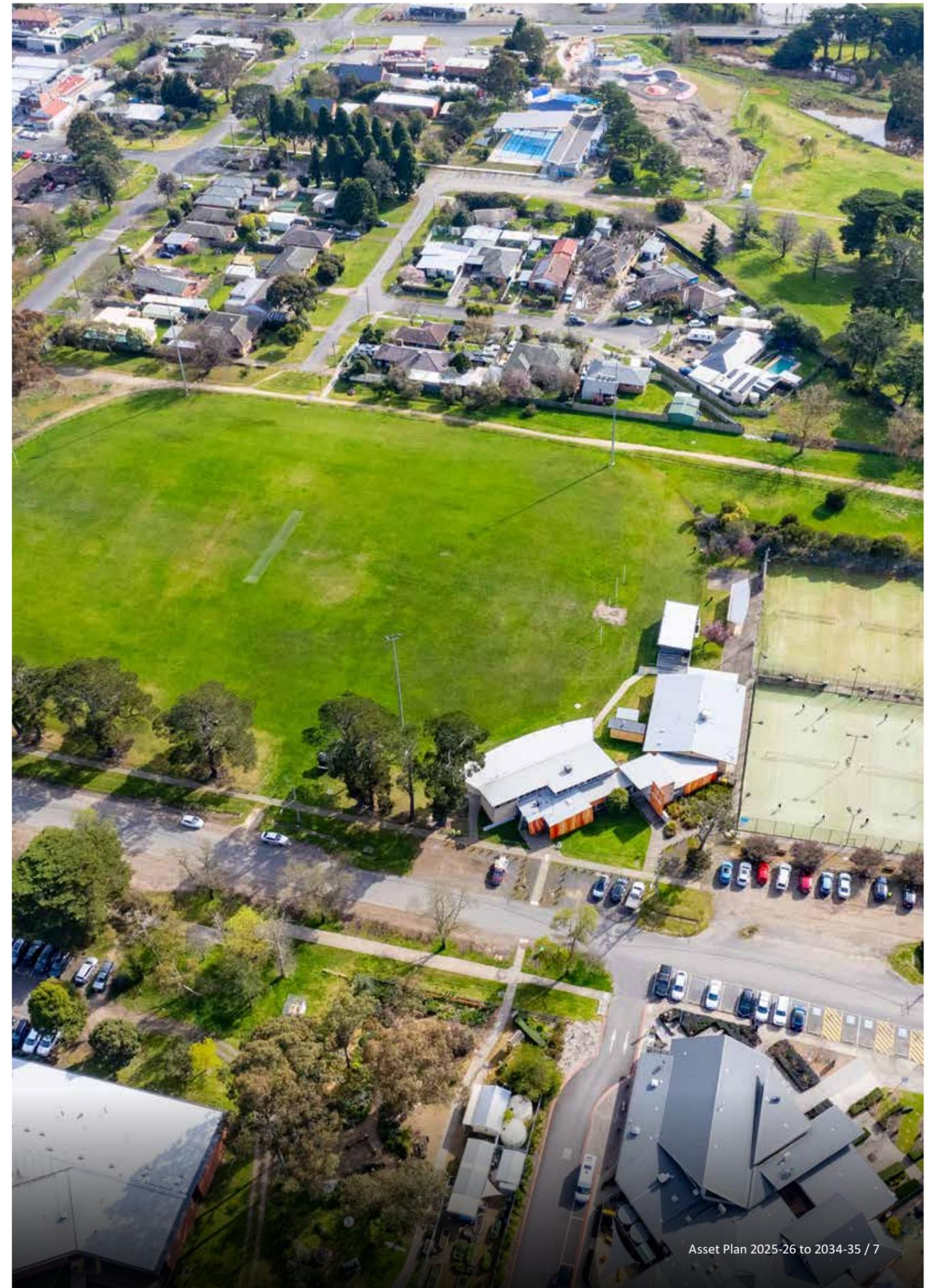
The City of Whittlesea is the fifth most densely populated local government area in Victoria and the fifth fastest growing in the last 10 years. Between 2023 and 2040 the population is estimated to grow by more than 45 per cent from 245,029 to 360,692 people, which is about 6,857 new residents per year.

As our city grows and attracts more people, our existing infrastructure wears out, increasing the demand for new ones, therefore placing a strong importance on robust asset plans and management practises. Our infrastructure assets benefit our community through enhancing safe connected communities, liveable neighbourhoods, a strong local economy and supporting a sustainable environment.

Similar to challenges facing other municipalities with rapid population growth, we need to prioritise available resources to deliver services, spaces and places to meet community needs. Consideration needs to be given for renewal and maintenance of existing facilities in established areas compared with investment of new community infrastructure in the growing suburbs.

To determine what we can afford, we must understand how population growth and challenges like climate change impact long term maintenance and renewal costs. As assets degrade and community expectations change, we must be transparent on our service standards and levels to balance economic, social, cultural, and environmental factors within available budget.

This ensures our assets support the services and amenities our community needs and expects, both now and in the future, providing sustainable benefits for all residents.



2. Our assets story on a page

Our asset story



\$4.03B
Infrastructure asset portfolios

Road infrastructure	Buildings
Car parks	Parks and streetscape infrastructure
Pathways	Playgrounds
Stormwater	Landscape and environment
Road ancillary	Sporting infrastructure
Bridges and boardwalks	

Health check



\$27M
Projected average annual renewal allocation

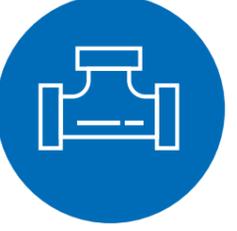
Asset value per capita \$16K Infrastructure value per head of population	Cost per capita \$111 Value of infrastructure renewal expenditure per head of population
Renewal ratio 59% Ratio of current budget and desired budget	Asset health* 72.3% Proportion of remaining life left in our assets

Challenges and opportunities

-  Growth
-  Demographic change
-  Technology shift
-  Ageing infrastructure
-  Performance
-  Climate change

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected as a measure of the remaining useful life of the asset portfolio.

Our Assets

			
1,414km Sealed roads	2,085km Drainage pipes	181 Sporting courts/fields	190 Council buildings

Our Plan

 <p>Long term decision making</p> <ul style="list-style-type: none"> Balancing community needs with responsible spending Optimising available funding to reduce long term risk Transparency in allocating funding to individual program Prioritising capital expenditure (new, upgrade and renewal works) with the focus on future needs 	 <p>Financial planning</p> <ul style="list-style-type: none"> Average annual capital expenditure = \$27M Infrastructure value per capita = \$16K Infrastructure spend per capita = \$111 Asset Funding Renewal Ratio¹ 59% Consumption Ratio² = 72.3%
 <p>Challenges and opportunities</p> <ul style="list-style-type: none"> Ageing Infrastructure Balancing community expectations against available budgets and affordability Climate change impacts Population growth and demographic shift 	 <p>Strategic improvement initiatives</p> <ul style="list-style-type: none"> Develop and review the Asset Plan using Deliberative Community Engagement Ensure assets are utilised, fit for purpose and sustainable Conduct annual review of level of service vs investment Implement a climate resilient infrastructure plan Consultation with Traditional Owners

¹ Renewal Funding Ratio: Planned renewal budget for the next 10 years / Desired renewal costs for the next 10 years (as per the desired service level).

² Consumption Ratio: Written down Value of an asset / Gross Replacement costs measured using the remaining life of an asset or its component

3. Introduction

3.1 Purpose of the Asset Plan

The purpose of this Asset Plan is to provide principles for the City of Whittlesea to make sound asset investment decisions using best practice asset management.

The Asset Plan outlines a comprehensive strategy for managing public assets over the next decade and beyond, ensuring their sustainable use for current and future generations. It is a public-facing document that informs the community about how we will manage community assets to achieve the Whittlesea 2040 objectives and its vision statement: **a place for all.**

The Asset Plan details how we will optimise capital and maintenance requirements, balance new assets and growth with existing infrastructure, and deliver services in line with evolving community needs and expectations. Our aim is to support consistent, evidence-based decision-making, engage the community and the Council in asset management performance reporting, improve links between costs and service levels, and articulate our challenges and risks. All of this will result in more informed community engagement and the best use of Council assets in the interest of the community, to achieve the Whittlesea 2040 community aspirations outlined in section 4.4 Strategic Alignment.

The Asset Plan serves as a mechanism for Council to strategically plan for the services, infrastructure, and land that will be needed in the future. An asset plan is a guide that helps the community and local government take care of important public assets like roads, parks, buildings, and drains. It explains how these things will be maintained, improved, and replaced over time so they stay in good condition for everyone to use.

The Asset Plan makes sure that money is spent wisely by balancing new projects with looking after what already exists. It helps the community understand how decisions are made about public spaces and services. By planning ahead, we can make sure future generations will have well-maintained and useful assets to enjoy. It also provides expenditure forecasts that will guide future maintenance, renewal programs, and capital projects, impacting long-term financial planning and annual budgets.

Compliance with the Local Government Act

Council has prepared this Asset Plan in compliance with Section 92 of the *Victorian Local Government Act 2020* which requires councils 'to include integrated, long-term, and transparent asset plans to achieve the best outcomes for the community with a timeline of at-least 10 years.'

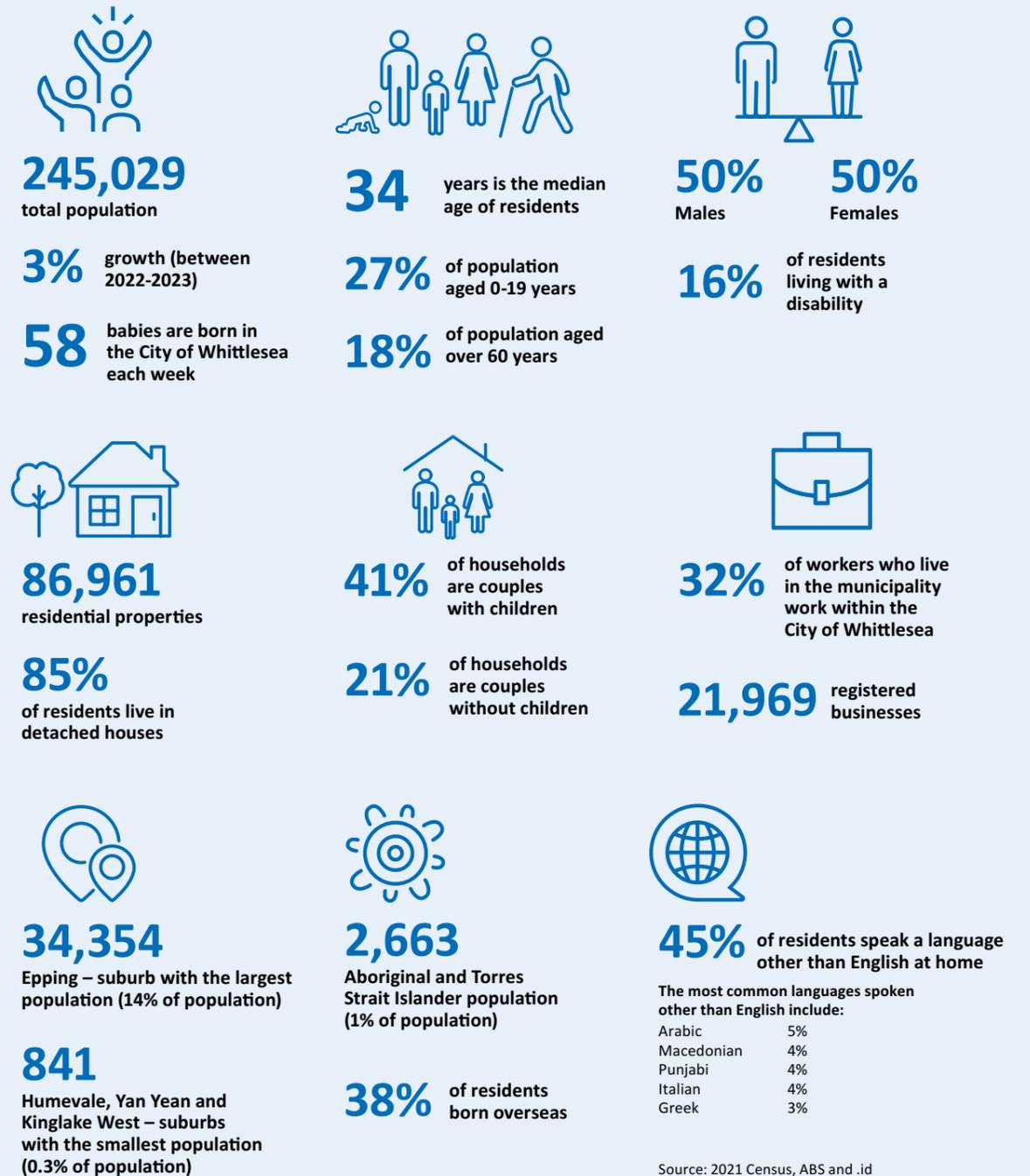


10 / City of Whittlesea

3.2 Our community and population

The City of Whittlesea is a large and growing municipality located about 20km north of the Melbourne CBD. It is one of Melbourne's largest municipalities, covering a land area of approximately 490 square kilometres. It consists of established urban areas in the south, and growth areas and rural areas in the north. It is currently home to 245,029 people and this is forecast to increase to just over 360,692 by 2040 (forecast.id 2023).

Our community



Source: 2021 Census, ABS and .id

3.3 Caring for country

We are committed to delivering our asset management practices and processes respectfully, with an awareness of the relationship between First Peoples and Country, inclusive of land, water, plants, animals and cultures.

In collaboration with the Wurundjeri and Taungurung Peoples, Traditional Owners and First Peoples community, we continue to respect and care for Country, as we ensure preserving our open space and parklands for all, and development is responsible and sustainable.

We recognise that Country is fundamental to developing infrastructure. Our infrastructure asset planning will respect the principles of Council's Aboriginal Action Plan which includes the Victorian Aboriginal Affairs Framework and Victorian Aboriginal and Local Government Strategy, and centred on seven strategic pillars:

- Culture, respect and trust
- Awareness and engagement
- Accountability and direction
- Governance and participation
- Economic participation
- Health and wellbeing
- Resourcing and funding

As we implement this Asset Plan, we will continue to build our relationship with the First Peoples community.

3.4 Our future challenges and opportunities

Council develops and implements a range of plans and strategies to support and guide our decision making and planning to meet the needs and aspirations of our community, now and into the future. These plans and strategies set clear actions and goals to deliver on the Whittlesea 2040 Vision.

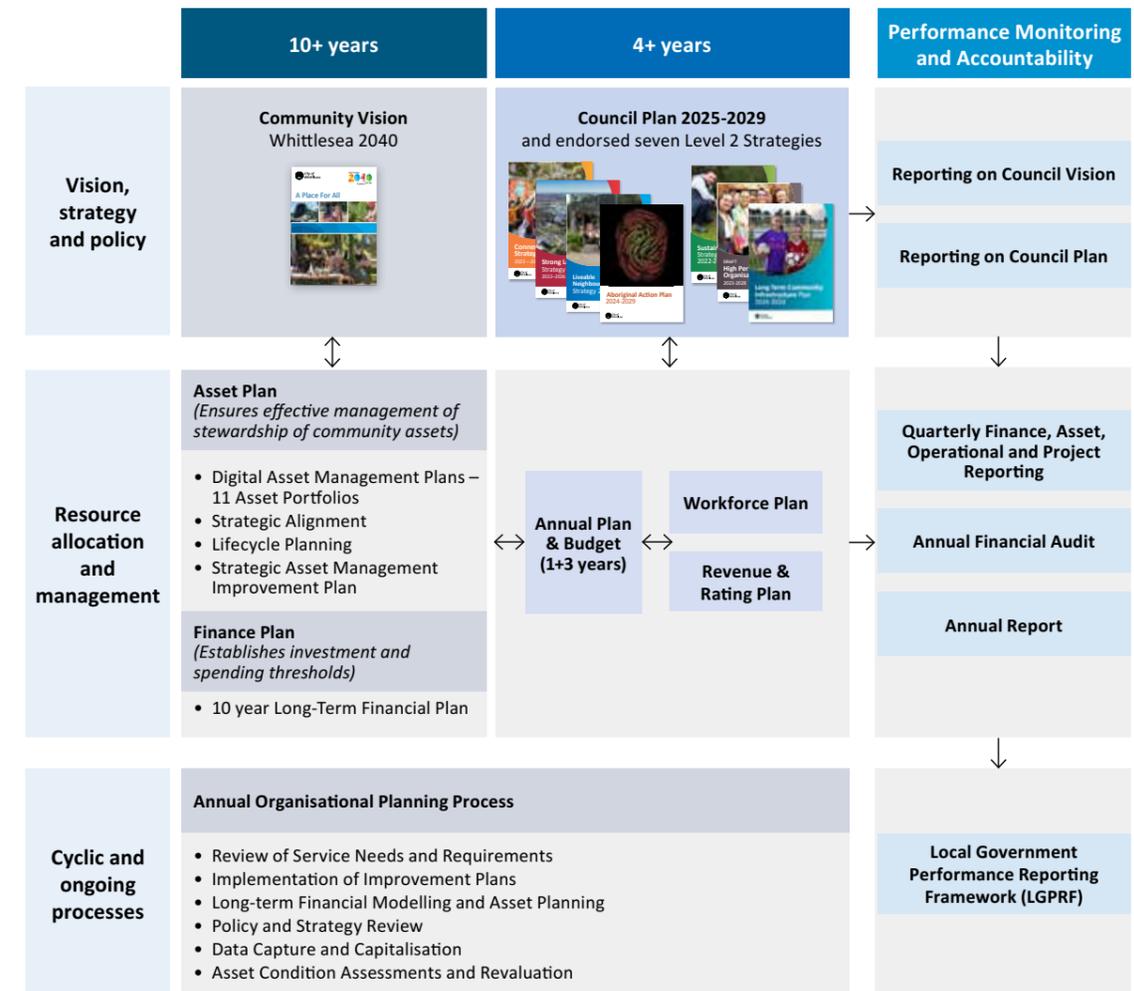
When developing strategic objectives for the Asset Plan, key priorities and challenges identified in these strategies were considered. This process also included input from targeted stakeholder consultation sessions conducted during the preparation of Whittlesea 2040: A Place for All. As part of this work, the Whittlesea 2040: Background Paper was prepared which briefly summarises these challenges and opportunities below.

	<p>Population and demographic change Planning Council services and infrastructure to support our growing population including an ageing population. Collaborative property management approach to balance growth, service and sustainability.</p>
	<p>Climate change Delivery of adaptation and carbon neutral approaches and supporting community and industry resilience.</p>
	<p>Regional economy Supporting strong local economy and employment, including local business, investment attraction, tourism and activation.</p>
	<p>Transport Making it easier to get around including road upgrades, pedestrian and cycle networks but especially public and community transport, and reduction of travel times.</p>
	<p>Sport, recreation and green space Planning for sport, recreation and open space.</p>
	<p>Inclusion and wellbeing Whittlesea has long recognised the importance of mechanisms to activate communities and is progressing on many indicators of community cohesion, inclusion and wellbeing.</p>
	<p>Technology shift Explore new and innovative delivery approaches.</p>

4. Strategic context

4.1 Asset management planning

Our asset management practices are guided by the Asset Management Policy, the Asset Plan, and supporting strategies and documents. This process is supported by technology, data, systems, and people and is informed by key corporate and strategic plans. Our Asset Management Framework is shown below.



Under the *Local Government Act (Victoria) 2020*, Council is legally required to establish a set of Strategic Management Plans. These plans guide our future planning, asset management, and financial sustainability.

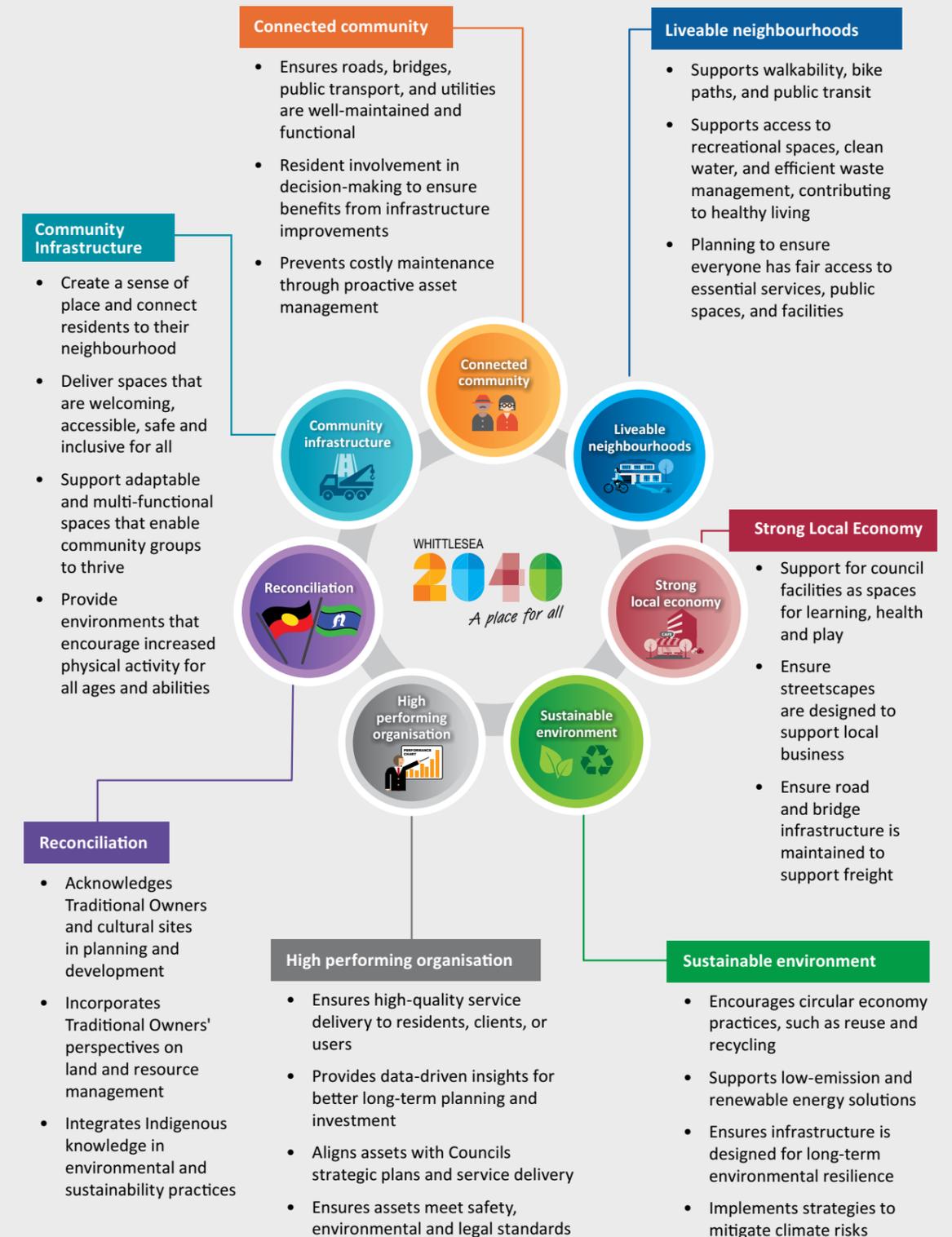
Our planning process will include a clear connection between the Community Vision, Community Plan, Long-Term Financial Plan, Asset Plan, and Operational Plans. The Asset Plan works alongside the Community Vision, Council Plan, and Long-Term Financial Plan.

An overview of these Strategic Management Plans and their role is shown below.

Strategic planning document	Role	Horizon and review cycle
Community Vision	Our community's aspirations and priorities for the future of the City of Whittlesea	20 Years
Council Plan	Details the objectives and strategies to aim for to achieve the Community Vision with a four-year delivery focus	4 years
This Asset Plan	Details the Strategic Actions and Asset Management Indicators that provide for deliberative community engagement in line with the <i>Local Government Act 2020</i> regulation and funding plan for Maintenance, Operations, Renewal, Upgrade and New (MoRuN) expenditure.	10 years of scenario planning. Review and formal endorsement by Council.
Long Term Financial Plan	Council's Financial Plan detailing the Capital Works Plan, Income and Funding Sources and Local Government Financial metrics.	10 years outlook with an Annual Review
Workforce Plan	Outlines how we will manage our resources and budgets to deliver projects	4 years
Annual Operational Plan and Budget	Outlines how we will manage our resources and budgets to deliver projects	1-2 years
Asset Management Plans	For each asset portfolio – the asset management plan details the funding need for maintenance and capital for a range of service levels	20 years and with a comprehensive update every re-valuation cycle of 4 years.
Capital Program	Translates the Asset Plan into actionable projects, ensuring infrastructure remains effective, sustainable, and aligned with long-term strategic goals.	Annual program formally endorsed by Council supported by 10 Year Program
Aboriginal Action Plan	Recognises and enables Aboriginal self-determination through prioritising culture, addressing trauma and racism, through prioritising decision-making power, support for healing and promoting cultural safety.	5 years
Long-Term Community Infrastructure Plan	This plan looks ahead and uses solid evidence to prioritise and ensure that community infrastructure is provided fairly and on time.	10 years
Public Open Space Plan	Sets the vision to protect, enhance and grow our network of open space to meet the needs of our diverse and growing community.	5 years
Road Management Plan	A statutory requirement of the Road Management Act 2004, that provides detailed information about the maintenance needs, and inspection regimes of road assets across the municipality.	4 years
Strategic Property and Land Plan	Outlines how we will strategically manage Council's extensive property portfolio to maximise long-term community benefits.	5 years

Table 1: Strategic Management Plans

Council Plan/Strategies Asset Plan interaction with Council Plans and Strategies



4.2 Lifecycle approach to asset management

We use a lifecycle approach to asset management, considering the resources needed to operate, maintain, repair, and replace assets to meet service level requirements and ensure they last as long as expected.

To make the most of our asset spending, we plan for the entire life of an asset from when it is built or purchased to when it is replaced or disposed of. This approach helps us get the best value from our assets while maintaining the required service levels in the most cost-effective way.

1. Planning and design

When deciding what assets are needed for the future, we think about the total cost over time which is referred to as 'whole of costs'. We also consider things like affordability, fairness, ease of access, how easy it is to maintain, and its impact on the environment.

2. Creation and acquisition

Before building or buying something new, we look at other options like leasing or forming strategic partnerships. Any new asset should fit within an approved plan and match the Council's Long-Term Infrastructure or Strategic Property and Land Plans. We also calculate how much it will cost to maintain assets over a 10-year period, as well as whether we will need to build or acquire assets. All this information informs the Financial Plan for long term maintenance and renewal of assets.

3. Maintenance and operations

In addition to periodical inspection, a detailed condition audit of each asset is conducted every four years to monitor its condition, safety, and usefulness. We carry out planned maintenance to prevent expensive repairs and failures. This helps keep everything running properly while meeting safety and service standards.

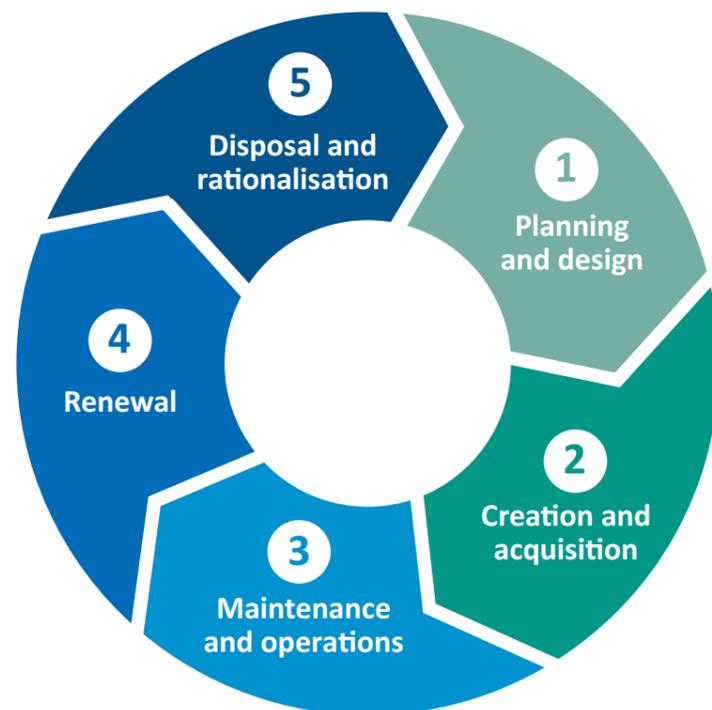
4. Renewal and upgrade

As assets are consumed and deteriorate over time, assets are only replaced when they can no longer meet the required service level. The most important assets are upgraded or replaced first, based on how critical they are to the community.

5. Disposal and rationalisation

If an asset is no longer useful or needed, we look at options to sell or re-purpose, saving resources on reactive and preventative maintenance. This is part of planning for future financial sustainability.

> Asset information – inventory, condition, functionality and capacity are recorded in our enterprise systems. Our funding is based on scenario planning using a service level-based approach. Condition Assessment is undertaken by a suitably qualified professional.



4.3 Strategic asset management targets

The target state, where we aim to be, has been established based on several key considerations. From an asset management perspective, our goal is to set intervention standards that maintain assets in a manageable state, ensuring we do not create a burden for future generations.

The factors guiding these targets include:

- **National benchmarks:** The National State of the Assets recommends keeping assets in **Poor and Very Poor Condition (PVP)** below 10%, typically comprising of 6% in Poor and 4% in Very Poor.
- **Industry standards:** The Victorian Auditor General Office suggest sustainable investment in infrastructure ranges from 50-100%.
- **Strategic asset planning:** We assess individual asset class management plans, considering recommended intervention scenarios and performance indicators. These plans are then balanced at the portfolio level to ensure a cohesive approach.
- **Affordability and achievability:** The 10-year capital renewal plan must be financially viable and deliverable, ensuring that resources are allocated effectively within budget constraints.
- **Asset Health:** Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected as a measure of the remaining useful life of the asset portfolio.

Strategic asset management targets
City of Whittlesea – Target State

- < 5% PVP future years
- 50% > 80% Asset renewal funding ratio
- > 65% Asset health

4.4 Strategic alignment

Whittlesea 2040: A place for all sets out the five goal areas: *Connected Community, Liveable Neighbourhoods, Strong Local Economy, Sustainable Environment, and High Performing Organisation.*

Each of these goals has supporting key directions and measures for the community’s aspirations to be more A Place for All.

Over the next 10 years we will work towards the following focus areas that will contribute to our Whittlesea 2040 vision of being A Place for All. The following tables outline the key action areas and how assets help support the delivery of the community vision and key priority areas.

Whittlesea 2040 strategic alignment to the 10-year Asset Plan 2025-2026 to 2034-35

This table identifies how our assets support the delivery of each of these action areas as they align to each community aspiration and goal.

Key Directions 2025-29	4 Year Objectives	Road Infrastructure	Stormwater Infrastructure	Buildings	Pathways		Park and Streetscape Infrastructure	Bridges and Boardwalks	Playgrounds	Roads Ancillary	Landscape and Environment	Car Parks	Sporting Infrastructure
Goal 1: Connected Community													
1.1 A socially cohesive community			✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
1.2 A healthy and safe community	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
1.3 A participating community	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Goal 2: Liveable Neighbourhoods													
2.1 Smart, connected transport network	✓	✓			✓		✓	✓		✓		✓	
2.2 Well-designed neighbourhoods and vibrant town centres	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
2.3 Housing for diverse needs	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Goal 3: Strong Local Economy													
3.1 Increased local employment	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
3.2 Education opportunities for all				✓									
3.3 Successful, innovative local businesses				✓			✓				✓		
Goal 4: Sustainable Environment													
4.1 Valued natural landscapes and biodiversity	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
4.2 Climate ready	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
4.3 Leaders in clean, sustainable living	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Goal 5: High performing organisation													
5.1 Driving better community outcomes	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
5.2 More informed Council decisions	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
5.3 More cost-effective investment and engaged workforce	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓

Table 2: Whittlesea 2040 strategic alignment

4.5 Asset investment categories

For the purposes of this Asset Plan, our asset spending is categorised in a way that helps us to plan our budgets and track how we spend our money on assets and services.

Expenditure Type	Asset management activity	Description
Operational	Maintenance	Scheduled work to keep assets operating at the required level of service, or reactive work to repair defects and ensure that assets meet their service life and don't require early renewal.
	Operations	Recurrent expenditure that is required to use an asset such as utility costs, audit and inspection programs, cleaning or fees paid to other organisations.
Capital	Renewal	Works on assets that are at the end of life that restore their ability to deliver or facilitate the delivery of the desired service.
	Upgrade	Works that increase the quality of the existing service that can be delivered through an existing asset.
	Expansion	Works that increase the quantity of the same services that can be delivered through an existing asset.
	New	Works that generate an asset that can provide a service that does not currently exist.
Acquisition	Gifted or Contribution	Assets handed over to Council's possession as part of sub development and growth.

4.6 Asset planning principles

In 2024, we held three focus groups, consisting of community members representative of our diverse municipality, as well as an internal focus group to help provide an opportunity for residents to engage in valuable discussion to develop a set of asset planning principles.

Feedback was sought through an individual written survey, discussion at table level and whole room group discussion to ensure everybody's voice was heard. Insights from these sessions helped identify, assess, and prioritise eight guiding asset planning principles. This approach enabled us to achieve balanced principles that were informed by the community's perspectives and reflect our commitment to a best practice contemporary approach to asset management and support our Community Vision.



Active community

Assets promote an active and healthy community



First peoples

Assets demonstrate connection to First Peoples



Connected community

Assets promote community connectivity



Community focused

Assets meet the diverse and changing needs of the community



Safe community

Asset risks are minimised to keep the community safe



Equitable and accessible

Assets are equitable and accessible to the whole community



Useability

Assets are optimised for useability



Sustainability

Infrastructure decisions consider environmental, social and financial sustainability



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5. Our community's role

We are committed to engaging with our community and ensuring transparency in our decision-making by providing opportunities to provide input into decisions that affect asset and service delivery.

In compliance with the *Local Government Act 2020*, we seek feedback from the community at key points in the decision-making process to ensure we provide services and assets that are sustainable and available for future generations.

Our stakeholders:

- The community
- Traditional Owners
- The Council
- User groups
- Community groups

5.1. Council's community engagement principles

We are committed to providing a structured and transparent framework for purposeful, genuine and meaningful community engagement. Our Community Engagement Policy guides our approach to community engagement and outlines how we will provide opportunities for our diverse community to share ideas, opinions and feedback to ensure their voices are heard and considered in Council decision making.

In line with Council's Community Engagement Policy, we will engage with our community in relation to decisions that affect asset and service delivery. We will use deliberative engagement practices in the development of key strategic asset management plans.

There are many ways members of the community can inform and influence decisions about our assets, including through our annual budget process, regular community surveys and through our online engagement platform.



Asset Plan 2025-26 to 2034-35 / 23

6. How we manage our assets

6.1 Our assets support our services

Council provides many important services to help make the community a great place for everyone. These services are grouped into specific categories that reflect the services offered.

Infrastructure assets that Council are responsible for include physical things like buildings, roads, parks, and heritage sites that help deliver these services and improve public well-being. These assets, whether old or new, natural or built, belong to the whole community. They give people opportunities to work, live, play, and enjoy a safe and comfortable environment, both now and in the future.

Over time, these assets wear out due to age, damage, disasters, or becoming outdated. Council carefully manages its budget to make sure these assets are properly maintained. This helps keep them in good condition and ensures the infrastructure remains strong and sustainable for the long term.

The assets owned and operated by Council as presented in this Asset Plan, are broken down into 11 asset portfolios that align to financial reporting, renewal programming and maintenance contracts. Section B in this document outlines the state of these assets physically and financially.

6.2 Why is asset management important?

Our community expects assets to be provided to a standard that ensures public safety, functionality and accessibility and to support the delivery of quality services and programs.

We need to balance delivering what our community needs and expects with what our community can afford.

Over time, our community needs, and expectations are bound to change – with demographics, climate and technology constantly evolving.

With a finite budget for investment in assets, a planned and measured approach to asset management is necessary to ensure a fair and fiscally prudent long-term financial plan.

6.3 How our assets support community needs

Our assets exist to support the delivery of Council services and public facilities that, in turn, support our community's social and economic needs as identified in Whittlesea 2040. When making decisions about renewal or maintenance of our assets and/or prioritising our new asset investments, we always undertake life cycle analysis and what the appropriate levels of service are for an asset prior to setting budgets, to ensure our community aspirations are achieved.

6.4 Levels of service

Our service levels are defined by our expectations of the standard at which an asset needs to perform. We define our service levels with respect to availability of the service, quality of the service, risk posed by service deficiency, accessibility of the service and suitability of the service. We acknowledge that where a higher service level provision is required, due to higher utilisation and need, there is an increase in the importance of the asset providing the service. These assets will be attributed with a higher level of hierarchy to ensure more frequent inspections, increased maintenance provisions and a higher priority within renewal programs.

Service levels are set by the Council based on community expectations, legislated levels of service and standards and detailed within the respective Asset Management Plans.

Our decisions on maintenance, renewal and upgrades are driven by these service level interventions and are based on the criticality of the asset (service), utilisation and available resources.

When determining appropriate service levels, we focus on the following key considerations:

- Appropriate intervention level
- What is the ongoing investment needed to fund minimum service levels; and
- Finding the balance based on priority, risk and utilisation.

6.5 Our asset response to gender equality

To ensure that every resident and visitor to our city can fully participate in community life, our infrastructure must be usable, welcoming, relevant and safe for everyone.

Globally, many disadvantaged groups miss out on opportunities to improve their lives because the infrastructure around them isn't built with their needs in mind. This means that services are likely to be experienced differently and have different outcomes for people of different genders.

We are committed to considering gender equality in planning, delivering, maintaining, and managing our infrastructure assets to support equal access to services.

This commitment begins with an inclusive design that ensures our infrastructure works for everyone, including women, men, gender-diverse people, people with disabilities, refugees, and the CALD – culturally and linguistically diverse – community.

6.6 Our asset response to intergenerational equity

We are committed to evaluating intergenerational equity when considering borrowings for building assets for current and future generations.

This is achieved through maximising the benefits for the current generations whilst also preserving resources, opportunities, and assets that allow future generations to thrive and ensuring financial decisions don't unduly burden future generations with repayment obligations.

Council is committed to:

- Reviewing the timelines and funding of upgrades, renewals and delivery of new assets
- Ensuring residents have good access to health, community and sporting infrastructure
- Analysing when further borrowings are required
- Continually reviewing the Levels of Service and managing risk
- Continually assessing and inspecting condition of existing infrastructure.

6.7 Our asset response to climate change

We are committed to ensuring climate change, flooding, municipal emergency management, and sustainability are considered with respect to responsible asset management. When designing new or maintaining our current asset infrastructure base, we will ensure that our decisions are based on:

- Climate-proofing assets
- Improving the resilience of buildings and road infrastructure to withstand climatic events
- Limiting high-risk assets
- Investment in eco-friendly materials
- Sustainable operations.

6.8 Our asset response to technological advancements

We are committed to investigating how technology will help drive outcomes and Levels of Service (LoS) improvements. Technology can help and assist in providing sustainable service, reduce or even eliminate risk, improve performance and significantly reduce operating costs. Technological advancements that could assist in managing infrastructure assets include:

- Integration of sensors into infrastructure to lower energy consumption and water usage
- Integration of sensors into infrastructure to help predict maintenance requirements
- Adoption of machine learning to improve accuracy and cost of condition assessments
- More efficient design enhancements
- Optimisation of big data analytics to help inform capital programming and operations
- Development of further remote operations.

7. Funding for the future

To ensure responsible and sustainable stewardship of our assets, we are committed to balancing our community’s needs and aspirations with what is affordable for ratepayers.

Making decisions about funding our assets requires ongoing balancing of service levels, risk and the need to adequately maintain and renew assets. Our aim is to achieve long-term asset sustainability.

7.1 Integration with the Financial Plan

To ensure the resources needed to manage our assets are provided in our financial planning instruments, integration of the Asset Plan and the Financial Plan is critical.

The balance between maintaining and renewing our assets and accommodating funding for improvement and growth is a constant challenge – underfunding the renewal of an asset can lead to lower levels of service and deferring an important asset upgrade can mean that the asset is no longer fit-for-purpose.

Our Asset Plan has considered a minimum of two options, linked to Community Levels of Service. The adopted expenditure included in this Asset Plan is consistent with our affordability after considering at-least two scenarios per service/class.

All funding requirements identified for each asset portfolio have been allocated in the Financial Plan. This will require future monitoring and further analysis as new asset information becomes available such as new asset condition data. Funding requirements may potentially change which will require adjustment to the Asset Plan and the Financial Plan.

7.2 Our asset investment strategies

Looking ahead to the next 10 years, our approach is to be prudent in our investment decisions using a holistic lifecycle approach to asset management.

This means that we will aim to plan our assets so that they will continue to support quality living, economic development, and environmental sustainability in the long-term.

Investment in asset maintenance and renewal will be balanced by significant investment in new and upgraded assets to meet current and future demand across the region as we grow and change.

Maintaining integration between our Asset Plan and Financial Plan is key to ensuring that future funding is allocated in a way that supports service delivery and effective asset management.

Our asset investment strategies align with our asset management and financial planning principles.

We will aspire to:

- Optimise asset life through timely and effective maintenance
- Continue to place a high priority on renewing our ageing assets
- Manage the impacts of growth by being strategic in how we plan for our future asset needs
- Comply with our obligations by actioning legislated standards in asset planning and development
- Provide affordable services by balancing community needs and aspirations with what ratepayers can afford
- Build resilient assets that not only deliver the best outcome for our community but also the best outcome for the environment.

8. Asset management functions

Asset planning is not a set and forget process. It needs to be flexible to ensure our assets and levels of service are responsive to changes in population and demographics and the ongoing challenge of climate change, can capitalise on emerging trends and opportunities, and continue to meet agreed requirements as priorities change over time.

8.1 Strategic Asset Management Plan reviews and updates

This Asset Plan will be formally reviewed and updated every four years in line with the new Council term to provide opportunities for the new Council to make any required changes.

An annual review of the Asset Plan will be presented to Council for formal endorsement ensuring asset management strategies remain effective, aligned with organisational goals, and adaptable to changing conditions. It involves assessing asset performance, reviewing financial planning, and optimising maintenance strategies to ensuring compliance with key priorities and decisions of Council.

8.2 Condition assessment and valuation

We have adopted a cyclical condition audit and revaluation program that ensures that each asset portfolio is assessed for condition every four years. The condition for all asset classes are assessed using a 1 to 5 rating system as shown below:

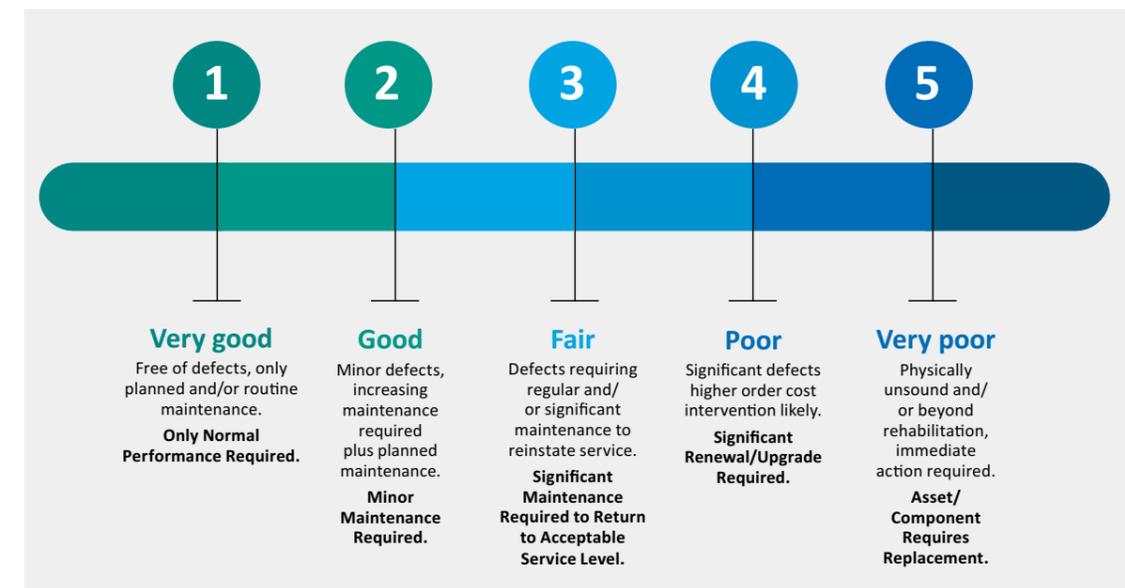


Figure 1 – Asset Condition Assessment Rating

Whilst the condition assessment is being undertaken, asset attributes including material, model/make and measure are confirmed in the field. Condition Audits are performed by a combination of external consultants and internal Council Officers, depending on the level of expertise and assessment equipment/technology required to perform the assessment.

The condition assessment data collected informs future renewal and maintenance programming, performance analysis of existing asset treatments and revaluation to ensure assets are being recognised at their true market value.

8.3 Reporting

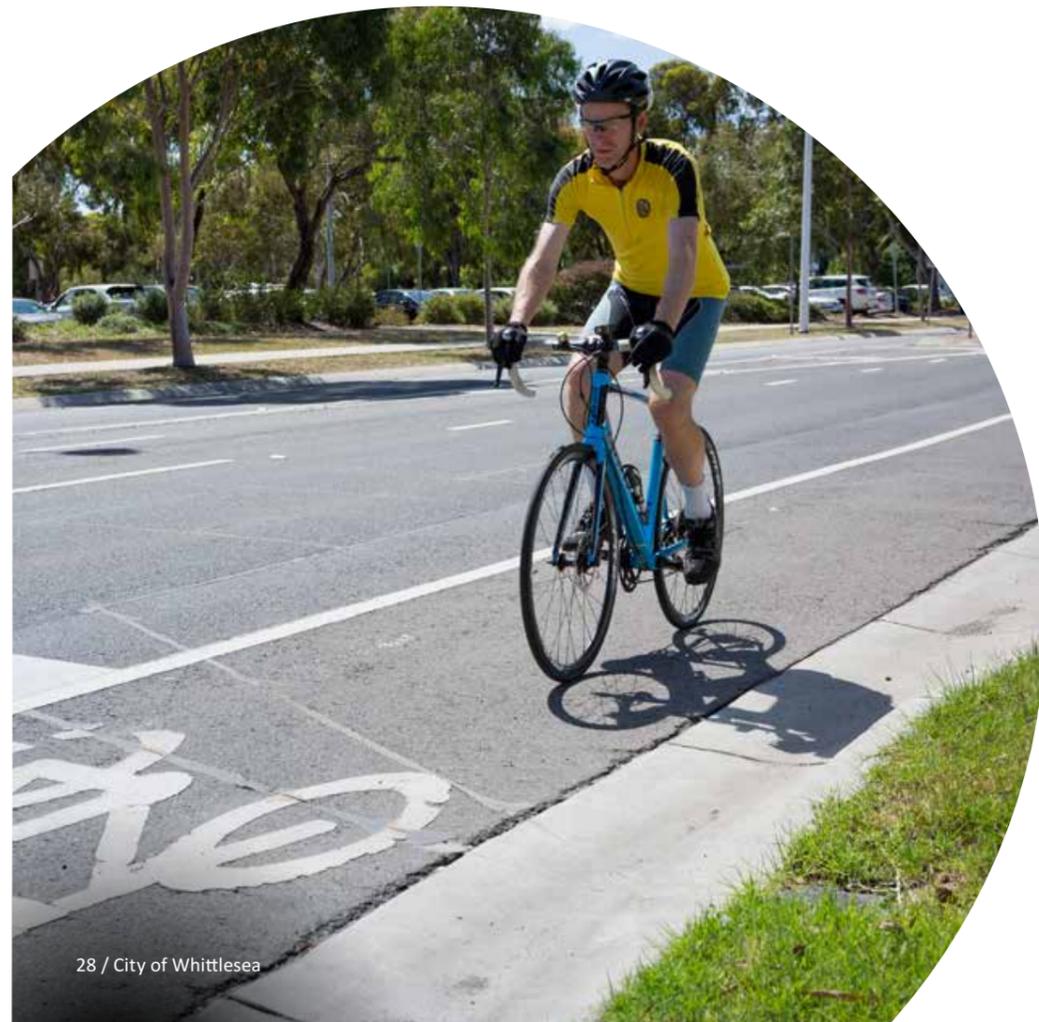
Our Asset Plans have a life of four years in line with the council election cycle. They are fully reviewed and updated within two years of each council election. They are also reviewed during the annual budget planning process and updated to recognise any material changes in service levels or resources available to provide those services as a result of budget decisions.

Reporting on service levels and other performance measures is undertaken as part of our Annual Report.

8.4 Continuous improvement

We acknowledge that significant annual expenditure is required to manage and maintain our existing infrastructure. This highlights the importance of maintaining high-level skills and practices to ensure services are delivered economically and sustainably. We are committed to continuously working to improve our knowledge, skills and operational practices in line with sector-wide best practice.

The financial analysis and projections in this Asset Plan are based on existing data, processes, systems, and standards. We are committed to identifying ways to achieve a more robust evidence base and analysis and to improving our practices to achieve this. One of the keys to this will be engaging with our community to establish optimised service levels that are affordable over the long term.



Section B

The state of our assets



1. Overview of our assets

1.1 Asset portfolio overview

The infrastructure assets owned and operated by our Council cross 11 asset portfolios: totalling over **\$4.03B** in replacement costs.

The mix of infrastructure is shown in the diagram below as a percentage of the total replacement value. These infrastructure assets support almost every part of our daily lives. They help keep us safe, healthy, connected, and employed. Maintaining existing infrastructure is just as important as building new infrastructure.

The distribution of the City of Whittlesea’s asset portfolio by asset category and replacement value is shown below in Table 4.

Asset Portfolio	Replacement Cost (\$,000)	Fair Value (\$,000)	Asset Health
Road Infrastructure	\$1,812,655	\$1,410,040	77.8%
Stormwater	\$757,015	\$511,323	67.5%
Buildings	\$501,866	\$401,814	80.1%
Pathways	\$334,834	\$270,863	80.9%
Parks and Streetscape Infrastructure	\$196,797	\$100,533	51.1%
Bridges and Boardwalks	\$145,411	\$75,405	51.9%
Playgrounds	\$101,139	\$55,522	54.9%
Road Ancillary	\$63,906	\$34,851	54.5%
Landscape and Environment	\$42,049	\$30,235	71.9%
Car Parks	\$35,367	\$27,326	77.3%
Sporting Infrastructure	\$30,717	\$15,553	50.6%

Table 4: Asset infrastructure portfolio distribution

Asset Health is a measure of the remaining useful life of the asset portfolio. The figure above displays the current asset health by asset portfolio.

Council is responsible for delivering services to the community. Many of these services rely on a large and diverse portfolio of physical assets for delivery. Understanding the current state of these assets, their service performance, costs, and risks, enables us to plan and prioritise maintenance and management to best meet the needs of the community. To better manage their unique characteristics and challenges, assets are categorised into asset classes.

This Asset Plan presents a high-level summary of the state of the assets and their sustainability. Detailed data on each asset portfolio, as well as intervention levels and service monitoring, future financial sustainability options and consequences, can be found in the relevant asset management plan.

When we consider asset performance, we consider current state but, most importantly, take a long-term view to ensure future sustainability and minimise any burden on future generations. This section presents the anticipated performance of our **\$4.03 billion** asset portfolio over the next 10 years.

1.2 What it will cost

As indicated in Council’s Long-term Financial Plan, over the next 10 years we expect to spend:

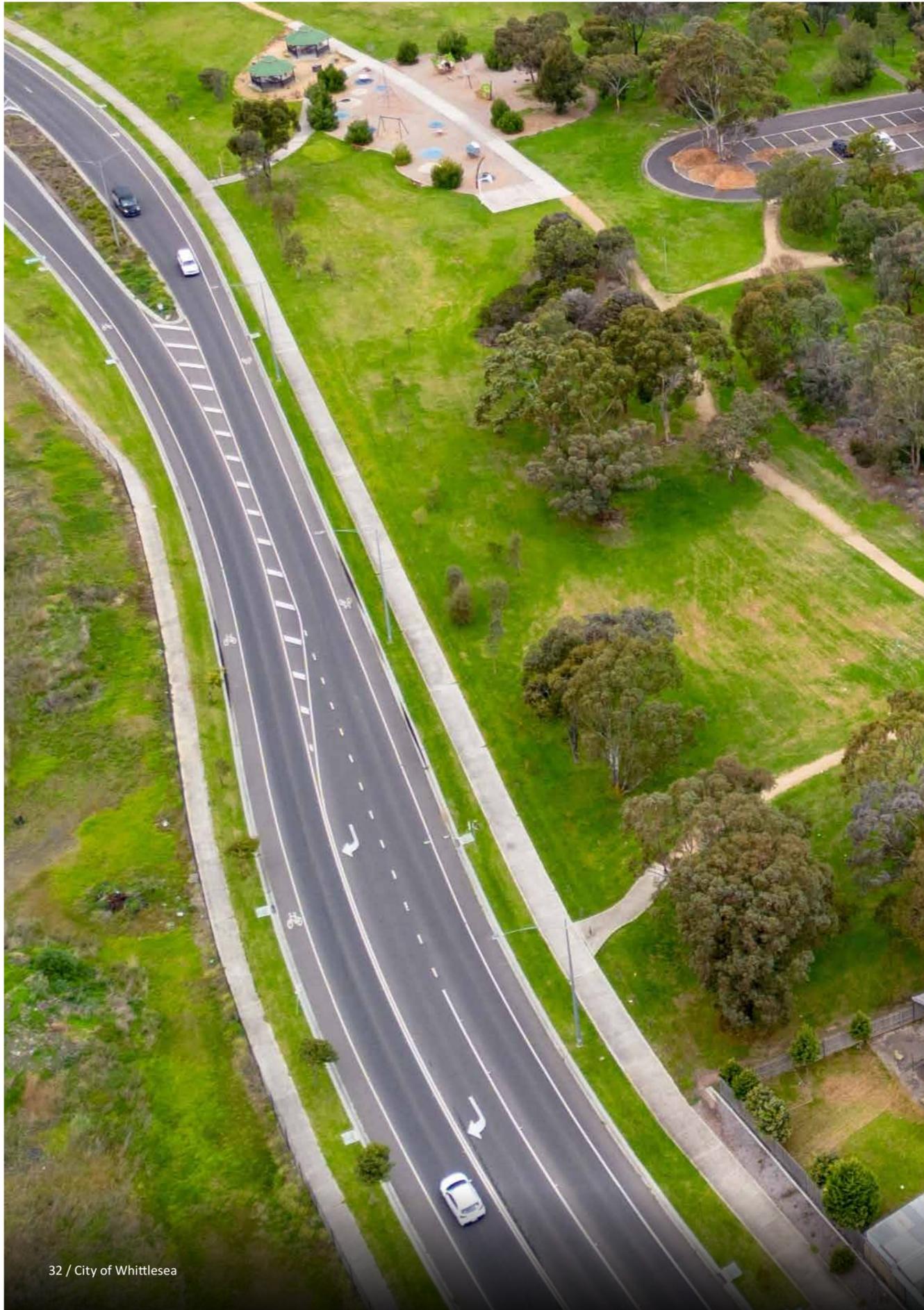


- \$297M** Renewing our assets
- \$127M** Enhancing and upgrading existing assets
- \$595M** creating new ones
- \$677M** Operating and maintaining our assets

Which equates to a combined investment of **\$1.697B** making sure our assets remain safe and fit-for-purpose. A summary of the planned total expenditure by asset function for the 2025-2035 period is shown in the Table below.

Infrastructure Asset Portfolios	Maintenance costs (\$'000)	Renewal costs (\$'000)	Upgrade costs (\$'000)	New costs (\$'000)	Total (\$'000)
Road Infrastructure	\$89,063	\$147,500	\$17,786	\$42,422	\$296,771
Stormwater	\$22,049	\$10,300	\$1,775	\$16,950	\$51,074
Buildings	\$86,993	\$30,272	\$61,917	\$173,778	\$352,960
Pathways	\$43,138	\$41,531	\$8,425	\$27,456	\$120,550
Parks & Streetscape Infrastructure	\$35,015	\$24,624	\$13,516	\$83,655	\$156,810
Bridges & Boardwalks	\$1,568	\$3,984	\$0	\$28,560	\$34,112
Playgrounds	\$19,374	\$20,260	\$9,815	\$1,916	\$51,365
Road Ancillary	\$21,047	\$6,125	\$1,869	\$15,494	\$44,535
Landscape and Environment	\$324,651	\$0	\$0	\$0	\$324,651
Car Parks	\$1,568	\$2,906	\$1,675	\$530	\$6,679
Sporting Infrastructure	\$32,669	\$9,890	\$10,275	\$204,335	\$257,169
Total	\$677,135	\$297,392	\$127,053	\$595,096	\$1,696,676

Table 5: Planned total 10 year expenditure by asset portfolio



2. Asset portfolio summaries

2.1 Roads infrastructure

This portfolio includes:



1,414km
Sealed roads



2,407km
Kerbs



5238
Traffic management
devices (TMDs)



77km
Unsealed
roads



17km
Road barriers



Asset portfolio value:
\$1.812B
(as at 30 June 2024)



Asset health*:
77.8%

Why do we have these assets?

Our roads, kerbs and traffic management devices are essential for a safe, efficient, and well-connected transport network. These assets serve multiple purposes, including:

- Safe and efficient movement – Roads facilitate the flow of vehicles, cyclists, and pedestrians, ensuring accessibility for all.
- Traffic regulation and safety – Kerbs and traffic management devices (e.g., traffic islands, roundabouts, speed humps) control traffic flow, reduce congestion, and prevent accidents.
- Stormwater management – Kerbs delineate road edges, guide driver behaviour, and play a key role in directing stormwater road surface flows into underground stormwater pipes, via stormwater pits, preventing flooding and road deterioration.

- Pedestrian and cyclist protection – bollards, fencing, and median barriers improve visibility and separate vulnerable road users from traffic, reducing the risk of accidents.
- Road condition and maintenance support – Reflectors, rumble strips, and drainage systems help maintain road integrity, improve visibility in low-light conditions, and reduce hazards such as skidding and water pooling.

By maintaining these assets, we ensure a safe, functional, and sustainable transport system that supports the needs of the community now and into the future.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.1 Roads infrastructure

What does our work involve³?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Maintenance and repairs to roads such as patching potholes Operational servicing such as street sweeping, vegetation management and weed spraying Routine maintenance of road signage, guardrails, and traffic signals to ensure visibility and functionality Regular cleaning, repairs, and repainting of line markings and roadside assets. 	<ul style="list-style-type: none"> Resurfacing of existing roads Road reconstruction or major patching of road failures Replacement of kerb and traffic management device assets Replacement of aged or deteriorated (very poor condition) roadside barriers and fencing for improved road safety. 	<ul style="list-style-type: none"> New constructed and gifted assets by developers Road safety improvements such as installation of crash barriers and, intersection upgrades Sealing of unsealed roads Construction of roundabouts, installation of speed humps, and other measures to slow traffic Condition assessment of new gifted assets provided at handover of subdivisional stage.

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$7,618	\$7,879	\$8,149	\$8,428	\$8,716	\$9,015	\$9,324	\$9,644	\$9,974	\$10,317	\$89,064
Renewal Cost	\$12,000	\$12,000	\$14,500	\$14,500	\$14,500	\$14,500	\$14,500	\$17,000	\$17,000	\$17,000	\$147,500
Upgrade Cost	\$1,867	\$2,150	\$1,528	\$1,828	\$2,334	\$5,827	\$560	\$612	\$544	\$546	\$17,786
New Costs	\$2,070	\$9,681	\$5,410	\$3,052	\$6,384	\$5,851	\$5,938	\$1,116	\$872	\$2,048	\$42,422
Total											\$296,772

Table 6 – Road infrastructure projected expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$297 million on maintaining, renewing and improving the City's road infrastructure.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our road network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our road infrastructure assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

³ The following described works are typical examples of activities undertaken and do not represent an exhaustive list. They are provided for general information purposes to illustrate the types of work involved.

What are the future challenges and opportunities?

Changing population	Increased freight task	Climate change	Legislation and compliance
<ul style="list-style-type: none"> The increased demand on local roads and their connections with State government managed arterial and collector roads due to population growth and increased dwelling density. 	<ul style="list-style-type: none"> The increased deterioration of our road network due to an increased number of heavy vehicles and increased gross loadings. 	<ul style="list-style-type: none"> The lack of availability of sustainable transport options, including public transport The increased risk of damage to our transport assets due to more frequent and more extreme weather events The need to consider resilience in the design and construction of new assets. 	<ul style="list-style-type: none"> The need to ensure compliance with the <i>Road Management Act 2002</i> The need to meet the requirements of our Asset Management Plan The need to ensure clarity on which roads we are responsible for Ensure compliance with our Road Management Plan and the statutory requirements of the <i>Road Management Act</i>.



What key actions will we take, including significant projects?

- Update Asset Management Plan including technical and community levels of service.
- Continue road and kerb asset data maintenance and cleansing to improve planning and lifecycle management.
- Continue with cyclic condition inspection programs for roads, kerbs, and traffic management devices, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs for roads, kerbs, and Traffic Management Device (TMD) assets based on condition assessments, risk and criticality requirements.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Resurface and rehabilitate deteriorated roads and replace kerbing in very poor condition to improve safety and levels of service.
- Continue re-sheeting unsealed roads to maintain safe and functional unsealed roads.
- Implement road safety and TMD initiatives, such as new pedestrian crossings, speed humps, roundabouts, and median islands, to improve traffic flow and reduce risks.
- Trial innovative road treatments, including recycled materials, permeable pavements, and smart road technologies.



2.2 Stormwater

This portfolio includes:



2,085 km
Pipes



80948
Pits



197
Gross pollutant
traps



1693
Water sensitive
urban design
(WSUD) areas



Asset portfolio value:
\$757M
(as at 30 June 2024)



Asset health*:
67.5%

Why do we have these assets?

Our stormwater drainage network helps manage rainwater runoff, prevent flooding, and protect the environment. These assets play a critical role in maintaining public health and infrastructure integrity by:

- Flood prevention and water management – Stormwater pipes, culverts, and drainage pits collect and direct rainwater to prevent localised flooding and road damage
- Protecting public infrastructure – Well-designed stormwater systems prevent water damage to roads, buildings, and public spaces
- Environmental protection – Gross pollutant traps, bio-retention basins, and wetlands filter pollutants, improving water quality before it reaches waterways
- Supporting urban growth – Proper drainage infrastructure ensures new developments effectively manage stormwater without impacting existing properties
- Sustainability and water reuse – Some systems capture stormwater for reuse in irrigation and environmental projects, reducing reliance on potable water.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.2 Stormwater

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Routine cleaning and desilting of pits, pipes, and culverts Inspection and monitoring of drainage systems for blockages and damage Pipe and pit maintenance, including clearing of blocked pipes and pits as a result of debris and tree roots Emergency response to flooding and drainage failures 	<ul style="list-style-type: none"> Replacement of ageing or damaged drainage pipes and culverts Rehabilitation of stormwater channels and swales Relining of stormwater pipes to extend service life Renewal of Water Sensitive Urban Design (WSUD) devices 	<ul style="list-style-type: none"> New constructed and gifted assets by developers Upgrading of undersized drainage infrastructure to meet current capacity needs Installation of new flood mitigation infrastructure such as detention basins Integration of WSUD elements such as bio-retention basins New stormwater harvesting and reuse schemes to improve sustainability Condition assessment of new gifted assets provided at handover of subdivisional stage

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$1,867	\$1,935	\$2,005	\$2,078	\$2,154	\$2,233	\$2,314	\$2,399	\$2,486	\$2,577	\$22,049
Renewal Cost	\$350	\$350	\$700	\$700	\$700	\$700	\$1,700	\$1,700	\$1,700	\$1,700	\$10,300
Upgrade Cost	\$25	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$0	\$0	\$1,775
New Costs	\$525	\$1,112	\$3,163	\$2,721	\$1,330	\$1,543	\$1,903	\$1,885	\$1,635	\$1,133	\$16,950
Total											\$51,074

Table 7 – Stormwater Drainage Projected Expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$51 million on maintaining, renewing and improving the City's stormwater drainage system.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our stormwater network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our stormwater assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset portfolio is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Ageing infrastructure and increased demand	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased urbanisation leading to greater stormwater runoff and higher demand on existing drainage systems. The need for smarter water management solutions as neighbourhoods grow and impervious surfaces increase. 	<ul style="list-style-type: none"> Older drainage systems may struggle to cope with increased stormwater volumes, requiring major upgrades. Many pipes and pits are considered under capacity given changes in weather patterns and changes in standards. Opportunity to implement smart drainage systems with real-time monitoring and predictive maintenance. 	<ul style="list-style-type: none"> More intense rainfall and extreme weather events increasing flood risks and system overload. The need to incorporate water-sensitive urban design (WSUD) and natural drainage solutions like wetlands and retention basins. Opportunity to use stormwater harvesting for irrigation and reducing reliance on potable water. 	<ul style="list-style-type: none"> The need to ensure compliance with the <i>Road Traffic Act 1961</i> The need to meet the requirements of our Asset Management Plan Need to comply with environmental regulations for stormwater quality and pollutant control. Stricter requirements for stormwater management in new developments. Opportunity to align stormwater planning with sustainability and climate resilience goals.



What key actions will we take, including significant projects?

- Update the Asset Management Plan, including technical and community levels of service.
- Continue stormwater asset data maintenance and cleansing to improve planning and compliance.
- Implement a network strategic sampling CCTV condition inspection program on an annual basis and incorporate the results into the operational budget.
- Implement annual renewal and upgrade programs for drainage infrastructure based on CCTV condition assessments and flood capacity studies.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Construct new drainage identified in flood management plans and urban development frameworks.
- Continue pipe relining and maintenance programs to extend the lifespan of existing drainage assets.
- Trial innovative water management solutions, such as stormwater harvesting and biofiltration systems.
- Implement flood mitigation and resilience initiatives, including upgrades to high-risk drainage networks.



2.3 Buildings

This portfolio includes:



190
Buildings



57
Storage facilities



Asset portfolio value:
\$501M
(as at 30 June 2024)



Asset health*:
80.1%

Why do we have these assets?

Our buildings provide essential spaces for community services, governance, and recreation. They support a range of functions that benefit residents, businesses, and visitors, including:

- Community services and activities – Libraries, community halls, and sports pavilions offer spaces for learning, social events, and recreational activities.
- Public safety and emergency response – Facilities such as works depots, and emergency service buildings support public safety and disaster response.

- Civic administration and governance – Council offices and chambers provide spaces for decision-making, service delivery, and public engagement.
- Health and wellbeing – Recreation centres and public toilets contribute to the health and wellbeing of the community.
- Sustainability and energy efficiency – Well-maintained buildings reduce energy consumption and support environmental initiatives like solar power and water reuse.

By managing and maintaining these buildings, we ensure safe, accessible, and functional facilities that meet the evolving needs of the community.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.3 Buildings

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Routine maintenance, including plumbing, electrical, and HVAC servicing Cleaning, security, and pest control for council buildings Energy efficiency management, including lighting and heating system optimisations Minor repairs to walls, ceilings, and fittings 	<ul style="list-style-type: none"> Refurbishment or replacement of building components such as roofs, fitouts, and floor coverings Structural repairs and reinforcements to extend building lifespan Accessibility upgrades to ensure compliance with regulations Repainting and surface maintenance of council buildings 	<ul style="list-style-type: none"> Construction of new community buildings, halls, and council facilities to cater for increased demand Expansion of existing facilities to accommodate growth and increased usage Installation of solar panels and other sustainable energy solutions Development of new public facilities such as public toilets, changerooms, and storage facilities

What are the future challenges and opportunities?

Changing population	Ageing infrastructure and increased usage	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for community facilities due to population growth. Pressure on existing buildings to accommodate new services, requiring expansion or repurposing of assets. 	<ul style="list-style-type: none"> More frequent maintenance and upgrades needed to keep buildings safe and functional as usage increases. The challenge of balancing heritage preservation with modernisation needs. 	<ul style="list-style-type: none"> Increased risks to buildings due to extreme weather events such as storms, heatwaves, and flooding. Higher energy costs and the need for more sustainable and climate-resilient buildings. Opportunity to incorporate renewable energy solutions and energy-efficient designs. 	<ul style="list-style-type: none"> Changing building regulations, accessibility requirements, and environmental standards. Need to ensure compliance with Work Health & Safety (WHS), disability access laws, and building codes.

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$6,999	\$7,621	\$7,911	\$8,211	\$8,523	\$8,847	\$9,183	\$9,532	\$9,895	\$10,271	\$103,205
Renewal Cost	\$2,705	\$3,075	\$6,267	\$2,125	\$2,800	\$2,800	\$1,800	\$2,100	\$2,300	\$4,300	\$30,022
Upgrade Cost	\$7,230	\$15,945	\$10,192	\$1,200	\$3,750	\$3,500	\$5,150	\$4,650	\$4,650	\$5,650	\$61,917
New Costs	\$16,730	\$16,225	\$9,070	\$538	\$8,564	\$24,538	\$20,575	\$23,901	\$27,916	\$25,721	\$173,778
Total											\$352,960

Table 8 – Buildings Projected Expenditure 2025-2035



What key actions will we take, including significant projects?

- Update the Buildings Asset Management Plan, including technical and community levels of service.
- Asset data maintenance and data cleansing to improve accuracy and planning.
- Implement annual renewal programs based on asset condition assessments.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Construct new community facilities and upgrades as identified in strategic plans and precinct structure plans such as *Donnybrook-Woodstock Precinct Structure Plan* and the *Epping Central Structure Plan*
- Continue building refurbishment programs, including roof replacements, HVAC upgrades, and accessibility improvements.
- Trial energy-efficient and sustainable building technologies to progress towards carbon neutrality.
- Implement building safety and compliance initiatives, including fire safety, disability access, and emergency preparedness measures.



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$353 million on maintaining, renewing and improving the City's buildings portfolio.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our buildings network. This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our building assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.



2.4 Pathways

This portfolio includes:



2,606km
Footpaths



319km
Shared paths



10km
Cycle paths



Asset portfolio value:
\$335M
(as at 30 June 2024)



Asset health*:
80.9%

Why do we have these assets?

Our pathways are essential for a safe, efficient, and well-connected transport network. These assets serve multiple purposes, including:

- Safe and efficient movement – Pathways facilitate the flow of cyclists, and pedestrians, ensuring accessibility for all.
- Pedestrian and vehicle separation – Pathways provide safe walking spaces, while kerbs help separate pedestrians from vehicles, improving safety.

- Public transport – Pathways provide access to public transport nodes including bus stop and railway stations.

By maintaining these assets, we ensure a safe, functional, and sustainable transport system that supports the needs of the community now and into the future.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.4 Pathways

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Maintenance and repairs to pathways such as grinding programs and removal of trip hazards Operational servicing such as vegetation management and weed spraying 	<ul style="list-style-type: none"> Replacement of sections of existing pathways to an equivalent standard 	<ul style="list-style-type: none"> New constructed and gifted assets by developers Extension of existing pathway network to address gaps in connectivity Condition assessment of new gifted assets provided at handover of subdivisional stage

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$3,634	\$3,770	\$3,912	\$4,059	\$4,211	\$4,369	\$4,534	\$4,704	\$4,881	\$5,064	\$43,138
Renewal Cost	\$2,910	\$2,914	\$2,910	\$2,913	\$4,299	\$4,300	\$4,800	\$5,494	\$5,500	\$5,491	\$41,531
Upgrade Cost	\$155	\$238	\$260	\$553	\$2,186	\$1,300	\$523	\$1,387	\$1,379	\$444	\$8,425
New Costs	\$4,175	\$6,028	\$3,721	\$2,803	\$2,384	\$2,291	\$1,578	\$1,569	\$1,225	\$1,682	\$27,456
Total											\$120,550

Table 9 – Pathway Projected Expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$121 million on maintaining, renewing and improving the City's pathways.

We plan to allocate renewal and maintenance funding at a level that aims to minimise the deterioration of our pathways network. This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our pathway assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Increased usage and changing transport trends	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for safe, accessible, and connected footpath networks due to population growth and urban densification. Higher pedestrian traffic requiring wider footpaths, improved surfaces, and better connectivity between key locations such as schools, shopping areas, and public transport hubs. Need to accommodate diverse users, including pedestrians, cyclists, mobility scooters, and prams, within shared paths. Community expectations for better-lit pedestrian and cycling paths to improve safety and accessibility. Need for improved pedestrian and cyclist crossings at busy intersections. Need for better integration with footpaths and cycleways to improve accessibility and encourage active transport. 	<ul style="list-style-type: none"> Growing popularity of active transport (walking, cycling, e-scooters) increasing wear and tear on footpaths. Demand for shared paths and improved crossings to ensure safety and accessibility. Need for better integration with public transport infrastructure, such as bus stops and train stations, to encourage sustainable travel. 	<ul style="list-style-type: none"> Extreme weather events (heatwaves, heavy rainfall) impacting footpath durability and increasing maintenance needs. Increased risk of tree root damage to footpaths as vegetation adapts to changing climate conditions. Opportunity to introduce cool pavement technologies and shade structures to improve pedestrian comfort in hotter climates. 	<ul style="list-style-type: none"> Compliance with <i>Disability Discrimination Act</i> (DDA) standards, ensuring footpaths are accessible for all users, including those with mobility impairments. Ensure compliance with our Road Management Plan and the statutory requirements of the <i>Road Management Act</i>



What key actions will we take, including significant projects?

- Update Asset Management Plan including technical and community levels of service.
- Continue pathway asset data maintenance and cleansing to improve planning, compliance, and lifecycle management.
- Continue with cyclic condition audit program every four years for footpaths and shared pathways, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs for pathways based on condition assessments, risk, criticality, and community needs.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Resurface and rehabilitate footpaths in very poor condition to improve pedestrian safety and accessibility.
- Construct new pathways and shared-use trails in high-growth areas, as identified in master plans and precinct structure plans.
- Continue upgrading footpaths to meet accessibility standards, including kerb ramps which comply to current standards of the day and installation of tactile paving for users with impaired vision.



2.5 Park and streetscape infrastructure

This portfolio includes:



1,492
Park lighting



461
Minor structures



5,858
Park furniture



409 km
Fencing



Asset portfolio value:
\$196M
(as at 30 June 2024)



Asset health*:
51.1%

Why do we have these assets?

Our park and streetscape infrastructure, including fencing, public lighting, open spaces, irrigation systems, and minor structures, play a vital role in enhancing public safety, aesthetics, and recreational opportunities within the community. These assets serve multiple purposes, including:

- Community recreation and wellbeing – Parks, gardens, and open spaces provide safe, accessible areas for exercise, social gatherings, and relaxation, contributing to physical and mental health.
- Urban aesthetics – Streetscape infrastructure, such as landscaping, garden beds, and decorative lighting, enhances the visual appeal of public spaces, making them more inviting and vibrant.
- Public safety and accessibility – Fencing, lighting, and well-maintained pathways improve safety in parks, playgrounds, and streetscapes, ensuring secure and accessible spaces for all users.

- Environmental and climate benefits – Green spaces and irrigation systems support urban cooling, biodiversity, and improved air quality, while water-sensitive landscaping reduces stormwater runoff and enhances sustainability.

- Supporting events and community activities – Park infrastructure, including seating, shelters, and minor structures, enables community events, markets, and cultural activities, fostering social connections.
- Active and sustainable transport – Streetscape design integrates footpaths, cycling lanes, and shaded walking routes, encouraging walking and cycling while reducing reliance on cars.

By maintaining and enhancing these assets, we ensure safe, attractive, and functional public spaces that support community connection, sustainability, and improved quality of life.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.5 Park and streetscape infrastructure

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Routine maintenance of fencing, public lighting, irrigation systems, and minor structures to ensure safety and functionality. Regular painting, and minor repairs of park structures, signs, and public facilities. Inspection and servicing of irrigation systems to ensure efficient water use and plant health. 	<ul style="list-style-type: none"> Replacement of aged or very poor-condition fencing, park seating, shelters, and lighting to improve safety and aesthetics. Repair or replacement of damaged street furniture, bike racks, and drinking fountains in very poor condition. 	<ul style="list-style-type: none"> Installation of new park and streetscape infrastructure, including shelters, seating, and street furniture, to support growing community needs. Expansion of street and park lighting networks to improve visibility and security in high-use areas. Ensure future long-term vision is encapsulated in Master Plans yet to be developed Condition assessment of new gifted assets provided at handover of subdivisional stage

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$2,618	\$2,751	\$2,929	\$3,120	\$3,325	\$3,545	\$3,782	\$4,036	\$4,309	\$4,602	\$35,015
Renewal Cost	\$1,522	\$2,073	\$3,140	\$4,365	\$2,686	\$3,163	\$1,994	\$3,396	\$1,184	\$1,101	\$24,624
Upgrade Cost	\$1,051	\$1,845	\$3,070	\$3,295	\$3,755	\$500	\$0	\$0	\$0	\$0	\$13,516
New Costs	\$6,995	\$13,699	\$7,848	\$8,342	\$8,180	\$12,793	\$11,452	\$8,415	\$5,005	\$926	\$83,655
Total											\$156,810

Table 10 – Parks and Streetscape Infrastructure Projected Expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$157 million on maintaining, renewing and improving the City's parks and streetscapes.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our parks and streetscape infrastructure network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our parks and streetscape assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Increased usage and changing urban trends	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for well-maintained parks, streetscapes, and public spaces due to population growth and urban densification. Higher community expectations for quality open spaces, requiring enhanced amenities such as seating, shade, lighting, and play areas. Need for improved accessibility to ensure parks and streetscapes are inclusive for all users, including people with disabilities and older adults. 	<ul style="list-style-type: none"> Greater use of public open spaces for recreation, events, and exercise, increasing wear and tear on fencing, minor structures, and pathways. Growing demand for smart urban infrastructure, such as sensor-based irrigation, adaptive lighting, and real-time park usage data to improve efficiency. Increased focus on urban greening and biodiversity, requiring more tree planting, green walls, and nature-based design solutions. 	<ul style="list-style-type: none"> Extreme heat and drought conditions increasing the need for climate-resilient landscaping, efficient irrigation, and shaded areas. More frequent storms and high winds causing damage to fences, lighting, and park structures, requiring stronger and more durable materials. Opportunity to introduce sustainable solutions, such as solar-powered lighting, rainwater harvesting for irrigation, and recycled materials in infrastructure projects. 	<ul style="list-style-type: none"> Compliance with public safety standards for fencing, lighting, playground equipment, and public amenities. Need to meet water efficiency and environmental sustainability regulations for irrigation systems. Accessibility requirements under the Disability Discrimination Act (DDA) ensuring public spaces accommodate all users. Opportunity to integrate smart technology for monitoring and maintenance, reducing long-term costs and improving infrastructure reliability.



What key actions will we take, including significant projects?

- Update the Asset Management Plan, including technical and community levels of service.
- Continue with asset data maintenance and cleansing to improve planning and compliance.
- Implement annual renewal and upgrade programs based on condition, capacity and functionality datasets, including masterplans and strategies.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Plan and schedule works outlined in park Master Plans.



2.6 Bridges and boardwalks

This portfolio includes:



38
Road
bridges



86
Major
culverts



95
Footbridges



115
Boardwalks



59
Viewing
platforms



Asset portfolio value:
\$145M
(as at 30 June 2024)



Asset health*:
51.9%

Why do we have these assets?

Our bridges and boardwalks are essential for providing safe, reliable, and accessible connections across natural and built environments. These assets serve multiple purposes, including:

- **Connectivity and access** – Bridges and boardwalks allow pedestrians, cyclists, and vehicles to cross waterways, rail corridors, and other obstacles, improving accessibility between communities and key destinations.
- **Transport and mobility** – Road bridges support freight, emergency services, and everyday traffic, ensuring efficient movement across the network.
- **Active and recreational use** – Pedestrian bridges and boardwalks encourage walking, cycling, and nature-based recreation, promoting healthy and active lifestyles.

- **Environmental protection** – Boardwalks provide controlled access to sensitive natural areas such as wetlands and parklands, minimising erosion and habitat disturbance.
- **Safety and flood resilience** – Well-maintained bridges ensure safe crossings during extreme weather events, while elevated boardwalks reduce the impact of flooding on walking trails.
- **Sustainability and heritage preservation** – Many bridges and boardwalks are constructed using sustainable, long-lasting materials, and some hold historical or cultural significance, requiring preservation efforts.

By maintaining and improving these assets, we ensure a safe, well-connected, and accessible transport and recreational network, supporting community mobility, environmental sustainability, and long-term resilience.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.6 Bridges and boardwalks

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Routine inspections and maintenance of bridges, and boardwalks, to ensure safety and functionality. Regular cleaning, painting, and corrosion protection for steel and timber structures. Clearing debris and blockages from bridge waterways and drainage systems to reduce flooding risks. 	<ul style="list-style-type: none"> Replacement of aged or very poor-condition bridge components, including decking, bearings, and expansion joints. Structural strengthening and refurbishment of bridges and boardwalks in very poor condition to extend service life. 	<ul style="list-style-type: none"> Construction of new bridges and boardwalks to improve connectivity and accommodate growth. Upgrading bridges and boardwalks at end of life, to meet modern design standards, including improved load capacity and accessibility. Condition assessment of new gifted assets provided at handover of subdivisional stage.

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$134	\$139	\$143	\$148	\$153	\$159	\$164	\$170	\$176	\$182	\$1,568
Renewal Cost	\$298	\$300	\$300	\$400	\$399	\$400	\$498	\$599	\$691	\$100	\$3,984
Upgrade Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Costs	\$0	\$0	\$0	\$250	\$0	\$0	\$0	\$0	\$18,417	\$9,893	\$28,560
Total											\$34,112

Table 11 – Bridges and Boardwalks Ancillary Projected Expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$34 million on maintaining, renewing and improving the City's bridges and boardwalks.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our bridges and boardwalks network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our bridges and boardwalk assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Increased usage and changing transport trends	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for safe and accessible crossings due to population growth and urban expansion. Higher pedestrian, cyclist, and vehicle usage requiring stronger, wider, and more durable structures. Need for better connectivity between residential areas, commercial precincts, and recreational spaces. 	<ul style="list-style-type: none"> Growth in freight transport increasing load stresses on road bridges, requiring structural upgrades. Increased demand for shared-use pathways on bridges and boardwalks to accommodate active transport modes. Opportunity to improve public access and wayfinding, integrating bridges and boardwalks with parks and waterfronts. 	<ul style="list-style-type: none"> More frequent extreme weather events (flooding, storms, rising sea levels) increasing risks to structures. Greater need for resilient materials and flood-resistant designs to withstand harsher conditions. Opportunity to use sustainable, low-maintenance materials like composite decking, reinforced concrete, and recycled timber. 	<ul style="list-style-type: none"> Compliance with modern load-bearing standards and safety regulations for bridges and boardwalks. Need for DDA-compliant accessibility, including ramps, handrails, and anti-slip surfaces. Opportunity to implement smart monitoring systems with sensors detecting structural weaknesses, water levels, and maintenance needs. Ensure compliance with our Road Management Plan and the statutory requirements of the Road Management Act



What key actions will we take, including significant projects?

- Update Asset Management Plan including technical and community levels of service.
- Continue asset data maintenance and cleansing to improve planning, compliance, and lifecycle management.
- Continue with cyclic condition Level 1 and Level 2 inspection programs, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs based on condition assessments, risk, criticality, and community needs.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Renew assets and/or structural elements in very poor condition.



2.7 Playgrounds

This portfolio includes:



1,299
Play equipment



81
Exercise equipment



100,519sqm
Playground surfacing



Asset portfolio value:
\$101M
(as at 30 June 2024)



Asset health*:
54.9%

Why do we have these assets?

Our playground facilities are essential for providing safe, engaging, and inclusive recreational spaces for the community. These assets serve multiple purposes, including:

- Recreation and child development – Playgrounds support physical activity, social interaction, and cognitive development for children of all ages and abilities.
- Health and wellbeing – Access to well-maintained play areas encourages outdoor activity, reducing screen time and promoting healthier lifestyles.

- Community connections and social inclusion – Playgrounds and recreational spaces bring families and communities together, fostering a sense of belonging.
- Safety and accessibility – Modern playgrounds incorporate soft-fall surfaces, shade structures, and inclusive play equipment to ensure a safe and accessible environment for all users.

By maintaining and upgrading these assets, we ensure safe, fun, and engaging play spaces that support healthy childhood development, social interaction, and lifelong active lifestyles for the community.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.7 Playgrounds

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Routine inspections and maintenance of play equipment, exercise equipment and soft-fall surfaces to ensure safety and compliance. Regular cleaning, repainting, and graffiti removal on playground structures and recreational spaces. Checking and maintaining accessibility features, such as inclusive swings and ramps, to support all users. 	<ul style="list-style-type: none"> Replacement of aged or very poor condition play equipment, swings, slides, and climbing structures to maintain safety and functionality. Renewal of deteriorated soft-fall surfaces (rubber, mulch, sand) to maintain impact safety standards. Refurbishment of park seating, picnic tables, and shade structures that are in poor condition. 	<ul style="list-style-type: none"> Installation of new playgrounds in areas of growth or high demand. Expansion of playgrounds with new equipment to provide greater variety and accessibility for all abilities. Development of nature-based play areas, incorporating logs, rocks, and water play for enhanced outdoor experiences. Condition assessment of new gifted assets provided at handover of subdivisional stage.

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$1,455	\$1,528	\$1,626	\$1,730	\$1,842	\$1,962	\$2,090	\$2,229	\$2,377	\$2,536	\$19,374
Renewal Cost	\$2,260	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$20,260
Upgrade Cost	\$965	\$850	\$500	\$500	\$500	\$500	\$1,500	\$1,500	\$1,500	\$1,500	\$9,815
New Costs	\$825	\$350	\$0	\$0	\$275	\$20	\$200	\$246	\$0	\$0	\$1,916
Total											\$51,365

Table 12 – Playgrounds Projected Expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$51 million on maintaining, renewing and improving the City's playgrounds.

We plan to allocate renewal and maintenance funding at a level that will not keep pace with the deterioration of our playground network. This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our playground assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Increased usage and changing recreational trends	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for safe and engaging play spaces as urban density grows, requiring more playgrounds, skate parks, and BMX facilities. Higher community expectations for diverse and inclusive play areas, ensuring accessibility for children of all abilities. Need to balance structured play equipment with nature-based play areas to enhance child development and social interaction. 	<ul style="list-style-type: none"> Increased wear and tear on play equipment, surfaces, and infrastructure, requiring regular maintenance and renewal. Opportunity to introduce interactive and digital play features, such as smart playgrounds with motion-sensing games. 	<ul style="list-style-type: none"> Increased risk of heat exposure on playgrounds, requiring more shaded areas, heat-resistant materials, and water play elements. More extreme weather events (storms, heavy rainfall) leading to faster degradation of play equipment and soft-fall surfaces. Opportunity to use sustainable materials, including recycled plastics, rubber soft-fall, and nature-based play elements. 	<ul style="list-style-type: none"> Compliance with Australian playground safety standards to ensure all play areas are safe and structurally sound. Meeting accessibility requirements (DDA compliance) by providing inclusive play equipment, ramps, and sensory play elements. Ensuring proper maintenance and inspection schedules to prevent injuries and equipment failures.



What key actions will we take, including significant projects?

- Update the Asset Management Plan, including technical and community levels of service, and continue asset data maintenance and cleansing to improve planning and compliance.
- Implement a structured playground condition inspection program and incorporate the results into the operational budget for maintenance and renewal planning.
- Construct new playgrounds in high-growth areas and as identified in precinct structure plans.
- Continue replacement of aged or very poor-condition playground equipment to improve safety, accessibility, and compliance with Australian standards.
- Trial innovative and interactive play elements, including nature-based play, digital interactive equipment, and inclusive play structures.
- Implement safety and resilience initiatives, including shaded play areas, heat-resistant surfaces, and climate-adaptive landscaping around playgrounds.



60 / City of Whittlesea

2.8 Road ancillary

This portfolio includes:



152
Bus shelters



78
Traffic signals



18,864
Public lighting



41,043
Telecommunication pits



Asset portfolio value:
\$63.9M
(as at 30 June 2024)



Asset health*:
54.5%

Why do we have these assets?

Our road ancillary assets, including public lighting, road signage and traffic signals, are essential for ensuring a safe, efficient, and well-regulated transport network. These assets serve multiple purposes, including:

- Improved night-time safety – Streetlights and pedestrian crossing lighting enhance visibility, reducing the likelihood of night-time accidents and increasing personal security.
- Traffic flow and efficiency – Smart traffic signals and adaptive lighting systems help manage congestion, prioritise emergency vehicles, and optimise traffic movement across busy intersections.
- Traffic safety and regulation – Road signs, traffic signals, and line markings control vehicle movements, regulate intersections, and reduce accident risks by providing clear guidance to drivers, cyclists, and pedestrians.

- Wayfinding and navigation – Directional signage, street name signs, and distance markers assist motorists, cyclists, and pedestrians in navigating the road network safely and efficiently.
- Public facilities and accessibility – Bus stops, seating, and bike racks support public and active transport users, encouraging sustainable travel choices.

By maintaining and upgrading these assets, we ensure a safer, more efficient, and accessible transport network, reducing risks for all road users while supporting sustainability and enhancing public safety.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.8 Road ancillary

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Routine maintenance Inspection and maintenance of public lighting and street poles to ensure safe operation. Vegetation management around lighting to maintain clear sightlines. 	<ul style="list-style-type: none"> Replacement of damaged, aged, or very poor-condition assets to meet safety standards. Replacement of old, faulty, or very poor-condition traffic signals with modern, efficient systems. Replacement of damaged, aged, or very poor-condition road signs, street lighting and traffic signals to meet safety standards. Refurbishment or replacement of failed, aged or non-compliant street furniture (e.g., bus shelters, seating, bike racks). 	<ul style="list-style-type: none"> Expansion of public lighting networks in high-traffic and high-risk areas to improve visibility. Installation of smart lighting systems with motion sensors and dimming controls to improve energy efficiency. Installation of new wayfinding and directional signage to support navigation for motorists, cyclists, and pedestrians. Condition assessment of new gifted assets provided at handover of subdivisional stage

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$1,804	\$1,865	\$1,928	\$1,993	\$2,061	\$2,130	\$2,202	\$2,277	\$2,354	\$2,433	\$21,047
Renewal Cost	\$1,250	\$540	\$540	\$540	\$540	\$541	\$542	\$543	\$544	\$545	\$6,125
Upgrade Cost	\$200	\$200	\$269	\$200	\$200	\$200	\$200	\$200	\$200	\$0	\$1,869
New Costs	\$150	\$3,350	\$1,810	\$2,353	\$1,510	\$1,510	\$310	\$511	\$2,479	\$1,511	\$15,494
Total											\$44,535

Table 13 – Road Ancillary Projected Expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$45 million on maintaining, renewing and improving the City's road ancillary assets.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our road ancillary network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our road ancillary assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

What are the future challenges and opportunities?

Changing population	Changing transport trends	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for public lighting in newly developed areas, including residential streets, parks, and public spaces. 	<ul style="list-style-type: none"> Greater focus on safety improvements, including additional lighting in high-risk areas such as school zones and busy intersections. Integration of public lighting with traffic signals and bus shelters to improve visibility and security. Growth in public transport, cycling, and e-scooter usage requiring better signal phasing for multiple transport modes. Opportunity to implement adaptive traffic signal technology, which adjusts signal timing based on real-time traffic flow. Growth in public transport patronage requiring more shelters at key locations, including schools, commercial areas, and high-density residential developments. Need for real-time passenger information displays to improve commuter experience. 	<ul style="list-style-type: none"> Climate change increases risks from extreme weather, flooding, and heatwaves, impacting infrastructure durability. Future-proofing requires climate-resilient designs, including heat-resistant materials, water-sensitive bus shelters, storm-resistant traffic signals, and renewable energy-powered public lighting. Opportunity to install solar-powered signals and energy-efficient LED lighting to reduce carbon footprint. 	<ul style="list-style-type: none"> Compliance with lighting standards for roads, pedestrian areas, and public spaces to enhance safety. Need to meet sustainability targets, including reducing energy use and switching to renewable-powered lighting. Accessibility standards for pedestrian signals, including audio and tactile indicators for users with impaired vision. Compliance with Disability Discrimination Act (DDA) requirements for accessibility, including ramps, seating, and space for mobility aids at bus shelters. Ensure compliance with our Road Management Plan and the statutory requirements of the Road Management Act



What key actions will we take, including significant projects?

- Update Asset Management Plan including technical and community levels of service.
- Continue asset data maintenance and cleansing to improve planning, compliance, and lifecycle management.
- Continue with cyclic four-year condition inspection programs, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs based on condition assessments, risk, criticality, and community needs.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Renew assets in very poor condition.
- Construct new assets, as identified in master plans and traffic studies.



2.9 Landscape and environment

This portfolio includes:



2,740,203
Garden beds



Asset portfolio value:

\$42M

(as at 30 June 2024)



Asset health*:

71.9%

Why do we have these assets?

Our landscape and environment assets, including park sites, garden beds, and hard surfaces, play a crucial role in maintaining sustainable, aesthetically pleasing, and functional public spaces. These assets serve multiple purposes, including:

- Green spaces and urban cooling – Parks and landscaped areas help reduce heat build-up in urban environments, improving comfort and air quality for residents.
- Biodiversity and habitat protection – Well-maintained garden beds and natural landscapes support native flora and fauna, contributing to local biodiversity and ecosystem health.

- Public aesthetics – Landscaped environments enhance the visual appeal of parks, streetscapes, and community spaces, making them more inviting and enjoyable.
- Recreation and wellbeing – Landscaped areas provide relaxing green spaces, supporting mental health, exercise, and social interaction within the community.
- Sustainable land management – Water-efficient irrigation, drought-tolerant plants, and mulching techniques help reduce maintenance costs and improve resilience to climate change.

By investing in well-designed, sustainable, and resilient landscape and environmental assets, we ensure healthier, greener, and more liveable communities for future generations.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.9 Landscape and environment

What does our work involve?

Operations and maintenance	Upgrade and new
<ul style="list-style-type: none"> Vegetation management, including tree pruning, garden bed maintenance, and lawn care. Renewal of soft landscaping, such as garden beds and turf, where plant health has significantly declined Development of new landscaped areas and green infrastructure, such as urban forests and rain gardens, to enhance climate resilience. 	<ul style="list-style-type: none"> New constructed and gifted assets by developers Condition assessment of new gifted assets provided at handover of subdivisional stage

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$23,865	\$25,130	\$26,860	\$28,720	\$30,720	\$32,872	\$35,188	\$37,680	\$40,363	\$43,252	\$324,651
Total											\$324,651

Table 14 – Landscape and Environment Projected Expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$324 million on maintaining and improving the City's landscape and environment assets.

We plan to allocate maintenance funding at a level that aims to keep pace with the deterioration of our landscape and environment network.

What are the future challenges and opportunities?

Changing population	Increased usage and changing urban trends	Climate change
<ul style="list-style-type: none"> Increased demand for well-maintained parks, gardens, and landscaped areas as urban density grows. Higher community expectations for green spaces that support recreation, relaxation, and biodiversity. Need for better integration of landscape and environment assets with urban development to enhance liveability. 	<ul style="list-style-type: none"> Greater foot traffic and events in park sites and garden areas, leading to higher wear on hard surfaces, pathways, and seating areas. Increased demand for low-maintenance, drought-resistant plants and sustainable landscaping to reduce long-term costs. Opportunity to use nature-based solutions, such as urban forests, rain gardens, and green corridors, to improve environmental outcomes. 	<ul style="list-style-type: none"> Rising temperatures and extreme weather events requiring heat-resistant plant species, shaded spaces, and climate-adaptive landscaping. Increased risk of soil erosion, plant stress, and hard surface deterioration due to prolonged drought and heavy rainfall. Opportunity to expand sustainable landscape practices, including rainwater harvesting, permeable paving, and biofiltration gardens to manage stormwater and support cooling.



What key actions will we take, including significant projects?

- Update the Asset Management Plan, including technical and community levels of service.
- Continue with asset data maintenance and cleansing to improve planning and compliance.
- Implement annual renewal and upgrade programs based on condition, capacity and functionality datasets, including masterplans and strategies.



2.10 Car parks

This portfolio includes:



3,809
On road car parks



134
Off road car parks



Asset portfolio value:
\$35M
(as at 30 June 2024)



Asset health*:
77.3%

Why do we have these assets?

We offer designated spaces for vehicles, improving access to local businesses, public areas, and residential zones.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.10 Car parks

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Maintenance and repairs to car parks such as patching potholes Operational servicing such as vegetation management and weed spraying 	<ul style="list-style-type: none"> Resurfacing of existing car parks Car park reconstruction or major patching of road failures 	<ul style="list-style-type: none"> New constructed and gifted assets by developers Condition assessment of new gifted assets provided at handover of subdivisional stage

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$134	\$139	\$143	\$148	\$153	\$159	\$164	\$170	\$176	\$182	\$1,568
Renewal Cost	\$250	\$85	\$85	\$90	\$100	\$199	\$399	\$941	\$657	\$100	\$2,906
Upgrade Cost	\$710	\$815	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,675
New Costs	\$300	\$230	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$530
Total											\$6,679

Table 15 – Car parks Projected Expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$7 million on maintaining, renewing and improving our car parks.

We plan to allocate renewal and maintenance funding at a level that aims that won't keep pace with the deterioration of our car park network.

This funding allocation is informed by strategic modelling analysis that predicts the deterioration of our car park assets and the impact of various renewal funding scenarios on asset condition. An asset condition audit and revaluation management plan ensure that each asset class is assessed for condition every four years.

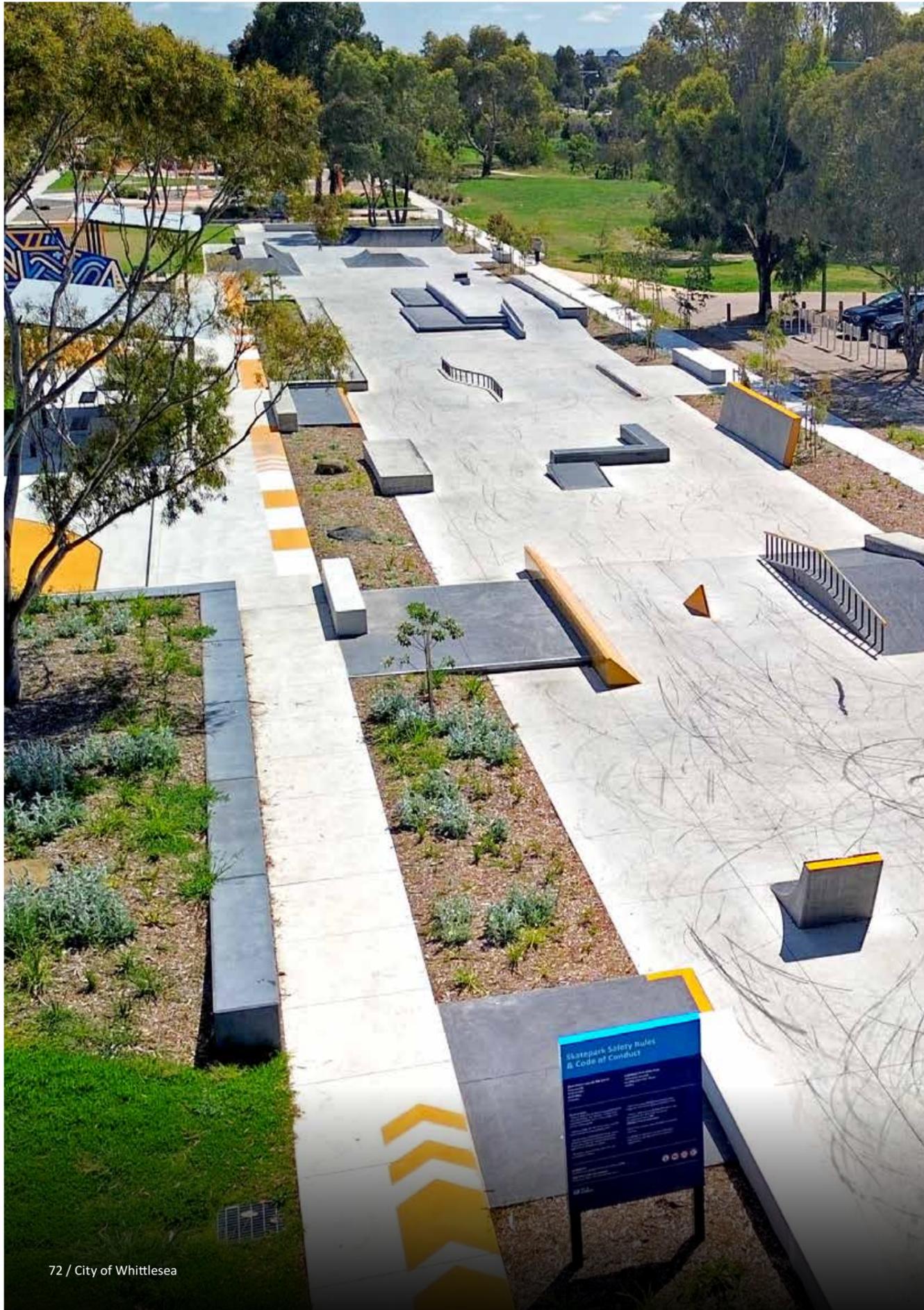
What are the future challenges and opportunities?

Changing population	Increased vehicle demand and changing transport trends	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for parking spaces due to population growth and higher dwelling density. Pressure on existing car parks to accommodate more vehicles, leading to congestion and reduced availability. Need for better integration of car parks with public transport and active transport networks to reduce reliance on private vehicles. 	<ul style="list-style-type: none"> Higher vehicle ownership rates placing strain on existing parking infrastructure. Greater demand for electric vehicle (EV) charging stations within car parks as adoption of EVs increases. Potential shift towards rideshares and car-sharing services, altering parking needs and demand for designated pick-up/drop-off areas. 	<ul style="list-style-type: none"> Increased heat exposure in uncovered car parks, requiring heat-resistant materials, shading solutions, and green infrastructure. More frequent extreme weather events (flooding, storms) increasing the need for better drainage and climate-resilient car park designs. Opportunity to introduce permeable pavements and water-sensitive urban design (WSUD) to improve stormwater management. 	<ul style="list-style-type: none"> The need to ensure compliance with the <i>Road Traffic Act 1961</i>. The need to meet the requirements of our Asset Management Plan. Need to ensure compliance with parking regulations, disability access requirements (DDA standards), and environmental standards. Clarity on Council vs. private sector responsibilities for car park maintenance and upgrades. Opportunity to adopt smart parking technologies to enhance efficiency, reduce congestion, and provide real-time availability data. Ensure compliance with our Road Management Plan and the statutory requirements of the <i>Road Management Act</i>



What key actions will we take, including significant projects?

- Update Asset Management Plan including technical and community levels of service.
- Continue asset data maintenance and data cleansing.
- Work towards achieving our asset management targets detailed in Section 4.3.
- Continue with cyclic four-year condition inspection programs, incorporating results into renewal and maintenance programs.



2.11 Sporting infrastructure

This portfolio includes:



181
Sporting courts/
fields



12
Skate parks/
BMX facility



433
Sports lighting



334
Sporting boxes
and goals



Asset portfolio value:
\$30.7M
(as at 30 June 2024)



Asset health*:
50.6%

Why do we have these assets?

Our sporting infrastructure, including sporting fields, courts, goalposts, and coaches' boxes, provides essential facilities for community health, recreation, and organised sports. These assets serve multiple purposes, including:

- Encouraging active lifestyles – Well-maintained sports fields and courts support physical activity, fitness, and overall well-being for people of all ages.
- Community and social engagement – Sporting facilities provide gathering spaces for local teams, clubs, and families, fostering community connections and inclusivity.
- Support for organised sport and recreation – Infrastructure such as goalposts, cricket nets, and basketball hoops enables a variety of competitive and recreational sports to take place.
- Youth development and participation – Sporting grounds offer structured play opportunities, encouraging youth engagement, teamwork, and personal development.

- Multipurpose and accessible facilities – Many sporting venues cater to multiple activities, ensuring diverse recreational opportunities for all residents, including people with disabilities.
- Sustainability and efficient land use – Smart irrigation, durable synthetic surfaces, and solar-powered lighting help reduce environmental impact and long-term maintenance costs.
- Youth recreation and active lifestyles – Skate parks and BMX facilities provide safe, dedicated spaces for young people to develop skills, socialise, and engage in active play.

By maintaining and upgrading these assets, we ensure that safe, high-quality sporting facilities remain available, promoting active, healthy, and connected communities for the future.

* Asset Health refers to the life expectancy and serviceability of the asset portfolio and is reflected a measure of the remaining useful life of the asset portfolio.

2.11 Sporting infrastructure

What does our work involve?

Operations and maintenance	Renewal	Upgrade and new
<ul style="list-style-type: none"> Routine inspections and maintenance of sporting fields, courts, goalposts, coaches' boxes, skate parks, and BMX facilities to ensure safety and usability. Regular line marking, surface cleaning, and minor repairs to maintain playing conditions. Irrigation system maintenance to ensure water efficiency and field longevity. 	<ul style="list-style-type: none"> Replacement of aged or very poor-condition goalposts, backboards, and netting to maintain playing standards. Rehabilitation of heavily compacted or degraded grassed sporting fields to improve playing conditions. Resurfacing of worn synthetic and natural playing surfaces to improve safety and performance. Renewal of damaged or outdated seating, coaches' boxes, and scoreboards. 	<ul style="list-style-type: none"> Construction of new sporting fields, courts, and supporting infrastructure in high-growth or under-serviced areas. Installation of all-weather synthetic surfaces to increase field availability and durability. Integration of smart technology, such as automated irrigation and lighting systems, to enhance sustainability. Development of multi-purpose sporting hubs that cater to a wider range of recreational activities. Introduction of climate-adaptive features, such as shaded spectator areas and heat-resistant playing surfaces. Upgrading skate parks and BMX tracks that have deteriorated due to heavy use or environmental conditions. Condition assessment of new gifted assets provided at handover of subdivisional stage

How much do we forecast to spend over the next 10 years?

Projected expenditure (\$'000)											
Expenditure Type	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total
Operations and Maintenance	\$2,419	\$2,544	\$2,715	\$2,899	\$3,096	\$3,308	\$3,536	\$3,781	\$4,044	\$4,328	\$32,669
Renewal Cost	\$250	\$2,850	\$4,850	\$440	\$250	\$250	\$250	\$250	\$250	\$250	\$9,890
Upgrade Cost	\$865	\$550	\$550	\$2,610	\$550	\$550	\$450	\$550	\$3,250	\$350	\$10,275
New Costs	\$39,770	\$28,250	\$18,280	\$5,428	\$3,500	\$10,945	\$20,740	\$13,032	\$6,638	\$57,752	\$204,335
Total											\$257,169

Table 16 – Sporting Infrastructure Projected Expenditure 2025-2035



What does our Financial Plan achieve?

Over the next 10 years we expect to spend around \$257 million on maintaining, renewing and improving the City's sporting infrastructure.

We plan to allocate renewal and maintenance funding at a level that aims to keep pace with the deterioration of our sporting infrastructure network.

What are the future challenges and opportunities?

Changing population	Increased usage and changing recreational trends	Climate change	Legislation and compliance
<ul style="list-style-type: none"> Increased demand for sporting fields, courts, and facilities as population growth leads to higher participation in local sports. Need for multi-use sports infrastructure to accommodate diverse sporting activities and maximise community use. Rising community expectations for high-quality, well-maintained playing surfaces and amenities. 	<ul style="list-style-type: none"> More frequent use of sports fields, courts, and equipment, leading to greater wear and tear on turf, goalposts, and seating areas. Growth in female and inclusive sports, requiring upgrades to change rooms, lighting, and facilities. Opportunity to introduce synthetic playing surfaces and smart irrigation systems to improve durability and reduce maintenance costs. Growing popularity of skateboarding and BMX riding, increasing demand for modern, well-designed skate and BMX parks. 	<ul style="list-style-type: none"> Increased drought conditions and water restrictions impacting natural grass fields, requiring more efficient irrigation and drought-resistant turf solutions. Extreme heat events affecting player safety, increasing demand for shaded spectator areas, cooling zones, and heat-reflective surfaces. Opportunity to implement solar-powered lighting and water harvesting systems to reduce environmental impact and operational costs. Ensure the recycling of synthetic surface at end of life Opportunity to integrate smart technology for scheduling and usage tracking, improving field allocation and reducing overuse. 	<ul style="list-style-type: none"> Compliance with sports field safety standards and accessibility requirements, ensuring safe and inclusive facilities. Meeting regulatory requirements for field lighting, synthetic turf, and water management. Ensuring ongoing asset inspections and maintenance to prevent hazards, such as damaged goalposts, uneven playing surfaces, and deteriorating seating areas.



What key actions will we take, including significant projects?

- Implement a structured condition inspection program for playing surfaces, goalposts, lighting, and supporting infrastructure, incorporating results into renewal and maintenance programs.
- Implement annual renewal and upgrade programs for sporting fields, courts, goalposts, lighting, and associated infrastructure based on condition assessments and safety compliance.
- Construct new sporting fields, courts, skate parks, BMX and multi-use facilities in high-growth areas or as identified in strategic and master plans.
- Continue resurfacing and rehabilitation of natural and synthetic playing surfaces to improve safety, usability, and durability.
- Upgrade sports lighting to energy-efficient LED technology and replace units in very poor condition.
- Trial innovative sports surface solutions, such as heat-resistant turf, water-efficient irrigation systems, and low-maintenance synthetic surfaces.
- Implement resilience and sustainability initiatives, including improved drainage, water harvesting for irrigation, and shaded.

Council Offices

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National Relay Service: 133 677
(ask for 9217 2170)

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 **131 450**

5.4 CT2025-12 Pruning and Maintenance of Trees for the City of Whittlesea

Director/Executive Manager: Director Infrastructure & Environment

Report Author: Coordinator Trees Management

In Attendance: Manager Maintenance & Operations

These attachments have been designated as confidential in accordance with sections 66(5) and 3(1) of the Local Government Act 2020 on the grounds that they contain Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

Executive Summary

On 31 March 2025, Council's long-standing contract for Tree Maintenance services will expire.

Historically, tree maintenance services have been provided by a single-service provider, Citywide Service Solutions, who've held responsibility for the core tree maintenance services including tree inspections, tree pruning, tree planting, electrical line clearance, and after-hours/storm response, among others.

In recent years, a combination of macro environmental factors including an industry shortage of arborists, a shift towards subcontractor reliance, and increased operational expenses, have made that single-service provider model unsustainable for Council's incumbent, and Council alike.

As a result, Council has opted to unbundle the current tree maintenance portfolio and test the market with an unbundled service offering.

In January 2025, Council went to market for the first portion of the unbundled tree offering, the tree pruning, tree removal and stump removal package that created contract CT2025-12. The intent of that contract is to engage a single supplier to perform general tree maintenance works, specifically programmed pruning, for a period of up to twelve months.

That timeline will allow Council to test the unbundled approach, trial new service providers, and return to market mid 2025 for the long-term tree maintenance contracts.

Tenders for contract CT2025-12 closed 18 February 2025. The tendered prices and a summary of the evaluation are detailed in the confidential attachment.

A total of nine suppliers submitted tender applications and were evaluated against weighted criteria. Across that criteria, the Tree Company Arboricultural Services Pty Ltd was selected as the preferred tenderer.

Officers' Recommendation

THAT Council:

- 1. Resolve to award contract 2025-12 Pruning and Maintenance of Trees for the City of Whittlesea to The Tree Company Arboricultural Services Pty Ltd, for a period of 12 months from 16 April 2025 to 31 March 2026, with a total value not exceeding \$2,700,000 excluding GST.**
- 2. Approve the funding arrangements as detailed in the confidential attachment.**
- 3. Authorise the Chief Executive Officer to sign and execute the contract on behalf of Council.**

Background / Key Information

The City of Whittlesea manages 120,000 street trees across a diverse range of neighbourhood types including established, rural, and growth areas. Attractive tree-lined streets are valued by the community and are an important part of the City's liveability. Street trees provide a wealth of benefits to the community including shade, amenity, habitat for wildlife, and streetscape beautification. They also reduce air pollution and stormwater flows, and the amount of heat that radiates from buildings, footpaths, and roads on hot days. More importantly, street trees are an important element of place-making, creating a unique sense of place, as well as a unique brand of liveability for the municipality.

Historically, the City of Whittlesea trees were maintained by a single external service provider who provided all tree maintenance including tree inspections, tree pruning, and tree removal. That single-service provider model has been utilised by the City of Whittlesea without material change since 2002.

In recent years, however, the single-service provider model has proved challenging for suppliers and Council alike. An industry shortage of suitably qualified arborists made it difficult to attract and retain key personnel for suppliers, resulting in Council's incumbent relying on subcontract agreements. That subcontractor reliance increased operational costs for suppliers, reduced available margins for the incumbent, and often delayed service delivery timeframes for Council and the community substantially.

Noting the increased overhead costs for the incumbent, their ongoing reliance on subcontract agreements and subsequent proposal to increase the expense of Council's contracts, and the increasing backlog of tree pruning works, officers opted not to exercise our option to extend the existing tree maintenance contract beyond its natural conclusion date of 31 March 2025.

In reviewing the current operational model, officers opted instead to unbundle the tree maintenance offering into its core components, and return to market for 12 month bridging contracts in order to test the sustainability of a new operating model.

Those unbundled components are as follows:

- Tree pruning, tree removal, and stump removal works, including an after-hours/storm clean-up response.
- Tree inspection works.
- Development tree hyper care; and
- Electrical line clearing works.

By segmenting the service offering, Council is hoping to achieve better pricing, efficiency, service delivery, auditability and governance, particularly in the separation between the tree inspection and tree pruning portfolios. Tree inspections ensure Council remains compliant from a risk and liability perspective, and each inspection generates work requests that flow to the tree pruning provider for action.

In January 2025, Council went to market for the first portion of the unbundled tree offering, the tree pruning, tree removal and stump removal package that created contract CT2025-12. The intent of that contract is to engage a single supplier to perform general tree maintenance works, specifically programmed pruning, for a period of up to twelve months.

That timeline will allow Council to test the unbundled approach, trial new service providers, and return to market mid 2025 for the long-term tree maintenance contracts.

Tenders for contract CT2025-12 closed 18 February 2025. The tendered prices and a summary of the evaluation are detailed in the confidential attachment.

No member of the Tender Evaluation Panel declared any conflict of interest in relation to this tender evaluation.

A Tender Probity and Evaluation Plan was designed specifically for this tender process, and it was authorised prior to this tender being advertised. All tenders received were evaluated in accordance with that plan. The evaluation involved scoring of conforming and competitive tenders according to these pre-determined criteria and weightings:

- Price 40%
- Capability 30%
- Capacity 25%
- Sustainability 5%

A bonus weighting was also applied as follows, post-evaluation:

- Local business 5%
- Sustainability 5%

The weightings reflect the relative importance of each element to this particular contract. They were determined as being most appropriate after considering numerous factors including (but not restricted to) the time, quality, risk, and contract management requirements which were likely to have the most impact on the achievement of best value.

Only tenders that were conforming and competitive were fully scored. Tender submissions that were evaluated as non-conforming or not sufficiently competitive were set aside from further evaluation. In cases where this occurred the reasons for that outcome are detailed in the confidential attachment. The evaluation outcome was as follows:

Tenderer	Conforming	Competitive	Score	Rank
The Tree Company Arboricultural Services Pty Ltd	Yes	Yes	83.4%	1
Tenderer D	Yes	Yes	81.5%	2
Tenderer B	Yes	Yes	70.1%	3
Tenderer C	Yes	Yes	55.34%	4
Tenderer E	Yes	Yes	42.48%	5
Tenderer G	Yes	No		
Tenderer F	No			
Tenderer H	No			
Tenderer I	No			

Details of the full evaluation process can be found in the confidential attachment.

Alignment to Community Plan, Policies or Strategies

Alignment to Whittlesea 2040 and Community Plan 2021-2025:

Liveable Neighbourhoods

Our City is well-planned and beautiful, and our neighbourhoods and town centres are convenient and vibrant places to live, work and play.

Sustainable Environment

We prioritise our environment and take action to reduce waste, preserve local biodiversity, protect waterways and green space and address climate change.

Considerations of Local Government Act (2020) Principles

Financial Management

Sufficient funding for this contract is available in the budget for FY2024-25 and FY2025-26.

Community Consultation and Engagement

Community consultation and engagement was not required in relation to the subject matter of this report as it relates to commercial arrangements and contractual obligations that are confidential.

Other Principles for Consideration

Overarching Governance Principles and Supporting Principles

- (b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations.
- (c) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
- (e) Innovation and continuous improvement is to be pursued.
- (g) The ongoing financial viability of the Council is to be ensured.
- (i) The transparency of Council decisions, actions and information is to be ensured.

Public Transparency Principles

- (a) Council decision making processes must be transparent except when the Council is dealing with information that is confidential by virtue of the *Local Government Act* or any other Act.
- (b) Council information must be publicly available unless—
 - (i) the information is confidential by virtue of the *Local Government Act* or any other Act; or
 - (ii) public availability of the information would be contrary to the public interest.
- (c) Council information must be understandable and accessible to members of the municipal community.

Council Policy Considerations

Environmental Sustainability Considerations

Tenderers were required to demonstrate their commitment to social and environmentally sustainable work practices such as independently certified environmental management systems and sustainable procurement monitoring.

Social, Cultural and Health

Well maintained parks and open space throughout the municipality fosters improved health and wellbeing outcomes, promotes both active and passive recreation, and enhances social cohesion and connectedness.

Economic

This service contract will potentially enable new employment opportunities for residents of Whittlesea (estimating a minimum of 8 positions) including social benefit suppliers, in line with social procurement requirements.

Legal, Resource and Strategic Risk Implications

Contractors must comply with, and ensure that its employees, subcontractors and agents comply with, any Acts, Regulations, Local Laws and By-Laws applicable to the performance of this contract's services. The contractors' responsibilities extend to include any statutory requirements that may be specific to Local Government entities.

Implementation Strategy

Communication

No new communications are required for the implementation of this contract.

Critical Dates

The initial contract term will commence on 16th April 2025 and end on 31st March 2026, should Council resolve to adopt the contract.

Declaration of Conflict of Interest

Under Section 130 of the *Local Government Act 2020* officers providing advice to Council are required to disclose any conflict of interest they have in a matter and explain the nature of the conflict.

The Responsible Officer reviewing this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

Attachments

1. CONFIDENTIAL REDACTED - Tender Evaluation Summary [5.4.1 - 5 pages]
2. CONFIDENTIAL REDACTED - 2025-12 BAFO Pricing Table Updated Tree Company [5.4.2 - 1 page]

6 Notices of Motion

6.1 CEO Employment Matters Advisory Committee Membership

Councillor: Cr, Martin Taylor

NoM No: 2025/03

Cr Taylor has given notice that it is their intention to move the following Motion at the Scheduled Council Meeting to be held on Tuesday 15 April at 6pm.

Motion

THAT Council:

1. **Resolve Cr Aidan McLindon (Cr McLindon) be immediately removed as a councillor representative on the CEO Employment Matters Advisory Committee (CEMAC).**
2. **Amend the City of Whittlesea CEO Employment and Remuneration Policy to reflect that membership will comprise of three councillors, noting Councillors Colwell and Kozmevski have already been appointed to the CEMAC.**
3. **Appoint Cr Martin Taylor as the third councillor representative on the CEMAC.**
4. **Notes the reappointment of the Mayor of the day to CEMAC will form part of next annual consideration of membership to all internal and external Committees and Boards.**

Notice Received: 31 March 2025

Notice Given to Councillors: 11 April 2025

Date of Meeting: 15 April 2025

PREAMBLE

The purpose of this motion is for Council to formally express the importance of ensuring that councillor representation on the CEMAC remains impartial, fair, and reflective of the best interests of the Council and the City of Whittlesea municipality. Council refers to publicly available digital recordings from a gathering on Tuesday, 18 March 2025, during which a statement was made by Cr McLindon, calling for the immediate stepping aside of the Chief Executive Officer. This is cited as an example of potential bias and a basis for reconsideration of councillor representation on the CEMAC.

7 Urgent Business

8 Reports from Councillors and CEO Update

9 Tabled Reports

No reports.

10 Confidential Business

Under section 66(2) of the *Local Government Act 2020* a meeting considering confidential information may be closed to the public. Pursuant to sections 3(1) and 66(5) of the *Local Government Act 2020*.

Recommendation

THAT the meeting be closed to the public for the purpose of considering details relating to the following confidential matter in accordance with Section 66(2)(a) of the *Local Government Act 2020* as detailed.

11 Closure