Ararat Rural City

MINUTES

COUNCIL MEETING

Tuesday 27 October 2026

Held in the Council Chambers, Shire Offices
(Livestreamed)

Commenced at 6.00pm

Council:
Cr Bob Sanders (Mayor)
Cr Jo Armstrong
Cr Rob Armstrong
Cr Peter Joyce
Cr Teli Kaur
Cr Luke Preston
Cr Bill Waterston

Ararat Rural City

A recording of this meeting is being made for the purpose of verifying the accuracy of the minutes of the Council Meeting.

The recording is being streamed live via Facebook, to improve transparency between council and the community and give more people the opportunity to view what decisions are being made. You do not require a Facebook account to watch the live broadcast, simply enter www.facebook.com/araratruralcitycouncil into your address bar.

Recordings of Council Meetings (excluding closed sessions) are made available on Council's website.

Ararat Rural City

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PRESENT: Cr R Armstrong, Cr Peter Joyce, Cr Teli Kaur, Cr Luke Preston, Cr Bob Sanders, Phuong Au – Chief Executive Officer, Chandra Willmott – Chief Operating Officer, Rebecca Rodger – Major Projects Lead, Thomas Duncan – Theatre Technical Officer

SECTION 1 – PROCEDURAL MATTERS

1.1 LIVE STREAMING

Council is keen to engage with members of the community and live streams the formal Council Meetings to make them accessible. The stream is available to view on Council's Facebook page from 6pm and on Council's website following the Council Meeting.

1.2 TRADITIONAL ACKNOWLEDGEMENT/OPENING PRAYER/COUNCILLORS PLEDGE

Traditional acknowledgement – CR PETER JOYCE
We acknowledge the traditional owners of the land on which we meet today, and pay our respects to their elders, past, present and emerging.

Opening Prayer – CR LUKE PRESTON
Almighty God, we humbly ask you to help us, as elected Councillors of the Ararat Rural City Council. Guide our deliberations. Prosper what is your will for us, to your honour and glory and for the welfare and benefit of the people whom we serve in the Ararat Rural City.

Councillors Pledge – CR TELI KAUR
We will faithfully and impartially carry out and exercise the functions, powers, authorities and discretions invested in us under the *Local Government Act 2020* and any other Act to the best of our skill and judgement.

1.3 APOLOGIES

RECOMMENDATION

That the apology of Cr Jo Armstrong and Cr Bill Waterston be accepted.

MOVED CR JOYCE
SECONDED CR KAUR

That the apology of Cr Jo Armstrong and Cr Bill Waterston be accepted.

CARRIED 5/0
5430/26

1.4 CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of the Council Meeting held on 29 September 2026 be confirmed.

MOVED CR R ARMSTRONG
SECONDED CR KAUR

That the Minutes of the Council Meeting held on 29 September 2026 be confirmed.

CARRIED 5/0
5431/26

1.5 DECLARATION OF CONFLICT OF INTEREST

A Councillor who has a conflict of interest in a matter being considered at a *Council meeting* at which he or she:

1 is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the *Council meeting* immediately before the matter is considered; or

2 intends to be present must disclose that conflict of interest by providing to the *Chief Executive Officer* before the *Council meeting* commences a written notice:

(a) advising of the conflict of interest;

(b) explaining the nature of the conflict of interest; and

(c) detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the:

- name of the other person;
- nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and
- nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the *Chief Executive Officer* under this sub-Rule.

The Councillor must, in either event, leave the *Council meeting* immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

There were no Declarations of Conflict of Interest received.

SECTION 2 – PUBLIC PARTICIPATION

2.1 PETITIONS AND JOINT LETTERS

1 Unless *Council* determines to consider it as an item of urgent business, no motion (other than a motion to receive the same) may be made on any petition, joint letter, memorial or other like application until the next *Council meeting* after that at which it has been presented.

2 It is incumbent on every Councillor presenting a petition or joint letter to acquaint himself or herself with the contents of that petition or joint letter, and to ascertain that it does not contain language disrespectful to *Council*.

3 Every Councillor presenting a petition or joint letter to *Council* must:

- write or otherwise record his or her name at the beginning of the petition or joint letter; and
- confine himself or herself to a statement of the persons from whom it comes, the number of signatories to it, the material matters expressed in it and the text of the prayer or request.

4 Every petition or joint letter presented to *Council* must be in *writing* (other than pencil), typing or printing, contain the request of the petitioners or signatories and be signed by at least 12 people.

5 Every petition or joint letter must be signed by the persons whose names are appended to it by their names or marks, and, except in cases of incapacity or sickness, by no one else and the address of every petitioner or signatory must be clearly stated.

6 Any signature appearing on a page which does not bear the text of the whole of the petition or request may not be considered by *Council*.

7 Every page of a petition or joint letter must be a single page of paper and not be posted, stapled, pinned or otherwise affixed or attached to any piece of paper other than another page of the petition or joint letter.

8 If a petition, joint letter, memorial or other like application relates to an operational matter, *Council* must refer it to the *Chief Executive Officer* for consideration.

There were no Petitions or Joint Letters received.

SECTION 3 – REPORTS REQUIRING COUNCIL DECISION

3.1 CONSIDERATION OF ANNUAL REPORT 2025/2026

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER
DEPARTMENT: CEO'S OFFICE
REFERENCE: 32361

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY
The Annual Report is prepared in accordance with the Local Government Act 2020, Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

The Annual Report 2025/2026 will be forwarded to the Minister for Local Government once complete. The purpose of this report is to formally present the Annual Report 2025/2026 to Council.

DISCUSSION
The Ararat Rural City Council Annual Report 2025/2026 provides an overview of Council's operations, achievements and financial performance for the year ending 30 June 2026. In accordance with the Local Government Act 2020, Council is required to present its Annual Report at a Council meeting within four months of the end of the financial year. The report includes Council's audited financial statements, performance statements and progress against the strategic objectives outline in the Council Plan.

Council maintained a sound financial position during 2025/2026, recording an operating surplus of $8.906 million and remaining debt-free at 30 June 2026. Council continued to invest in essential infrastructure, community facilities and services while maintaining a focus on financial sustainability and delivering positive outcomes for the community.

Key highlights from the 2025/2026 Annual Report include:

- Capital Works: Council delivered $15.063 million in capital works, including $13.029 million towards the renewal and upgrade of existing assets.
- Roads and Bridges: Significant investment in road reconstruction and bridge upgrades, including Mount William Road, Webb Street, Buangor-Ben Nevis Road and McCrows Road.
- Community Infrastructure: Progress on the Ararat Pony Club covered equestrian arena, improvements to the Ararat Library, redevelopment of Jack and Jill Kindergarten and development of a new dog park at Centenary Park.
- Financial Sustainability: Council recorded a working capital ratio of 130% and an asset renewal and upgrade ratio of 114%, demonstrating its continued focus on financial management and infrastructure investment.
- Community Inclusion: Progression of Council's Disability Action Plan to improve accessibility and inclusion across Council services, facilities, and employment.
- Funding and Advocacy: Continued advocacy and successful funding commitments towards road infrastructure, housing development, recreational facilities and community projects across the municipality.
- Community Engagement: Consultation with residents on key initiatives, including the 2026/2027 Council budget, Sport and Active Recreational facilities, and community projects across the municipality.

The annual report reflects Council's commitment to transparent and accountable governance, responsible financial management and the delivery of services and infrastructure that support the ongoing growth and wellbeing of the Ararat Rural City community.

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives

6 STRONG AND EFFECTIVE GOVERNANCE
We will work hard to build models of governance that place delivering public value at the centre through effective financial management, well measured risk management; and implementation of effective community engagement practices.

The Annual Report 2025/2026 reports on the progress in achieving the strategic objectives as listed in the Council Plan 2025-2029 (Year 1).

Budget Implications
Costs associated with the production of the Annual Report are included in the Budget for 2026/2027.

Policy/Relevant Law
Completion and circulation of the Annual Report is a key legislative requirement for all Councils.

Sections 98 to 100 of the Local Government Act 2020 outlines the requirements that Council must meet in preparing and considering the Annual Report for 2025/2026.

Sustainability Implications
This report does not raise any sustainability implications.

Risk Assessment
Council must meet the legislative requirements of the Act in relation to the preparation and consideration of the Annual Report 2025/2026.

Stakeholder Collaboration and Community Engagement
Various Council officers have been involved in the preparation of the Annual Report 2025/2026.

Financial statements and performance statements were presented to the 29 September 2026 Council Meeting. These statements have been signed by the Victorian Auditor-General and are incorporated into the Annual Report 2025/2026.

A copy of the Annual Report 2025/2026 will be submitted to the Minister for Local Government before the Ministerial deadline.

Gender Impact Assessment
The Annual Report provides a summary of the gender of Council staff, activities related to the Gender Equality Action Plan, and Council's commitment towards the prevention of violence against women in the 2025/2026 year.

RECOMMENDATION

That

1. Council receive and note the Annual Report 2025/2026.

MOVED CR JOYCE
SECONDED CR KAUR

That

1. Council receive and note the Annual Report 2025/2026.

Cr Joyce and Cr Kaur spoke for the motion.

CARRIED 5/0
5432/26

ATTACHMENTS
The Annual Report 2025/2026 is provided as Attachment 3.1

Ararat Rural City

ARART RURAL CITY COUNCIL

Annual Report

2025/2026



Ararat Rural City

Traditional Acknowledgement

Ararat Rural City Council acknowledges the Traditional Owners of the land on which we live and work, the Eastern Maar, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, Jupagulk, and Wadawurrung peoples, and recognise their connection to the land and waterways.

We pay our respects to their Elders past, present and emerging, and to all Aboriginal and Torres Strait Islander people.

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Introduction

Ararat Rural City Council is pleased to present our Annual Report for 2025/2026.

We are committed to transparent reporting and accountability to our community and the Annual Report for 2025/2026 is the primary means of advising the Ararat Rural City community about Council's operations and performance during the financial year.

Our Annual Report is designed to be accessible and informative for all stakeholders, including residents, ratepayers, businesses, investors, community groups, government agencies, funding bodies, and present and future staff.

In accordance with the *Local Government Act 2020*, all Councils must present an Annual Report to the Council Meeting within four months after the end of the financial year. The Annual Report must include a copy of Council's audited financial statements for the relevant financial year, and it must contain assessment of Council's performance against the objectives stated in the relevant municipal Plan.

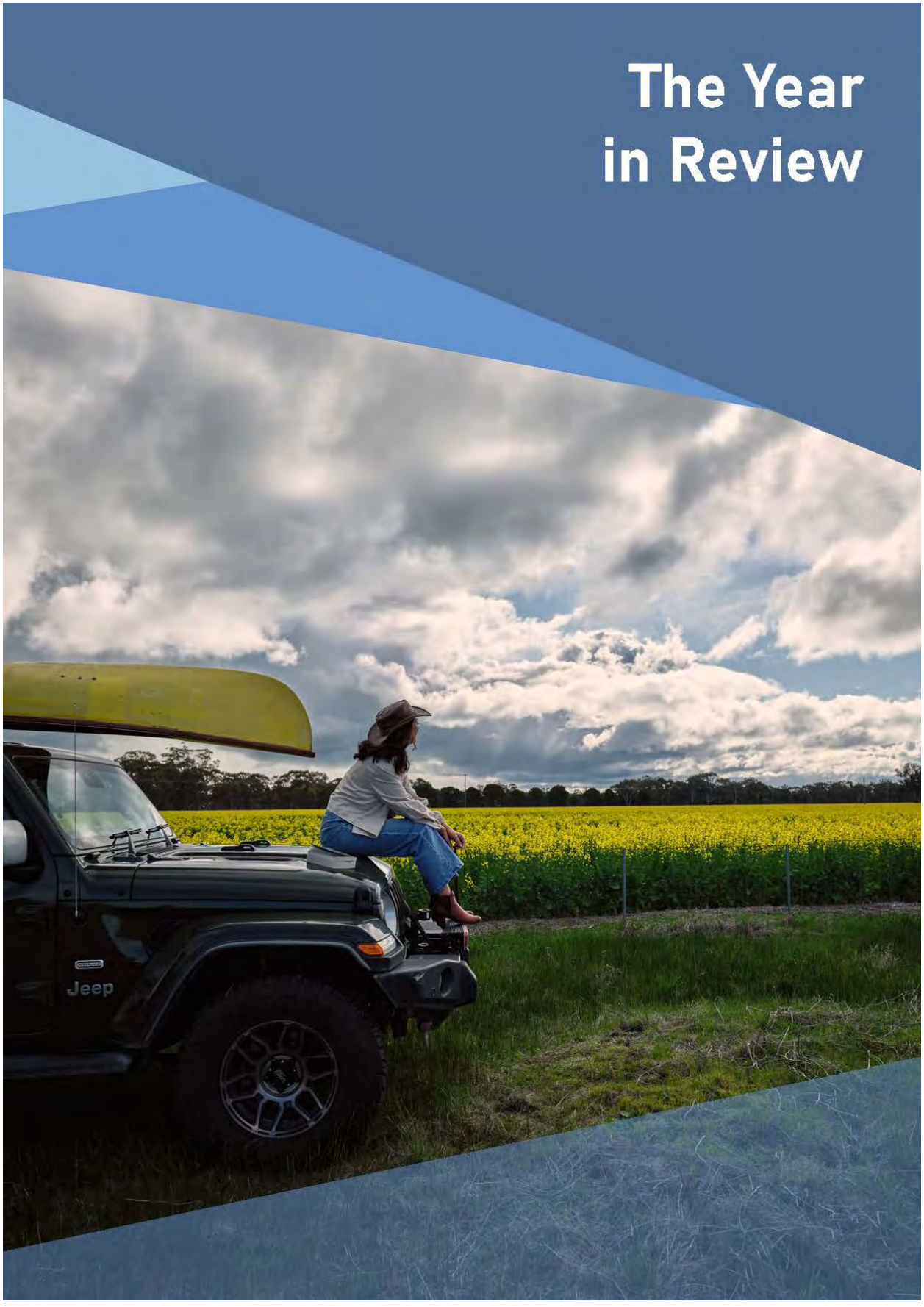
In addition to meeting our legislative obligations, the objectives of this report are to:

- Communicate our vision and strategic direction for the municipality and impart community confidence in our leadership and ability to deliver on our promises
- Demonstrate our commitment to good governance as an accountable and transparent local government
- Build confidence and satisfaction in the partnerships that are being created with other levels of government, community groups, local business and industry leaders through key projects and services
- Acknowledge the achievements of our organisation and promote Council as an employer of choice for current and future staff.



Ararat Rural City

The Year in Review



Message from the Mayor



I am pleased to present Ararat Rural City Council's Annual Report for 2025/2026 to the community.

This report provides an overview of Council's operational performance, assessing its alignment with the primary goals and strategies outlined in our Council Budget for the 2025/2026 financial year, and the first year of our 2025 to 2029 Council Plan.

Serving as your Mayor over the past year has been deeply rewarding. My fellow Councillors and the entire organisation remain steadfast in our commitment to delivering the best possible outcomes for our community.

I would like to acknowledge the outstanding leadership of our CEO, Dr Tim Harrison, who announced his resignation in June. As a thoughtful and principled leader, Dr Harrison's focus on getting the fundamentals right, including our roads, drainage, community facilities, and long-term financial sustainability, has built a resilient foundation and positioned Ararat Rural City Council strongly for the future.

Navigating broader economic pressures has required clear strategy and disciplined focus. By delivering a robust capital works program and high-quality services, we strive to earn the continued trust of our residents and business community, driving sustained job growth and economic momentum across Ararat Rural City.

One significant initiative that I wish to highlight is Council's Disability Action Plan. Guided by our Disability Action Plan Working Group and residents with lived experience, this vital roadmap will remove barriers and ensure our services, facilities, and workforce are accessible to everyone. By directly engaging our community through workshops and open consultations, we are creating a more inclusive, welcoming Ararat Rural City where every resident has a voice and equal opportunity to thrive.

We expended $15.06 million on our Capital Works Program, delivering critical road and infrastructure improvements across Ararat and our surrounding rural townships. Major initiatives include significant road sealing on the ongoing $5.5 million Mount William Road rehabilitation project, completing the Ararat Library facade upgrade, and making substantial progress on the new covered sports arena at the Ararat Pony Club.

Across the municipality, key projects included extensive upgrades to Churchill Avenue, nearly 10km of new bike paths, footpath works on Wilson Street, an upgraded High Street pedestrian crossing, and a community-scale battery system in Pomonal providing backup power during outages and bushfires.

Council also stepped up its advocacy efforts, focusing on securing funding and policy support to unlock new jobs, support local industry, and deliver infrastructure for communities across the municipality, including:

- Pushing for the delivery of the full extent of the East Grampians Rural Water Pipeline, including the completion of the Mininera Extension

- Actively advocating to state and federal governments for stronger renewable gas policy support
- Delivery of the Western Highway Upgrade from Buangor to Ararat
- Development of a North–South Heavy Vehicle Route
- Standing up for people seeking asylum in Australia as part of the national Back Your Neighbour campaign

We remain committed to ensuring our community has a voice in the decisions that impact them. Throughout 2025/2026, we engaged residents on several key initiatives, including the 2026/2027 Council Budget, the Ararat Rural City Sport and Active Recreation Strategy, the Eastern Entrance Signage project, and the naming of several local roads.

Looking ahead, Council is dedicated to keeping critical infrastructure projects on track and elevating our essential services to better serve our community.

Cr Bob Sanders
Mayor



Message from the CEO



Thank you for your interest in Ararat Rural City Council's 2025/2026 Annual Report.

I trust that this document provides a comprehensive overview of our activities and highlights our commitment to serving the community.

Our organisation continues to seek to improve our performance across all areas of operation. Once again, Council outperformed the statewide average across every single measure in the 2025 Community Satisfaction Survey. Scoring 64 out of 100 for overall performance, we surpassed both the statewide average of 57 (by 7 points) and the small rural council benchmark of 60 (by 4 points). Our strongest results were delivered in Arts Centres and Libraries (77), Emergency and Disaster Management (74), and Customer Service (72).

While these results show we are performing strongly against our peer councils, we know there is always room to grow. We remain fully committed to listening to our community and continuously raising the standard of our services across all areas.

Strengthening our partnership with local businesses remains a key driver of job growth and economic confidence across our municipality. Beyond core commercial growth, we are actively advancing renewable energy solutions and establishing Ararat Rural City as a prime mover in the circular economy.

Our commitment to disciplined financial management and on-time infrastructure delivery continues to yield results. By bringing key services in-house and executing record capital works programs, we have strengthened the local economy, balanced our long-term budget, and delivered lasting value for our residents.

Council delivered a 2025/2026 Budget centred on community value and financial responsibility. By keeping rate increases to a minimum while maintaining significant capital works investment, we are renewing vital assets without overburdening ratepayers. This disciplined approach ensures we continue providing high-quality essential services and long-term infrastructure improvements.

I am immensely proud of our Council staff and the extraordinary dedication and versatility they have demonstrated throughout a challenging year. It has been a true privilege to lead this organisation as CEO and work alongside a team that operates with such strong purpose.

As I prepare to step down, I look back on my time serving the Ararat Rural City community with deep gratitude. I am incredibly proud of what we have achieved together, the infrastructure we have built, and the long-term foundations we have set will benefit this region for generations. I leave with immense respect for our Councillors, our hard-working staff, and a community that cares deeply about its future. Ararat Rural City is in good hands, and I look forward to seeing its continued success.

Dr Tim Harrison
Chief Executive Officer



Financial Summary

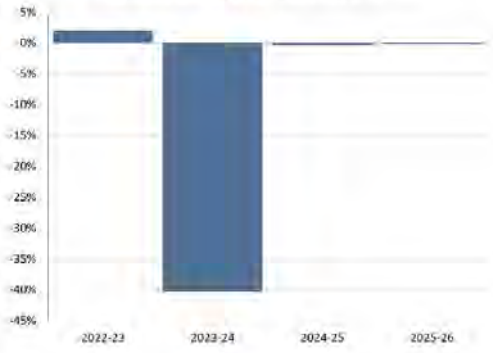
Council's short term financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement sections of this Report.

Operating Position

Council recorded a surplus of $8.906 million in 2025/2026, compared to the prior year surplus of $1.157 million in 2024/2025. The adjusted underlying deficit of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is $0.057 million (or -0.15% when compared to adjusted underlying revenue). This result is an increase compared with a deficit of $0.127 million in 2024/2025 (or -0.35%). This indicator is within Local Government Victoria's expected range of -20% to 20%.

In 2023/2024 there was a change in timing of the financial assistance grants resulting in $6.656 million being received early in July 2024, compared to $7.426 million being received in advance in June 2023.

Adjusted underlying result ratio %

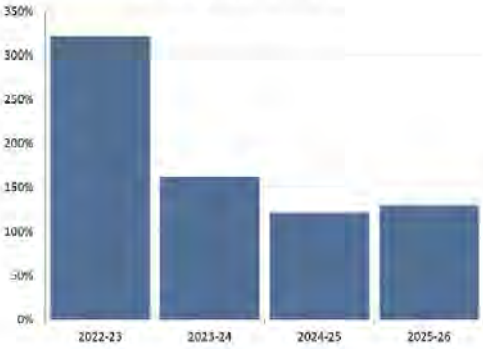


Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew community assets under Council's control. The budget for 2026/2027 includes an adjusted underlying deficit of $0.376 million or 1.12%.

Liquidity

The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 130% in 2025/2026 is an indicator of satisfactory financial position and within Local Government Victoria's expected range of 100% to 400%.

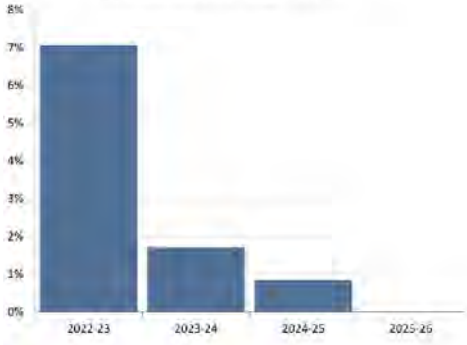
Working capital ratio %



Obligations

At the end of 2025/2026, Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 0.00% as Council held no loans at 30 June 2026. This was within the expected target band of 0%-70%.

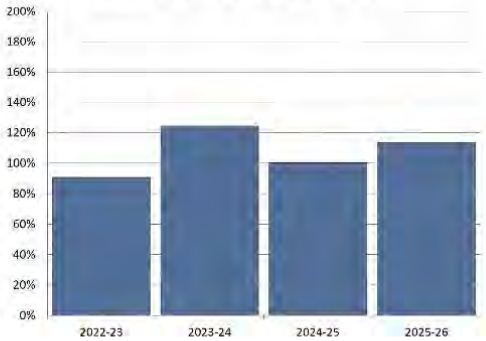
Loans and borrowings ratio %



Council aims to ensure that it can maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. During 2025/2026 Council completed $15.063 million in capital works with $13.029 million relating to the renewal and upgrade of assets.

Council's asset renewal and upgrade ratio, which is measured by comparing asset renewal and upgrade expenditure to depreciation, was 114% in 2025/2026 compared with 101% in 2024/2025. The expected range for this indicator is between 40% and 130%, and Council is within the expected range as it continues to prioritise capital works.

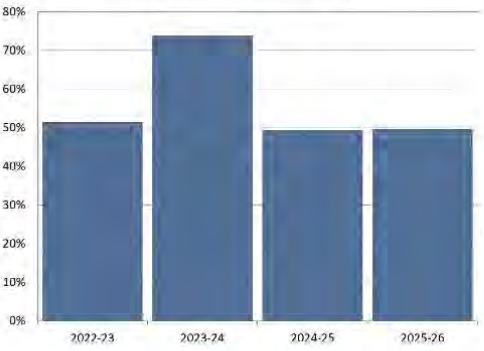
Asset renewal and upgrade ratio %



Stability and Efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions, relying heavily on rates and grants to fund services. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 50% for 2025/2026 compared with 49% in 2024/2025. In 2023/2024 revenue from rates represents a larger proportion of Council's income, due to a change in the timing of financial assistance grants resulting in $6.656 million being received early in July 2024, compared to $7.426 million being received in advance in June 2023. Local Government Victoria's expected range is 30%-80%.

Rates concentration ratio %

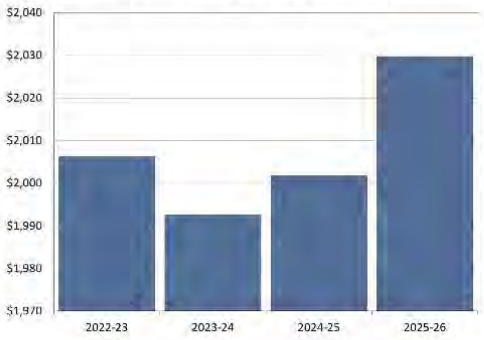


The average rates per property assessment is the total rate revenue (general rates and municipal charges) divided by the number of property assessments. It excludes other charges listed on the rate notice such as waste management charges and the emergency services and volunteers fund.

The average rate per assessment was $2,030 in 2025/2026 compared to $2,002 in 2024/2025. Council has delivered a net rate rise of 1.5% over the eight-year period up to 2025/2026. The rate cap set by the State Government was 3.00% for 2025/2026.

Local Government Victoria's expected range for average rate per assessment is $700 to $2,000. This range has not changed since 2015/2016.

Average rates per property assessment



Description of Operations

Ararat Rural City Council is responsible for more than 150 services, from community services, heritage and culture, recreation, transport and waste management; to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget. This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of our community. Council's Vision, Strategic Objectives and strategies to further improve services and facilities are described in our Council Plan and the associated Budget 2025/2026 and reported upon in this document. Refer to the section on Our Performance for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under Victorian and Australian legislation.

Economic Factors

Council provides several regional city style services, but with a smaller population than most cities providing such a level of service. Council is committed to reducing the renewal gap, redirecting cost savings identified during the year to renewal works. Council has returned an efficiency dividend to the community through a minimal rate rise and an ongoing dedication to renewing the community's assets through investment in capital works.

Capital Works

	$'000
Land Improvements	14
Buildings	2,922
Plant, machinery and equipment	668
Fixtures, fittings and furniture	54
Library books	53
Roads	8,979
Bridges	1,877
Footpaths and cycleways	430
Drainage	66
Total capital works expenditure	**15,063**

During 2025/2026 the capital works included the below:

- Webb Street reconstruction, including the construction of a new road surface, driveways, kerb and channel, drainage and new footpaths.
- Design and Construction of Buangor-Ben Nevis Road Bridge over Mt Cole Creek.
- Bridge Strengthening works on McCrows Road and Buangor-Ben Nevis Road over Billy Billy Creek.
- Reconstruction of Mt William Road, Yalla-Y-Poora.
- Construction of Ararat Pony Club Equestrian Arena.
- Roadworks included reseals and reconstruction of various roads across the municipality. Council received funding through the Federal Government's Roads to Recovery Program and the Local Roads and Community Infrastructure Program to assist with the cost of works.
- Footpaths and cycleways included new, and renewal works in various urban locations.
- Drainage works included renewal works in various locations across the municipality.

Major Changes

Following the ongoing flattening of the organisational structure which resulted from the 2018 review, our staff have been tasked with more autonomy over their work, placing the focus of staff resources into roles that directly service the community.

Major Achievements

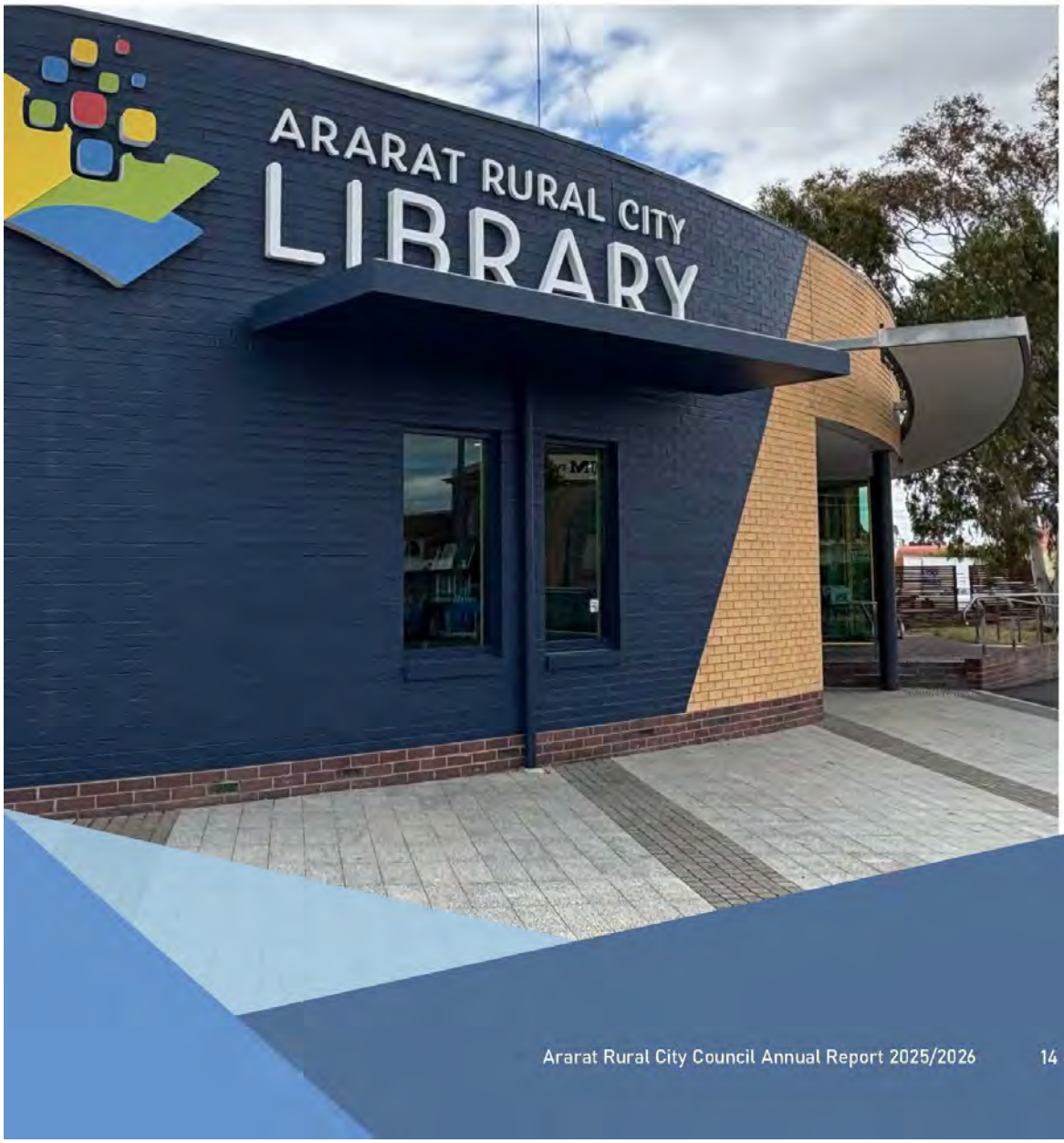
Council's Capital Works Program exceeded $15 million. All significant road projects set out in Council's Budget 2025/2026 have been tendered and yielded significant value for ratepayers and contributed to an uplift in local jobs.

Other highlights of major infrastructure projects that are creating local jobs and driving economic expansion include:

- A covered equine arena at the Ararat Pony Club, complete with lighting, to provide a climate-controlled riding space that is protected from rain and sunlight.

Major Achievements (continued)

- New dog park at Ararat's Centenary Park, providing a dedicated secure outdoor space for dog owners to exercise and socialise their dogs off-leash safely.
- Jack and Jill Kindergarten Redevelopment, delivering a more contemporary space that better reflects the expectations of local families and the broader kindergarten community.
- Contemporary exterior upgrade of the Ararat Library including new exterior signage, repainting, external lighting.



Ararat Rural City

Our Council



Our Vision

The Community Vision 2035 enhances the connection between Council and the community, providing a shared vision to work towards.

Council's Community Vision 2035 is characterised by:

1. Strong population growth trajectories that buck trends in rural Victoria
2. Continuous and sustainable economic development which is focused on job creation through value adding in agriculture, advanced manufacturing and tourism
3. Leadership in pragmatic approaches to local environmental management
4. Sustainable and effective local transport networks underpinned by careful technical and financial planning undertaken jointly between asset users and asset owners
5. Communities that are enhanced by access to artistic, cultural, sporting and recreational opportunities that meet needs and expectations
6. Strong and robust democratic processes underpinned by transparent governance, good financial management and organisational innovation

Guided by the Community Vision 2035, the Council Plan sets the strategic direction for Council over four years.

The Council Plan 2025-2029 highlights six key Strategic Objectives:

1. Growing our place
2. Building robust local economies
3. Preserving the environment
4. Developing and maintaining key enabling infrastructure
5. Enhancing community life; and
6. Strong and effective governance



Municipal Profile

Ararat Rural City is the gateway to the Grampians region in south-west Victoria, situated at an important junction of the Western and Pyrenees highways 198 kilometres north-west of Melbourne, approximately a quarter of the way between Melbourne and Adelaide.

The land has a wealth of natural attractions that set the region apart, such as Mount Langi Ghiran, Mount Cole and the Ararat Hills National Park, which frame our townships with scenic views and unique landscapes. Offering a fantastic regional lifestyle with a diverse economy underpinned by full employment, the recent shift in population to the regions has delivered an uplift in local investment and confidence.

Our diverse economy is fortified by advanced manufacturing, premium agriculture, nature-based tourism, healthcare and renewable energy. The region is known for its superior produce, wine production, agriculture and tourism. Diverse retail and manufacturing industries are spearheading a growing economy.

Ararat also has the region's best transport connections, including a high-speed divided highway to Melbourne, 62 weekly passenger rail services on the V/Line network, and interstate passenger rail services via the Overland.

Community groups and volunteers underpin community inclusion and our way of life. We have a proud history of embracing cultural diversity, inclusion, and looking out for one another. Active sport and recreation is the lifeblood of every town and community in the municipality. We are the birthplace of Australian Rules Football, which was inspired by the Indigenous game Marngrook, developed here at Moyston.

Our municipality includes vast riches of Aboriginal cultural heritage. Our landscape carries the stories, songs and languages which have been passed down over tens of thousands of years and are showcased at the iconic Lake Bolac Eel Festival.

The region's arts and cultural scene supports the creativity of local artists and performers. The historic Town Hall Performing Arts Centre is one of the premier performance venues in the state and Ararat Gallery TAMA showcases the creative works of local, national and international collections.

Municipal Snapshot

11,732
Population

4,211 km2
Area

2,455 km
Length of local roads

7,505
Rateable properties

122.8
Number of employees EFT

7
Number of Councillors

$18.510 m
Rate and charge revenue

$46.232 m
Total revenue

Where We Live

Ararat Rural City Council includes the city of Ararat and the rural townships of Buangor, Elmhurst, Lake Bolac, Mininera, Moyston, Pomonal, Streatham, Tatyoon, Warrak, Westmere, Wickliffe and Willaura.

Ararat Rural City has a smaller proportion of young people, and a larger proportion of people aged over 60 years, compared to the Victorian average. 2021 Census data shows that 20% of the population is aged 0-19, while those aged 60 and over make up 32.3%.

While 92.0% of the population is non-Indigenous, 1.9% is Aboriginal and/or Torres Strait Islander. Over 80% of residents were born in Australia. The next most common birthplaces are England (1.9%), New Zealand (1.6%), India (1.1%), and the Philippines (0.7%). Almost one-fifth of the population has at least one parent born overseas.

In the 2021 Census, Mandarin was the most common language spoken at home after English (0.6%), followed by Punjabi and Urdu, both at 0.4%. Overall, 5.9% of households reported speaking a language other than English.

Council Offices

Depots:
24 Flattely Street, Ararat
32 Leach Road, Lake Bolac

Municipal Offices:
59 Vincent Street, Ararat VIC 3377

Telephone:
(03) 5355 0200

Fax:
(03) 5352 1695

Email:
council@ararat.vic.gov.au

Website:
www.ararat.vic.gov.au

Postal address:
PO Box 246
Ararat VIC 3377



Our Councillors

The Council was elected to provide leadership for the good governance of the municipal district and the local community. In 2024 the Ararat Rural City Council community elected this Council for a four-year term. The municipality is an unsubdivided Council, represented by seven Councillors. The Councillors are the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.

The Councillors are listed below.



Cr Bob Sanders – Mayor

Date elected: 24 October 2020
E: bsanders@ararat.vic.gov.au
M: 0427 939 734



Cr Teli Kaur - Deputy Mayor

Date elected: 26 October 2024
E: tkaur@ararat.vic.gov.au
M: 0456 025 749



Cr Jo Armstrong

Date elected: 22 October 2016
E: jarmstrong@ararat.vic.gov.au
M: 0437 132 896



Cr Rob Armstrong

Date elected: 24 October 2020
E: rarmstrong@ararat.vic.gov.au
M: 0436 832 526



Cr Luke Preston

Date elected: 26 October 2024
E: lpreston@ararat.vic.gov.au
M: 0467 707 566



Cr Peter Joyce

Date elected: 26 October 2024
E: pjoyce@ararat.vic.gov.au
M: 0482 979 079



Cr Bill Waterston

Date elected: 24 October 2020
E: bwaterston@ararat.vic.gov.au
M: 0437 312 193



Ararat Rural City

Our People



Organisational Structure

Council is the governing body that appoints the Chief Executive Officer. The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan.

Council and the CEO are proud of its employees and commitment to the work they are carrying out on behalf of our community.

The results of the 2025 Local Government Community Satisfaction Survey show that Ararat Rural City continues to outperform most other councils. In every core measure, Council significantly outperformed or scored higher than the state-wide average

These results are a testament to our consistent work and achievements of the past year.

A chart setting out the organisational structure of the Council is provided on the following page. Ararat Rural City Council is a relatively small, serviced based organisation.

We employ around 122.9 equivalent full time (EFT) staff, and our focus is on service delivery. We do not need to have a large, costly and unwieldy management structure – we need to have great people focused on delivery of services to our community.

Our organisation is structured by 'service streams', all of which deliver services directly to our community or supporting those who do. Senior staff, including the CEO, are expected to do real work that supports service outcomes.



Dr Tim Harrison
Chief Executive Officer

Commenced: 1 October 2018

	SERVICE STREAMS	
CEO'S OFFICE	Organisational Transformation	IT Systems
		Organisational performance management
		KPI Program
	Human Resources	Human resources management
		Staff performance management
		Payroll
	Economic Development	Major economic development projects
		GABNet
	Governance and Risk	Governance
		Risk management
		Statutory reporting
		Occupational Health and Safety
	Communications	Media
		Council website
		Social media
	Design and Project Management	Capital project design and costing
		Capital works project management
		Capital works planning
	Asset Management	Asset valuation
		GPS
		Asset condition reporting
	Operations	Local road maintenance
		Parks and gardens
		Building maintenance
		Road construction
		Bridge maintenance
	Arts, Culture and Heritage	Ararat Art Gallery (TAMA)
		Performing Arts Centre
		Tourism
	Emergency Management	Emergency planning
		MEMO and MRM roles
	Waste Management	Circular economy
		Kerbside collection
		Transfer stations
	Sustainability	Roadside pest management
		Environment
		Vegetation management and offsets
	Community Events	Support community events
		Community event funding
		Community support funding program
	Recreation Services	Ararat Leisure Centre
		Outdoor pools
	Function Spaces	Alexandra Oval Community Centre
		Gordon Street Recreation Reserve
		Gum San Great Hall
		Sporting club relationships
	Library Services	Ararat Library
		Lake Bolac Business and Information Centre
		Mobile library services
	Child Services	Maternal and child health
		Immunisation programs
	Customer Service	Vincent Street customer service centre
		Telephone service
	Finance and Rating	Financial accounting
		Management accounting
		Rates management
	Procurement	Procurement management
		Contract management
		Vehicle fleet management
	Manager Development and Regulation – Planning	Statutory planning
		Strategic planning
		Planning compliance
	Manager Development and Regulation – Building	Municipal Building Surveyor
		Statutory building surveyor
		Emergency Service Measure project
	Manager Development and Regulation – Environmental Health	Food safety program
		Wastewater systems
		Public health programs
	Manager Development and Regulation – Community Safety	Animal management
		Parking management
		Local laws management

Council Employees

A summary of the number of full time equivalent (FTE) council staff by organisational structure based on the Council Plan strategic objectives, employment type and gender is set out below.

	Permanent						Casual			Total
	Full Time			Part Time						
	W	M	X	W	M	X	W	M	X	
Growing Our Place	1	2	0	2.39	0	0	0	0	0	5.39
Building Robust Local Economies	3	0	0	0.76	0	0	0	0	0	3.76
Preserving Our Environment	0	17	0	0.24	0.93	0	0	0	0	18.17
Developing & Maintaining Key Enabling Infrastructure	5	33	1	1.52	1.05	0	0	0.40	0.54	42.51
Enhancing Community Life	6	6	0	10.86	2.51	0	4.08	0.87	0	30.32
Strong & Effective Governance	15	1	0	5.24	0.84	0	0.30	0.43	0	22.81
Total Staff	**30**	**59**	**1**	**21.01**	**5.33**	**0**	**4.38**	**1.70**	**0.54**	**122.96**

Legend: W - Women; M - Men; X - Persons of self-described gender

A summary of the number of all employees – casual, permanent and fixed term – shown as full time equivalent (FTE) and categorised by employment classification and gender is detailed below.

Employment Classification	Female FTE	Male FTE	X FTE	Total FTE
Band 1	3.80	0.21	0.00	4.01
Band 2	5.08	4.12	0.00	9.20
Band 3	5.51	24.01	0.54	30.07
Band 4	11.40	17.00	0.00	28.40
Band 5	8.59	7.00	0.00	15.59
Band 6	8.09	7.00	1.00	16.09
Band 7	4.46	0.00	0.00	4.46
Band 8	4.00	4.00	0.00	8.00
Senior Officers	2.00	1.84	0.00	3.84
Maternal and Child Health	2.47	0.00	0.00	2.47
Apprentices	0.00	0.00	0.00	0.00
Trainees	0.00	0.84	0.00	0.84
Total	**55.40**	**66.02**	**1.54**	**122.96**

Other Staff Matters

Gender Equality Action Plan (GEAP)

During 2025-2026, Council adopted its Gender Equality Action Plan (GEAP) 2026-2029, reinforcing its commitment to fostering a safe, inclusive and equitable workplace for all employees.

The GEAP was informed by workforce gender audit findings, employee consultation and a review of outcomes achieved through Council's previous plan. The audit highlighted positive results, including strong gender representation across the organisation and women holding 60% of senior leadership positions. It also identified opportunities to further address occupational gender segregation, support career progression, strengthen flexible work practices and improve gender equity outcomes.

The new GEAP outlines actions to promote equitable recruitment and advancement opportunities, support flexible and family-friendly workplaces, strengthen leadership development, address gender barriers, and maintain a culture that is safe, respectful and inclusive.

Council will continue to embed gender equality considerations into decision-making through Gender Impact Assessments and will monitor progress against clear objectives and measures throughout the life of the plan.

Through the implementation of the GEAP 2026-2029, Council remains committed to creating a workplace where all employees have equitable access to opportunities, leadership pathways and meaningful participation.

Professional Development

Council continued to invest in the development and capability of its workforce throughout 2025-2026, supporting employees to build the skills and knowledge needed to deliver high-quality services to the community.

Employees participated in a range of professional development opportunities, including industry-specific training, leadership development programs, conferences, workshops, webinars and online learning.

These opportunities supported both individual career growth and organisational capability, ensuring Council remains responsive to emerging challenges and changing community needs.

Council also maintained its comprehensive induction program for new employees, complemented by mandatory compliance and safety training to support safe, respectful and effective workplace practices. Professional development initiatives were aligned with Council's strategic objectives and individual learning needs, fostering a culture of continuous improvement, innovation and lifelong learning.

By investing in employee development, Council strengthens organisational performance, supports succession planning and leadership capability, and reinforces its commitment to being an employer of choice.

Prevention of Violence Against Women

Council continued its commitment to preventing violence against women by promoting gender equality, respect and inclusion across the organisation and the broader community.

As a member of the Communities of Respect and Equality (CoRE) Alliance, Council worked collaboratively with regional partners to support initiatives that address the underlying drivers of violence against women and family violence. Throughout the year, employees participated in education and awareness activities designed to strengthen understanding of gender equality and support respectful workplace and community cultures.

Council also participated in the annual 16 Days of Activism against Gender-Based Violence campaign, raising awareness of the impacts of violence and encouraging collective action to create safer communities. These initiatives complement Council's Gender Equality Action Plan and reinforce its commitment to creating environments where all people are treated with dignity, respect and equity.

Other Staff Matters

Health and Safety

Council remains committed to providing a safe and healthy workplace for employees, contractors, volunteers and visitors through continuous improvement of its health and safety systems, processes and practices.

During 2025-2026, Council continued to review and strengthen its safety management framework, with a focus on risk management, injury prevention, wellbeing and legislative compliance. Employees participated in a range of health and safety programs, including Health and Safety Representative (HSR) training, and other role-specific safety initiatives.

Council maintained its commitment to fostering a positive safety culture by encouraging consultation, hazard reporting and proactive risk management across all work areas. Through ongoing training, engagement and system improvements, Council continues to support the health, safety and wellbeing of its workforce and the community.



Service Recognition

To officially recognise and thank long-term employees for their ongoing service and commitment, Council rewards full-time and part-time employees with a 'service' lapel badge and certificate after 5, 10, 15 and 20 years of service.

Employees who have completed 25 years or more of continuous service receive an engraved award and certificate of service. These service recognitions are celebrated in December each year.

During the 2025/2026 financial year, the following employee milestones were reached:



5 years
Rachel Gunning
Richard McMillan
Sheree Ferguson
Suzanne Blizzard



10 years
Darren Hampson
Lyndon Turner
Nicole Gerrard
Robert Herbert
Trevor Quick



15 years
Judy Bigmore
Tanya Cronin



20 years
Katie Collins
Maureen Sladdin



25 years
Susan Brown



30 years
Dorothy Jerram



50 years
Russell Ferguson

Ararat Rural City

Our Performance



Integrated Strategic Planning and Reporting Framework

Part 4 of the Local Government Act 2020 requires Councils to prepare the following:

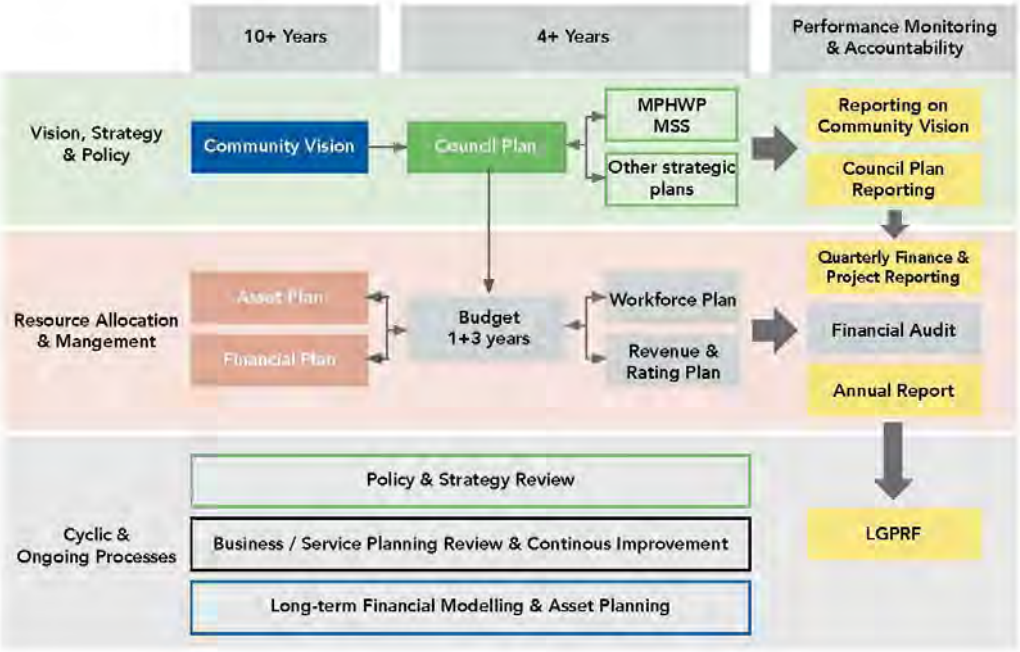
- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);
- An Annual Budget (for the next 4 financial years);
- A Quarterly Budget Report;
- An Annual Report (for each financial year); and
- Financial Policies.

The Act also requires Councils to prepare:

- A Workforce Plan;

(including projected staffing requirements for at least 4 years);

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback.



Council Plan

The Ararat Rural City Council Plan 2025-2029 includes Strategic Objectives, strategies for achieving these for the four-year period, strategic indicators for monitoring achievement of the Strategic Objectives and a strategic resource plan. The following are the six Strategic Objectives as detailed in the Council Plan.

1. Growing Our Place	We will create the settings to support growth across our municipality through an improved planning scheme, actively pursuing new housing options and exploring models for in-migration.
2. Building Robust Local Economies	We will develop strong relationships to build and strengthen a diverse local economy, focused on creating jobs and wealth through adding value to existing strengths in agriculture, manufacturing, tourism and hospitality.
3. Preserving Our Environment	We will take pragmatic approaches to ensuring that Ararat Rural City Council takes a regional lead in responsible environmental management and engagement with the circular economy.
4. Developing and Maintaining Key Enabling Infrastructure	We will ensure that we plan, fund and develop new infrastructure in ways that deliver strong public value. Existing infrastructure will be managed, renewed, and maintained to ensure that it continues to serve identified public needs.
5. Enhancing Community Life	We will work with the communities of Ararat Rural City to maintain social cohesion, support community activity and cultural life, and enhance safety.
6. Strong and Effective Governance	We will work hard to build models of governance that place delivering public value at the centre through effective financial management; well measured risk management; and implementation of effective community engagement practices.

Performance

Council's performance for the 2025/2026 year has been reported against each Strategic Objective to demonstrate how Council is performing in achieving the 2025-2029 Council Plan.

Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan
- Progress in relation to the major initiatives identified in the budget
- Services funded in the budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures

Key	
Completed	✓
Not Completed	✗
Ongoing	→
In progress 51-99%	~
In progress 0-50%	▲
Not Started	◇

Strategic Objective 1: Growing Our Place

Strategic Indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan. The statement also reviews the progress of Council in relation to major initiatives identified in the 2025/2026 budget for the year.

Strategic Indicator/Measure	Result	Comments
Complete a review of Council's Planning Scheme as required under Section 12B of the Planning Environment Act 1987.	~	Council officers are working with the Department of Transport and Planning's (DTP) Regional Planning Hub on the Ararat Planning Scheme review.
Establish annual targets for sustainable urban growth.	✓	As part of the Planning Scheme Review process, it has been identified that the Victorian Government's housing target of 1000 net new dwellings for Ararat Rural City by 2051 provides a suitable urban growth annual target of 40 homes per year.
Complete the 'Unlocking Ararat North East' Structure Plan project.	✓	This project has assessed the physical capacity of the Ararat North East area and the utility services that would be needed if the subject site were to be developed in the future.
Deliver enabling infrastructure for well-located homes that address critical housing gaps in central Ararat, with support from the Housing Support Program: Community Enabling Infrastructure Stream.	▲	Demolition works are continuing into 2026/27 under strict environmental and safety regulations and in accordance with WorkSafe Victoria and the Environment Protection Authority requirements.
Continue to develop the Ararat Housing Enterprise P/L, delivering another four houses in Ararat during 2025/2026.	✓	Four houses have now completed construction in this financial year, enabling this action to be marked complete. Preconstruction planning for the next set of homes had commenced.
Work with developers to submit EOI application/s to the National Housing Infrastructure Facility Crisis and Transitional Housing (NHIF CT) program.	✓	The EOI was submitted but due to significantly high volumes of applications submitted to the NHIF-CT program, Ararat Rural City Council's EOI was placed on a deferred list and may be considered in the future if additional Federal Government funding is provided to this program.
Complete the Jack and Jill Kindergarten Refurbishment, with support from the Building Blocks Improvement Grant.	✓	Refurbishment works commenced in the April 2026 school holidays and the Jack and Jill Kindergarten program returned to their upgraded facility on Monday 18th May 2026.
Establish a new childcare centre in Lake Bolac.	▲	Council officers are continuing to liaise with potential childcare providers to deliver this project.
Deliver the CALD Outreach Initiative.	✓	The CALD Outreach Initiative for 2025/26 is complete. The broader CALD Outreach Initiative will continue until in 2027.

Services

The following statement provides information in relation to the services funded in the 2025/2026 budget and the persons or sections of the community who are provided the service. The figures presented are based on the cash basis of accounting.

Service	Description	Net Cost Actual Budget Variance $000
Planning	This statutory planning service is responsible for administering the Ararat Rural City Council Planning Scheme. It considers new planning scheme amendment proposals and reviews the Municipal Strategic Statement of the Ararat Planning Scheme.	409 302 (107)
Building Control	This service provides statutory building services to the community including processing of building permits, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.	313 263 (50)
Environmental Health	This service protects the community's health and wellbeing by coordinating food safety programs, Tobacco Act activities, and overseeing wastewater systems and installations. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	146 161 15



Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in comments.

Service/Indicator/Measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Statutory Planning					
Timeliness *Time taken to decide planning applications. [The median number of days between receipt of a planning application and a decision on the application]*	44	58	35	27	Council made 89 planning application decisions within the reporting period, 10 less than last year. A lower volume of applications, along with a period of stability in staff resourcing has seen a 22% decrease in time taken to decide planning applications since last year.
Service standard *Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100*	74.78%	78.91%	79.80%	85.39%	Council has a target of 90% of applications decided in required timeframes, with a commitment to improvement in this area. Although not quite meeting this target, a result of 85% has seen an increase on last year's result and well above state average for this indicator.
Service cost *Cost of statutory planning service [Direct cost of statutory planning service / Number of planning applications received]*	$1854.77	$2649.99	$3365.80	$4477.43	A decreased number of planning applications processed this reporting period, but costs remaining steady for the service has seen a 33% increase in the cost per application.
Decision-making *Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100*	100.00%	0.00%	100.00%	0.00%	No Council planning decisions were taken to VCAT in this reporting period.

Service/Indicator/Measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Foot Safety					
Timeliness *Time taken to action food complaints* *[Number of days between receipt and first response action for all food complaints / Number of food complaints]*	1.00	1.20	3.80	1.71	Council received 7 food complaints for the 2025 year. Environmental health officers have worked to prioritise food complaints and food safety, having responded to/ acknowledged 6 out of the 7 complaints received within 1 business day, an almost 55% improvement on last year.
Service standard *Food safety assessments* *[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100*	100.00%	100.00%	100.00%	100.00%	Council undertook 100% of required food safety assessments on local food businesses for 2025
Service cost *Cost of food safety service* *[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]*	$746.53	$739.41	$904.60	$1028.69	There has been a 13% increase in the cost of Council's food safety service per registered food premises in 2025/2026. This is a result of a combination of less food businesses registered this reporting period, and an increase in the cost of our food safety contractors.
Health and safety *Critical and major non-compliance outcome notifications* *[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100*	0.00%	100.00%	100.00%	100.00%	Council had one major non-compliance outcome notification for this reporting period, which was followed up in a timely manner.
Service standard *Food safety samples* *[Number of food samples obtained / Required number of food samples] x 100*	New	$100.00	110.00%	106.90%	Council's environmental health team completed 31 food samples in 2025, exceeding the required number of 29 for the reporting period.

Strategic Objective 2: Building Robust Local Economies

Strategic Indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan. The statement also reviews the progress of Council in relation to major initiatives identified in the 2025/2026 budget for the year.

Strategic Indicator/Measure	Result	Comments
Build stronger connections between AJTP and local industry, including promotion of industry internships for research students.	→	The AJTP Advisory Group and the Future of the Regions group are focused on industry and stakeholder engagement. As PhD students commence their research projects the level of industry engagement is increasing.
Work with Federation University, community and industry stakeholders to apply for a grant for National Science Week in August 2026.	✓	Council collaborated with Federation University to submit an application to support National Science Week activities.
Continue to support the delivery of TAFE courses at the Ararat Jobs and Technology Precinct.	✓	Supporting the delivery of the Cert 3 in Early Childhood Education and Care courses has now become embedded in Council's day to day operations at the Precinct.
Work with Invest Victoria, Regional Development Victoria and private sector partners to develop plans for the ARCC Circular Economy Precinct.	→	Council is working with Invest Victoria, Regional Development Victoria and a number of private sector partners to make a case for a state significant circular economy hub in Ararat
Continue to support Valorify P/L to develop a biogas plant in Ararat which uses straw as the major input.	→	Council continues to strongly support Valorify P/L.
Seek funding from the Victorian Government's $10 million fund to unlock industrial trunk infrastructure to accelerate new industrial developments.	✓	The Trunk Infrastructure Fund opened on 13 February 2026. Council did not submit an application and instead provided support to emerging industries to apply. Council also continued to advocate for funding to be awarded to projects in Ararat Rural City
Deliver the Ararat Hills Outdoor Adventure Precinct Feasibility Study	▲	Engagement with key stakeholders on the feasibility study is underway.

Strategic Indicator/Measure	Result	Comments
Partner with local hospitality, accommodation, food and wine industry to develop an annual fine wine and food event within the municipality.	✓	Council staff and Grampians Wimmera Mallee Tourism identified that supporting the growth and development of an existing food and wine event in Ararat Rural City is likely to leverage a greater outcome with fewer resources than a new event.
Work with operators and Grampians Wimmera Mallee Tourism to deliver 4 star and above accommodation	✓	The quality of accommodation and tourism offerings in Ararat Rural City has significantly improved. Highlights include Mount William Station which won Gold at the 2025 Victorian Tourism Awards in the "5 Star Luxury Accommodation" category. More high quality accommodation options are in the pipeline.

Services

The following statement provides information in relation to the services funded in the 2025/2026 Budget and the persons or sections of the community who are provided the service. The figures presented are based on the cash basis of accounting.

Service	Description	Net Cost Actual Budget Variance $000
Economic Development	The economic development service assists in facilitation of business opportunity across the municipality. It aims to grow the local business sector and provide support for growth and development in employment. This service includes the Visitor Information Centre operations.	491 578 87

Strategic Objective 3: Preserving Our Environment

Strategic Indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan. The statement also reviews the progress of Council in relation to major initiatives identified in the 2025/2026 budget for the year.

Strategic Indicator/Measure	Result	Comments
Develop and adopt an ambitious business based on key partnerships and production of higher value outputs, that views municipal "waste" as an economic resource.	✓	The results of stakeholder's use of Council's compost created from green waste has demonstrated that this is a useful and valuable resource. Efforts will now focus on promotion of the availability of the compost to purchase from Council.
Continue to support Plastoil to develop a plastics recycling facility in Ararat.	✓	With Council's support, Plastoil reached a mature stage of planning and development.
Continue to support Valorify P/L to develop a biogas plant in Ararat which uses straw as the major input.	→	Council continues to strongly support Valorify P/L.
Work with Federal and State Government and private sector partners to plan, fund and develop a circular economy industrial precinct.	▲	Council is working with Invest Victoria, Regional Development Victoria and a number of private sector partners to make a case for a state significant circular economy hub in Ararat.
Continue to advocate for greater policy confidence and support for renewable gas generation	→	This issue has been identified as a priority in the 2026 Advocacy Priorities.
Deliver the Pomonal Community Hall Battery Project with the Central Victorian Greenhouse Alliance and with support from the 100 Neighbourhood Batteries Grants Program.	✓	The installation of the new battery was completed on 17 June 2026.
Deliver the Roadside Weeds and Pests Program.	✓	The Roadside Weeds and Pest Program for 2025/26 was successfully completed.
Explore a model for collaborating with community asset committees to use rooftop solar to increase use of renewable energy at community facilities.	✓	Council attempted to secure funding from the Community Energy Upgrades Fund but was unsuccessful. Council will continue to liaise with interested community asset committees to explore rooftop solar and renewable energy options at community facilities.

Services

The following statement provides information in relation to the services funded in the 2025/2026 budget and the persons or sections of the community who are provided the service. The figures presented are based on the cash basis of accounting.

Service	Description	Net Cost Actual Budget Variance $000
Waste Management	This service provides for collection and processing of four materials streams from household collection: general waste, mixed recyclables, glass and green organics. Council has committed to local processing where possible. Council has local processing of green organics and glass at the Ararat Transfer Station.	554 87 (467)
Natural Resources & Sustainability	This service promotes environmentally sustainable development principles, coordinates and implements environmental projects, and works with other services to improve Council's environmental performance. Projects include roadside weeds and pests and renewable energy projects.	(20) 5 25
Parks and Gardens	This service covers a range of areas such as grass and turf cutting, tree pruning, planting, removal, planning and street tree strategies, management of conservation and parkland areas, creeks and other areas of environmental significance. This function is responsible for playground maintenance and safety improvement programs.	1,636 1,538 (98)
Emergency Services Management	This service includes emergency services management and fire prevention.	(151) (24) 127



Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in comments.

Service/Indicator/Measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Waste Collection					
Service standard *Kerbside collection bins missed* *[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000*	16.63	7.59	10.36	16.89	Although Council's waste team have worked hard to refine the 4 bin service since 2023, Council have reported 166 more missed bins this year compared to last year. The introduction of the app Snap, Send Solve has seen an easier community reporting process to report missed bins. Difficulty cross checking reports is also an issue that will hopefully be addressed with some changes in the way the routes are recorded. This remains an area to be addressed over the next reporting period.
Service cost *Cost of kerbside garbage bin collection service* *[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]*	$186.99	$203.70	$216.93	$198.26	Council has seen a slight decrease in cost of both garbage and recyclables collection this period. A decision to in-house the hook truck service for skip bin collection (garbage and recycling), plus a more updated fleet of waste trucks on a leased arrangement have seen lower running costs (tyres/registration etc) and less spent on repairs and maintenance.
Cost of kerbside recyclables collection service *[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]*	$78.53	$82.15	$93.61	$81.95	Council has seen a slight decrease in cost of both garbage and recyclables collection this period. A decision to in-house the hook truck service for skip bin collection (garbage and recycling), plus a more updated fleet of waste trucks on a leased arrangement have seen lower running costs (tyres/registration etc) and less spent on repairs and maintenance.
Waste Diversion *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] x100*	22.90%	25.17%	61.21%	58.97%	The introduction of a four bin system incorporating kerbside waste, recycling, organics and glass collection in 2023 has helped promote diversion of waste from landfill. Council set a target of 40% of diversion of waste from landfill for this reporting period.

Strategic Objective 4: Developing and Maintaining Key Enabling Infrastructure

Strategic indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan. The statement also reviews the progress of Council in relation to major initiatives identified in the 2024/2025 budget for the year.

Strategic Indicator/Measure	Result	Comments
Develop the Asset Plan 2025-35.	✓	The Asset Plan 2025-35 was adopted at the October 2025 Council Meeting.
Continue to advocate for the Western Highway Upgrade from Buangor to Ararat.	→	The Federal and State Governments announced on 15 May 2026 that construction on the Western Highway Upgrade between Buangor and Ararat will begin before the end of 2026.
Continue to advocate for a North South Heavy Vehicle Route.	→	This issue has been identified as a priority in the 2026 Advocacy Priorities.
Progress plans and costings for a new indoor sports facility and the outdoor pool upgrade.	~	Basketball Victoria released new facility guidelines in May 2026. The concept designs are being reviewed against the latest guidelines. The concepts for the outdoor pool upgrade is also being reviewed in light of recent community feedback received through the Budget and the Sport and Active Recreation Strategy engagement processes.
Deliver the Community Road Safety Strategy.	✓	The draft Strategy was presented to Council at the April Council Meeting for consideration, with the final document adopted at the September 2026 Meeting.
Deliver the Ararat Rural City Sport and Active Recreation Strategy.	✓	This Strategy was adopted at the May 2026 Council Meeting.
Deliver the 2025/26 Capital Works Program.	✓	The 2025/26 Capital Works Program was delivered successfully.

Services

The following statement provides information in relation to the services funded in the 2025/2026 budget and the persons or sections of the community who are provided the service. The figures presented are based on the cash basis of accounting.

Service	Description	Net Cost Actual Budget Variance $000
Design & Project Management	This service conducts capital works planning for Council's main civil infrastructure assets including roads, laneways, carparks, foot/ bike paths, drains, and bridges. This service undertakes design and supervision of Council's capital works program. Most staffing and design costs are capitalised within completed projects.	819 678 (141)
Property Maintenance & Capital	This service prepares maintenance management programs for Council's property assets including municipal buildings, pavilions and other community buildings. The service also includes emergency building and facility maintenance. This service includes capital expenditure on Council's property assets in order to optimise their strategic value and service potential.	1,531 925 (606)
City Services	This service includes street lighting, Aerodrome operations and the operations, maintenance, and cleaning of public conveniences throughout the municipality.	674 771 97
Infrastructure – Miscellaneous	This service includes private works, maintenance of water supplies and emergency bores.	25 75 50
Road Maintenance	This service provides for management and maintenance on Council's infrastructure incorporating roads, bridges, drainage, footpaths, kerb and channel, street furniture, line marking and signage.	4,576 3,342 (1,234)
Major Plant	This service operates and maintains Council's major plant and equipment, to meet functionality and safety needs and to maximise the performance and minimise the operational cost of the fleet.	1,572 1,450 (122)
Major Plant Recoups	Plant used on works generates plant hire income used to fund operations and maintenance and the replacement of the major plant.	(2,200) (1,450) 750
Minor Plant	This service purchases and maintains Council's minor plant and equipment, including trailers.	10 0 (10)
Infrastructure Capital	This service provides for capital expenditure on Council's infrastructure incorporating roads, bridges, drainage, footpaths, kerb and channel, streetscapes and car parks.	(703) 4,241 4,944
Funded Infrastructure Projects - Capital	This service includes the delivery of one-off capital infrastructure projects partly or wholly funded by non-recurrent government grants.	(765) 0 765
Asset Management	This service predominantly provides asset management services. The service also approves and supervises infrastructure works associated with private development activities.	(25) (15) 10

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in comments.

Service/Indicator/measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Roads					
Satisfaction of use *Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x 100*	7.07	6.08	5.53	10.85	In 2024/2025, Council received 42 sealed local road requests. This has increased to 84 requests in 2025/2026. This increase in sealed local roads requests can be attributed to Council's introduction of an easier reporting process for ratepayers. Council signed up to the Snap, Send Solve application and have promoted this throughout the municipality as a tool for the community to report issues to Council. This has seen an increase in requests to Council in general through this medium.
Condition *Sealed local roads maintained to condition standard [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100*	100.00%	100.00%	100.00%	100.00%	Council has had no roads fall below the renewal intervention level this year. A proactive approach by Council's roads team has seen maintenance conducted regularly and pre-emptively, to ensure sealed roads remain at condition standard.
Service cost *Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]*	$53.32	$35.13	$39.44	$25.59	The cost of sealed local road construction per square metre is reporting 35% lower than last reporting period. A couple of factors have caused this decrease. Firstly, we have 70% of our planned sealed road reconstruction for this period still being completed, therefore will be reported on in the 2026/2027 period. The majority of works that were completed were using a more cost effective seal called OTTA seal, that uses waste tyre rubber for bitumen binder. Next year we will see a return to a more average cost per square metre with greater works completed with traditional materials.

Service/Indicator/measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Cost of sealed local road resealing *[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]*	$5.57	$6.06	$6.51	$0.00	Council did not complete a reseal program in the 2025/2026 reporting period. This was due to the budget being spent in advance in 2024/2025, prior to expected pricing increases.
Satisfaction *Satisfaction with sealed local roads* *[Community satisfaction rating out of 100 for how Council has performed on the condition of sealed local roads]*	58	51	54	56	This result reflects an improvement in community satisfaction with Council's local roads compared to recent years. It is envisaged that the ongoing investment in road renewal outlined in Council's budget 2025/2026 will continue to improve community satisfaction in the longer term.



Strategic Objective 5: Enhancing Community Life

Strategic Indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan. The statement also reviews the progress of Council in relation to major initiatives identified in the 2024/2025 budget for the year.

Strategic Indicator/Measure	Result	Comments
Deliver artist and community group exhibits in the Barkly St Laneway and Community Wall within the Ararat Gallery TAMA.	✓	The exhibit programs for the Barkly St Laneway and Community Wall to 30 June 2026 from the EOI process was finalised and works were exhibited on the Community Wall and in the Laneway throughout the year.
Increase participation in programs at Ararat Gallery TAMA.	✓	Ararat Gallery TAMA increased its promotion of events and programs, and the strength and reputation of artists and exhibitions. This approach will continue where possible, in order to maintain this growth in participation. The number of school students visiting TAMA as part of a school groups also increased significantly in 2025/26.
Investigate ways to maximise scheduling of community events at the Town Hall.	✓	The Town Hall reviewed its previous bookings and schedules, and identified that the number of events has been increasing each year, with a strong level of community usage. Auditorium utilisation has increased from 105 bookings in 2023/24, to 153 bookings in 2024/25 and 129 for 2025/26. Community are encouraged to reach out to the Town Hall as early as possible to secure their bookings.
Identify innovative ways to increase the promotion and reach of performances at the Town Hall.	✓	A staffing and structural update occurred within the Arts Precinct that better integrated our arts, culture, visitor services and venue operations, as well as increased the promotion, reach and participation in events and programs.
Deliver the first of three years of the Youth Events, Activities and Happenings (YEAH) Crew.	✓	YEAH Crew program for 2025/26 was completed and is continuing in 2026/27.
Deliver young people's programs across schools, largely through the Crazy Ideas College.	✓	Crazy Ideas College completed their 2025/26 program and have commenced activities for 2026/27.
Work with community groups to deliver an annual Volunteer Expo.	✓	Council have promoted and supported range of community events held by other groups and organisation to recognise and celebrate volunteers across the municipality.

Strategic Indicator/Measure	Result	Comments
Promote the benefits and achievements of volunteers, to encourage participation.	→	Applications to join Council's volunteer team opened. The application form and Frequently Asked Questions are available via Engage Ararat.
Develop the Disability Action Plan.	~	Public consultation and engagement on for the development of the Disability Action Plan will commence in early 2026/27.
Develop the Municipal Public Health and Wellbeing Plan 2025-29.	✓	The Municipal Public Health and Wellbeing Plan 2025-29 was adopted at the October 2025 Council Meeting.
Hold quarterly meetings of the Child Friendly Cities and Communities Working Group.	✓	All quarterly meetings of the Working Group were held in 2025/26.
Deliver multicultural events.	✓	Council partnered with the Grampians/ Gariwerd Rural Australians for Refugees, Ararat Neighbourhood House, and many other community organisations and groups to deliver the Ararat Cultural Showcase Lunch at Alexandra Oval Community Centre on 6 December 2025 and Harmony Day at the Ararat Town Hall on Saturday 21st March 2026.

Services

The following statement provides information in relation to the services funded in the 2024/2025 budget and the persons or sections of the community who are provided the service. The figures presented are based on

Service	Description	Net Cost Actual Budget Variance $000
Ararat Gallery TAMA	This service includes the operations, projects, exhibitions, acquisitions and administration of the Ararat Gallery TAMA.	367 351 (16)
Ararat Town Hall	This service operates and manages the Ararat Town Hall which provides artistic programs for the region.	629 528 (101)
Gum San Chinese Heritage Museum	Management of Gum San has been handed over to the Friends of Gum San. Council has an MoU with the group and continues to provide financial and maintenance support.	30 24 (6)
Community and Events Support	This service provides for the employment of community development staff who work with communities to develop community action plans and implement other community building initiatives.	58 56 (2)
Recreation Services	This service provides some services to young people. Most of the recreational services function has been rolled into the Ararat Fitness Centre activity.	62 100 38

Service	Description	Net Cost Actual Budget Variance $000
Ararat Fitness Centre and Outdoor Pools	This service operates and maintains a range of recreational facilities including aquatic facilities, indoor (1) and outdoor (3) swimming pools. The Ararat Fitness Centre provides an extensive range of recreational programs and opportunities accessible to individuals of all ages, sexes and abilities which contribute to the general wellbeing of the community.	794 713 (81)
Alexandra Oval Community Centre and Great Hall	This service operates and maintains the Alexandra Oval Community Centre, Gordon Street Oval and Great Hall. The facilities provide the Ararat and greater Grampians community, clubs and businesses with centrally located, high quality, modern, flexible and dynamic multipurpose community and recreation spaces.	93 40 (53)
Library Services	This service provides public library services at the Ararat Library and the Lake Bolac Business and Information Centre and through the mobile library outreach service to rural communities.	258 310 52
Positive Ageing	This service includes Senior Citizens support and grant funding for service system resourcing.	7 0 (7)
Children Services	This service provides family-oriented support services including maternal and child health, immunisation and early childhood education and support.	39 44 5
Community Safety	This service maintains and improves the health and safety of people, animals and the environment in Council by providing animal management services including a cat trapping program, a dog and cat collection service, a pound service, a registration and administration service, and an after-hours emergency service. This service also includes local laws and parking enforcement and the operations of the school crossings.	262 142 (120)
Funded Recreation Projects - Capital	This service includes the delivery of one-off capital building projects partly or wholly funded by non-recurrent government grants.	2,151 0 (2,151)



Strategic Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in comments.

Service/Indicator/Measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Animal Management					
Timeliness *Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]*	1	1	1	1	All animal management requests received by Council were acknowledged within 1 business day. Council places a strong emphasis on responsible pet ownership and community safety.
Service standard *Animals reclaimed [Number of animals reclaimed / Number of animals collected] x 100*	30.95%	39.72%	48.57%	41.96%	Of the 255 animals collected by Council, 107 were reclaimed. This is 13% less than last reporting period, however we have seen a 16% higher percentage of animals rehomed during 2025/2026 financial year.
Animals rehomed [Number of animals rehomed / Number of animals collected] x 100	11.11%	24.71%	37.04%	43.24%	Council has rehomed 43% of animals this reporting period, a 16% higher figure than last year. Council continues to work with animal adoption organisations to re-house all suitable animals who are unable to be reunited with their owners or are surrendered. Some animals collected from Council's cat trapping program are also often unsuitable for re-homing.
Service cost *Cost of animal management service per population Direct cost of the animal management service / Population]*	$20.02	$22.96	$20.21	$24.85	Council has seen an increase in the cost of animal management service due to additional FTE hired within the community safety team for increased service delivery in this area.
Health and safety *Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100*	100%	0%	0%	0%	There were no animal management prosecutions during this reporting period.

Service/Indicator/Measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Maternal and Child Health (MCH)					
Service standard *Infant enrolments in the MCH service* *[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100*	100.00%	97.89%	101.16%	101.74%	Enrolments in Council's Maternal Child Health service remain consistently high. Council's result of over 100% this reporting period is due to a relocation from outside the municipal area.
Service cost *Cost of the MCH service* *[Cost of the MCH Service / Hours worked by MCH nurses]*	$80.82	$82.24	$80.85	$87.04	The cost of the Maternal Child Health service has increased by 7% compared to last reporting period due to increased running costs of the service along with a slight increase of staff costs.
Participation *Participation in the MCH service* *[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100*	84.87%	87.11%	83.35%	84.87%	Participation levels have remained steady on last reporting period, with Council continuing to review engagement practices within the maternal and child health service to increase participation rates.
Participation in the MCH service by Aboriginal children *[Number of aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100*	90.48%	89.47%	87.10%	88.10%	Participation levels remain steady amongst aboriginal children in the service. Low numbers in this indicator creates sensitivity when reporting in percentages, however attendance in the program continues to be strong.
Satisfaction *Participation in 4-week Key Age and Stage visit* *[Number of 4-week Key Age and Stage visits / Number of birth notifications received] x 100*	104.67%	90.53%	108.14%	94.78%	This indicator shows the percentage of infants enrolled in the MCH service who participated in a 4 week Key Age and Stage visit. This figure has remained steady and within the normal range from the last several years. Last reporting period, the figure was over 100% due to timing difference that can occur between birth notices being received and the home visit being completed across reporting periods.

Service/Indicator/Measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Aquatic Facilities					
Service standard *Health inspections of aquatic facilities* *[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]*	1.00	1.00	1.00	1.00	All four of Council's aquatic facilities underwent an inspection during the 2025/2026 financial year. Aquatics staff also assess water quality four times daily, and records of results are maintained at all locations.
Utilisation *Utilisation of aquatic facilities* *[Number of visits to aquatic facilities / Municipal population]*	3.05	4.91	5.67	5.29	The 2025/2026 reporting period has seen a slight decrease in overall utilisation of aquatic facilities. Ararat Fitness Centre has shown steady numbers however Lake Bolac and Willaura pools attendances were down slightly. This is attributed to the Willaura pool being closed for maintenance until the start of January. Tourist numbers were down in Lake Bolac for the season with Lake Bolac unusable from blue green algae. The weather and cooler days also meant there were less days open at the rural pools
Service cost *Cost of aquatic facilities* *[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]*	$16.24	$13.02	$11.09	$12.27	An increase in cost per visit relates slightly to the decrease in visitation, but can also be attributed to increased costs in pool maintenance and running costs of the pools (insurance costs, energy, chemical etc.)
Libraries					
Resource currancy *Recently purchased library collection* *[Number of library collection items purchased in the last 5 years / Number of library collection items] x 100*	54.92%	51.21%	53.29%	49.24%	The purchasing of book stock is managed under a service agreement with the City of Ballarat, who ensures a modern and relevant library collection. There is also an increasing focus on digital stock, including e-audio, e-magazines and e-books to meet demand in this area. Although this result is consistent with previous years, Council aims to reduce its collection of older stock to keep this result over 50% next financial year.
Service cost *Cost of library service per population* *[Direct cost of the library service / Population]*	$29.83	$28.96	$30.20	$32.73	An increase in running costs of the library service has seen an 8% increase in the cost of Library service per head of population for this reporting period.

Service/Indicator/Measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Libraries (cont'd)					
Utilisation *Loans per head of population* *[Number of library collection item loans / Population]*	New	3.69	2.46	2.59	This indicator is an assessment of the degree to which Council's library items are utilised by the community. Council's result of 2.59 loans per head is steady with the previous year. Council is committed to providing a modern, relevant library service to the community and acknowledges that this indicator only assesses the borrowing of resources and not other services offered by the Library. (ie programs, public internet access, etc)
Participation *Library membership* *[Number of registered library members / Population] x1 00*	New	19.11	19.12%	19.41%	This indicator is an assessment of the degree to which the community participate in Council's library service. Council's result of 19.41% is reflective of a small rural Council and has remained steady from the previous year. Its also important to note that patrons don't need to be Library members to access many of the Library services ie public PCs, photocopying, etc.
Library visits per head of population *[Number of library visits / Population]*	New	1.97	2.17	2.16	The Ararat Library service (incorporating Lake Bolac Library) had 2.16 visits per head of population during this reporting period, remaining steady from last period. Council is actively working to encourage new members and diversify programming to attract new visitors to the Library.

Strategic Objective 6: Strong and Effective Governance

Strategic Indicators

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan. The statement also reviews the progress of Council in relation to major initiatives identified in the 2025/2026 budget for the year.

Strategic Indicator/Measure	Result	Comments
Deliver operational efficiencies to reduce avoidable overtime and improvements in casual staff rostering.	✓	Efficiencies in casual staffing arrangements were identified and implemented. Further efficiencies will continue to be found as part of continuous improvement.
Undertake a review of Council's insurance coverage and policies to ensure they continue to provide value for money.	✓	Multiple meetings were held with insurance representatives and all opportunities for cost efficiencies were found and implemented.
Undertake the Strategic Internal Audit Program – 5 years.	✓	The Strategic Internal Audit Program items for 2025/26 were completed.
Develop the 2026-2030 Gender Equality Action Plan (GEAP).	✓	Development of the 2026-30 GEAP was completed.
Ensure appropriate analysis of all inquiry and investigation reports relevant to Council operations are examined and recommendations implemented.	→	Each external enquiry and investigation undertaken in the local government sector is examined and appropriate actions undertaken. Significant issues and remedies are reported to the audit and risk committee.
Deliver a new Customer Request Management System (CRMS) integrated with the Snap Send Solve app.	✓	The Snap Send Solve app was rolled out in July 2026.
Develop a regular biannual program of face-to-face community engagement opportunities.	✓	Community Engagement Program 2025/26 was adopted at the November 2025 Council Meeting and implemented from December 2025 onwards.

Services

The following statement provides information in relation to the services funded in the 2025/2026 budget and the persons or sections of the community who are provided the service. The figures presented are based on the cash basis of accounting.

Service	Description	Net Cost Actual Budget Variance $000
Corporate Revenue	This service includes Council's rates and charges revenue, interest income and general-purpose grant funds received from the Victorian Local Government Grants Commission.	(20,679) (21,190) (511)
Financial Services	This service predominantly provides financial based services to both internal and external customers including the management of Council's finances, procurement practices and contracting of services, raising rates and charges and the processing of accounts payable and receivables. This service also includes property management and corporate expenses including stationery, telecommunications, revenue collection fees and valuations.	741 905 164
Customer Services	This service includes the customer service operations of the Municipal Office.	284 252 (32)



Service	Description	Net Cost Actual Budget Variance $000
Property Operations	This service is responsible for the operations of Council's assets, including insurances and utility charges such as water and electricity. The service also includes Council's building, land and property leases and licenses.	(41) (79) (38)
Vehicles	This service operates, maintains and purchases Council vehicles, excluding major plant and equipment, to meet functionality and safety needs and to maximise the performance and minimise the operational cost of the fleet.	355 339 (16)
CEO's Office	This area includes Chief Executive Officer and executive support. This service includes media and communications, marketing and government relations.	1,236 1,202 (34)
Funded Operating Projects	This service includes the delivery of one-off operating projects partly or wholly funded by non-recurrent government grants.	637 21 (616)
Community Support Grants	This service provides support grants to community organisations for projects, sponsorships, and minor capital and community infrastructure.	78 100 22
Human Resources	This service provides Council with strategic and operational organisation development support. The service develops and implements strategies, policies and procedures through the provision of human resources and industrial relations services. This service includes training programs and business excellence. This service also includes payment of salaries and wages to Council employees.	461 389 (72)
Governance	This service provides support to the Mayor, Councillors and executive support. This service provides statutory and corporate support services to Council, including coordination of business papers for meetings of the Council and maintenance of statutory registers. This service also provides facilities maintenance grants for recreation reserves and public halls and coordinates risk management.	1,302 1,329 27
Business Transformation	This service includes service reviews and business improvement.	619 492 (127)
Information Services	This service provides, supports and maintains reliable and cost effective communications and computing systems, facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way.	1,335 975 (360)

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in comments.

Service/Indicator/Measure	Result 2022/2023	Result 2023/2024	Result 2024/2025	Result 2025/2026	Council Explanation
Governance					
Transparency *Council decisions made at meetings closed to the public* *[Number of council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors] x 100*	20.33%	19.55%	11.45%	12.28%	Council have reviewed how items are taken to Council meetings with an eye to ensuring maximum transparency around Council decision making. Majority of Council decisions this reporting period were made in open Council meetings, with only 12% made in closed meetings. (Majority of these were pertaining to contracts/tenders etc).
Consultation and engagement *Satisfaction with community consultation and engagement* *[Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]*	60	59	59	57	Council set a target of 75 for community satisfaction with consultation and engagement. Although failing to reach this, Council has maintained consistency with a result of 57. This result has remained reasonably steady over the last 3 years. Council is continuing its commitment to listening to and addressing community concerns, and will continually set high performance targets in this space.
Attendance *Councillor attendance at Council meetings* *[The sum of the number of councillors who attended each ordinary and special Council Meeting / (Number of ordinary and special Council Meetings) x (Number of councillors elected at the last Council general election)] x100*	96.43%	92.86%	91.67%	94.51%	Councillor attendance at Council meetings remains consistently high, reflecting Councillor's commitment to active participation in decision making.

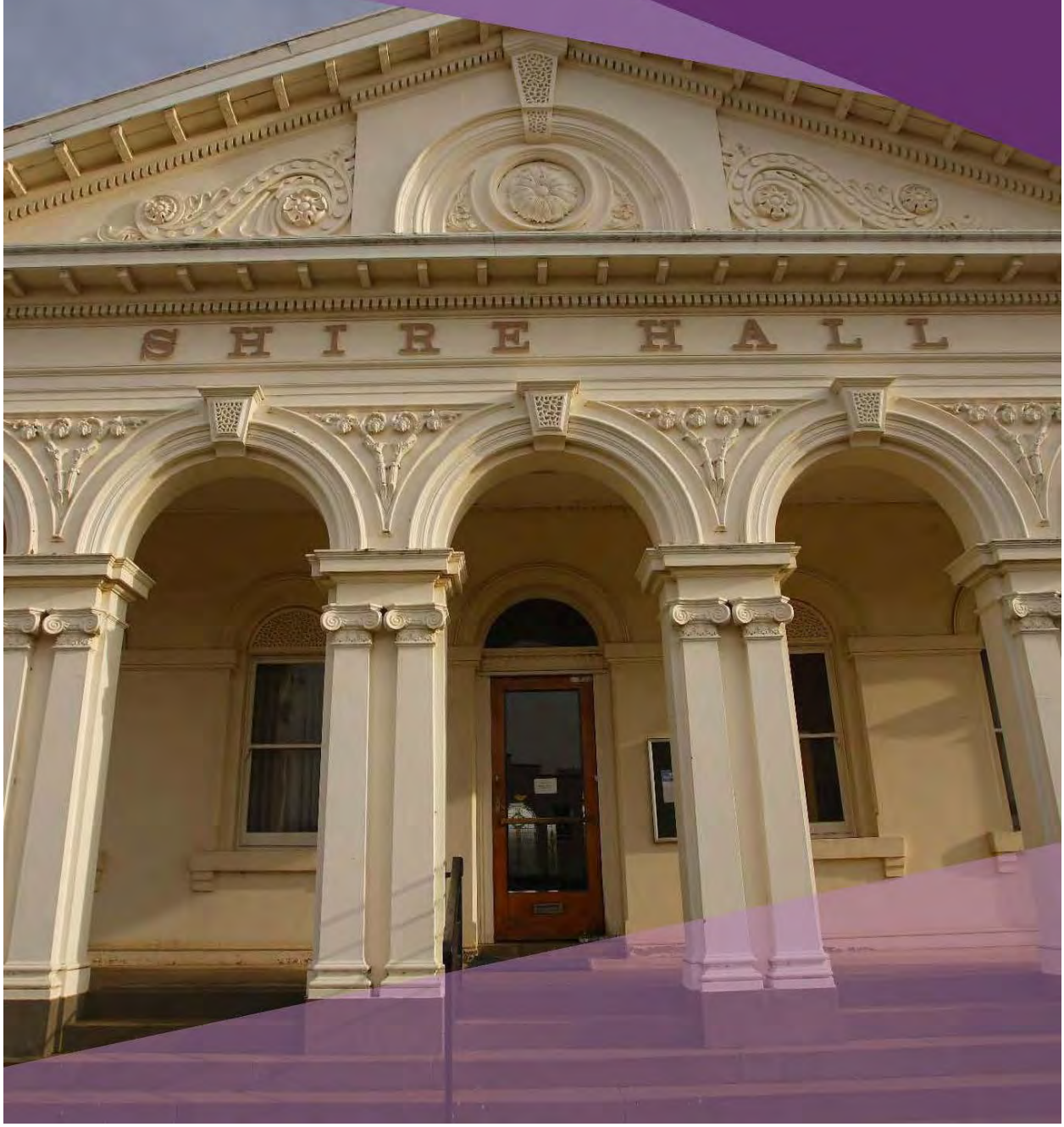
Service/Indicator/Measure	Result 2021/2022	Result 2022/2023	Result 2023/2024	Result 2024/2025	Council Explanation
Governance (cont'd)					
Service cost *Cost of elected representation [Direct cost of the governance service / Number of councillors elected at the last Council general election]*	$39,746.14	$41,735.57	$43,567.71	$46,062.14	The cost of elected representation remains steady, a slight increase is due to a change in Mayor and Councillor allowances. These are set by the Victorian Independent Remuneration Tribunal.
Satisfaction *Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]*	60	61	59	60	Satisfaction with Council making decisions in the interest of the community increased by one point compared to the previous year, to 60. The state average result for similar sized Councils is 50. Council is committed to continuous and ongoing improvement in this area.

Reconciliation of Cash Result with Operating Result

	Net Cost Revenue $'000
Growing Our Place	868
Building Robust Local Economies	491
Preserving Our Environment	2,019
Developing and Maintaining Key Enabling Infrastructure	5,514
Enhancing Community Life	4,750
Strong and Effective Governance	(13,670)
Total	**(28)**
Less capital expenditure on fixed assets	(15.063)
Add depreciation	11,436
Add depreciation – right of use assets	459
Add written down value of assets sold	159
Less fair value adjustments for investment property	(195)
Add increase in unearned revenue	4,542
Less non-monetary contribution	(1,815)
Less share of net profit in joint venture	(90)
Less contribution to joint venture	(500)
Add decrease in prepayments	3
Less repayment of borrowings	(156)
Less repayment of lease liabilities	(426)
Add transfer from reserves	9,421
Less transfer to reserves	(16,653)
Operating (Surplus) / Deficit for the Year	**(8,906)**

Ararat Rural City

Governance, Management and Other Information



Governance

Ararat Rural City Council is constituted under the Act to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, public forums and the ability to make submissions to Council.

Council's formal decision-making processes are conducted through Council meetings. Council delegates the majority of its decision-making to Council employees. These delegations are exercised in accordance with adopted Council policies.

SPECIAL COMMITTEES

Council does not have any Special Committees

COUNCIL CODE OF CONDUCT

Council adopted its revised Code of Conduct on 28 January 2025. It sets out the Councillor Conduct Principles, which assist Councillors in maintaining the highest standard of conduct and behaviour as well as providing a means to deal with problems they may encounter.

CONFLICT OF INTEREST

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of Conflict of Interest is a standard Council Meeting agenda item. During 2025/2026, 3 conflicts of interest were declared at Council Meetings.

COMMUNITY ENGAGEMENT

Council adopted its Community Engagement Policy on 27 January 2026.

Meetings of Council

Council conducts open public meetings on the last Tuesday of each month. Council meetings also provide the opportunity for community members to submit questions to the Council.

Council continues to livestream the Council Meetings to drive engagement with members of the community. Livestreaming began on 17 April 2018.

Council Meetings also provide the opportunity for community members to submit a request to address Council or make a submission or presentation. For the 2025/2026 term Council held the following meetings:

- 11 ordinary Council Meetings
- 1 unscheduled meetings
- 1 statutory meeting.

The following table provides a summary of Councillors' attendance at Council Meetings and Special Council Meetings for the 2025/2026 financial year.

Councillors	Council Meetings	Statutory Meeting	Unscheduled Council Meetings	Total
Cr Bob Sanders* (Mayor)	11	1	0	12
Cr Teli Kaur (Deputy Mayor)	11	1	1	13
Cr Jo Armstrong**	11	1	1	13
Cr Rob Armstrong	10	1	1	12
Cr Peter Joyce	11	1	1	13
Cr Luke Preston	10	1	1	12
Cr Bill Waterston	9	1	1	11

* Deputy Mayor until Statutory Meeting held on 11 November 2025
** Mayor until Statutory Meeting held on 11 November 2025

Delegated Committees

The Act allows councils to establish one or more delegated committees consisting of:

- Councillors
- Council staff
- Other persons
- Any combination of the above.

The following table contains a list of delegated committees established by the council that are in operation and the purpose for which each committee was established.

Delegated committee	Councillors	Officers	Other	Purpose
Alexandra Hall Community Asset Committee[1]	0	1	8	To assist Council to economically manage community assets and assist in the management, control and maintaining of the facility.
Buangor Community Sport Centre Community Asset Committee[1]	0	1	11	
Elmhurst Public Hall Community Asset Committee[1]	0	1	10	
Lake Bolac Memorial Hall Community Asset Committee[1]	0	1	7	
Maroona Recreation Reserve Community Asset Committee[1]	0	1	9	
Mininera Recreation Reserve Community Asset Committee[1]	0	1	7	
Moyston Public Hall Community Asset Committee[1]	0	1	8	
Pomonal Hall Community Asset Committee[1]	0	1	7	
Streatham Memorial Hall Community Asset Committee[1]	0	1	13	
Tatyoon Hall and Recreation Reserve Community Asset Committee[1]	0	1	12	
Warrak Public Hall Community Asset Committee1	0	1	8	
Wickliffe Recreation Reserve Community Asset Committee[1]	0	1	17	
Willaura Recreation Reserve Community Asset Committee[1]	0	1	9	
Yalla-Y-Poora Community Centre Community Asset Committee[1]	0	1	9	

[1]Has delegated functions, duties or powers

Mayor, Deputy Mayor and Councillor Allowances

In accordance with Section 39 of the Local Government Act 2020, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor and Deputy Mayor are also entitled to receive a higher allowance.

From 18 December 2021, Mayor, Deputy Mayor and Councillor allowances are set by the Victorian Independent Remuneration Tribunal. Allowances are divided into three categories. Ararat Rural City Council is recognised as a Category One Council.

The following table contains details of allowances for the Mayor, Deputy Mayor and Councillors during the financial year.

Councillors	Allowance $
Cr Bob Sanders*	74,149
Cr Teli Kaur*	39,196
Cr Jo Armstrong*	50,582
Cr Rob Armstrong	28,109
Cr Peter Joyce	28,109
Cr Luke Preston	28,109
Cr Bill Waterston	28,109

*includes Mayor Allowance and Deputy Mayor Allowance

Councillor Expenses

In accordance with Section 40 of the Local Government Act 2020, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor paid by the Council.

The details of the expenses, including reimbursement of expenses for each Councillor paid by the Council for the 2025/2026 year, are set out in the following table

Councillor	Attendances Meals/Dining $	Travel $	Conferences and Training $	Information and Communication Technology $	Mayoral Vehicle (car mileage expenses) $	Total $
Cr Sanders	714.27		608.18	163.68	3192.84	**4678.97**
Cr Kaur	311.49	407.52	2640.81	163.68	-	**3523.50**
Cr J Armstrong	886.40	2252.99		381.72	-	**3521.11**
Cr R Armstrong	-			163.68	-	**163.68**
Cr Joyce	190.50			163.68	-	**354.18**
Cr Preston	70.00			163.68	-	**233.68**
Cr Waterston	-			163.68	-	**163.68**
Totals	**2172.66**	**2660.51**	**3248.99**	**1363.80**	**3192.84**	**12638.80**

Management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision-making by Council. The Act requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations.

The following items have been highlighted as important components of the management framework.

Audit and Risk Committee

The Audit and Risk Committee was established to support Council in discharging its oversight responsibilities related to financial and performance reporting, risk management, fraud prevention, maintenance of a sound internal control environment, assurance activities including internal and external audit, and Council's performance with regard to compliance with its policies and legislative and regulatory requirements.

The Audit and Risk Committee consists of three independent members – Ms Jessica Adler (Chair), Ms Janet Dore and Mr Greg Jakob – and two Councillors, Cr Bob Sanders and Cr Peter Joyce. Independent members are appointed for a three-year term. Independent members may be reappointed for two additional three-year terms subject to satisfactory performance, that is, a maximum of nine years. The Chair is elected by Council.

The Audit and Risk Committee meets four times a year. The Internal Auditor, Chief Executive Officer, Financial Services Coordinator and Chief Operating Officer attend all Audit Committee meetings. Other management representatives attend as required to present reports. The external auditors and internal auditors attend as required to present reports.

The minutes of each Audit and Risk Committee meeting are subsequently reported to Council for information.

Internal Audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. Council uses the services of an external provider who has extensive local government experience to carry out the internal audit function. A risk-based four-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas.

The review process considers Council's risk framework; the Council Plan; the impact of any change on operations, systems or the business environment; prior audit coverage; and outcomes and management input. The SIAP is reviewed and approved by the Audit and Risk Committee annually.

The Internal Auditor attends Audit and Risk Committee meetings as required to report on the status of the SIAP, to provide updates on the implementation of audit recommendations, and to present findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible officers and tracked through Council's internal compliance framework.

The Internal Auditor completed the following reviews during 2025/2026:

- Rates Revenue and Debtor Management
- Environmental Health – service review
- Waste Management
- Records Management

External Audit

Council is externally audited by the Victorian Auditor-General. For the 2025/2026 year the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. The external auditors attend Audit and Risk Committee meetings as required, to present the annual audit plan and Independent Audit Report. The external audit management letter and management's responses are also provided to the Audit and Risk Committee.

Risk Management

Council's commitment to risk management has supported its progression towards an embedded risk management culture. Council continues to work towards being an organisation that works to reduce risk in all its operations whilst balancing risk with innovation by meeting the requirements of the Strategic Objectives in the Council Plan 2025-2029

6 Strong and Effective Governance

We will work hard to build models of governance that place delivering public value at the centre through effective financial management, well measured risk management, and implementation of effective community engagement practices.

6.1 Deliver responsible budget outcomes linked to strategy, that deliver value, innovation and rating fairness.

6.2 Ensure appropriate risk management is applied to Council and organisational decisions. Council's internal function is applied to areas of perceived risk.

6.3 Continuously improve Council's community engagement process and practices in line with deliberative engagement practices, while acknowledging the need for a range of different techniques to ensure effective engagement.

In June 2026 Council reviewed and adopted the Risk Management Policy and Risk Management Framework in line with best practice in the management of business enterprise risks and current AS/NZS ISO 31000 principles and guidelines. The Risk Management Policy and Risk Management Framework addresses such items as:

- Risk management culture
- Communication and training
- Best practice in risk management
- Responsibilities of and to internal and external stakeholders
- Risk registers and risk management software
- The Council planning cycle, budget cycle and annual audit cycle
- A performance measurement system to determine the effectiveness of the policy and framework.

Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

	Governance and Management Items	Assessment
1	**Community Engagement Policy** (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date adopted: 27 January 2026
2	**Community Engagement Guidelines** (guidelines to assist staff to determine when and how to engage with the community)	Community Engagement Policy includes: Appendix 2 Community Engagement Template and Appendix 3 Engagement Checklist included Date adopted: 27 January 2026
3	**Financial Plan** (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date adopted: 27 May 2025
4	**Asset Plan** (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Asset Plan Date adopted: 28 October 2025
5	**Revenue and Rating Plan** (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date adopted: 27 May 2025
6	**Annual Budget** (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date adopted: 26 May 2026
7	**Risk Policy** (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 30 June 2026
8	**Fraud Policy** (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of commencement of current policy: 30 April 2024
9	**Municipal Emergency Management Plan** (plan under section 60ADB of the Emergency Management Act 2013 for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 60ADB of the Emergency Management Act 2013 Date of preparation: 20 May 2026

	Governance and Management Items	Assessment
10	**Procurement Policy** (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by Council)	Adopted in accordance with section 108 of the Act Date adopted: 17 June 2025
11	**Business Continuity Plan** (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Business Continuity Plan Date of commencement of current plan: 27 August 2024
12	**Disaster Recovery Plan** (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Disaster Recovery Plan Date of commencement of current plan: 27 January 2010
13	**Compliant policy** (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Policy developed in accordance with section 107 of the Act. Date of commencement: 21/01/2026
14	**Workforce plan** (Plan outlining Council's committment and approach to planning the current and future wrokforce requirements of the organisation)	Plan developed in accordance with section 46 of the Act. Date of commencement: 01/07/2025
15	**Payment of rates and charges hardship policy** (Policy outlining Council's commitment and approach to assisting rate payers experiencing financial hardship or difficulty paying their rates)	Current policy in operation. Date of commencement: 30/07/2024
16	**Risk Management Framework** (framework outlining Council's approach to managing risks to Council's operations)	Risk Management Framework Date of commencement of current framework: 30 June 2026
17	**Audit and Risk Committee** (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date established: 17 June 1997
18	**Internal Audit** (independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 23 December 2008
19	**Performance Reporting Framework** (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Framework Date of operation of current framework: 01 July 2014

	Governance and Management Items	Assessment
20	**Council Plan Report** (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Council Plan Action Report Date of reports: 25 August 2025 30 September 2025 28 October 2026 25 November 2026 27 January 2026 24 February 2026 31 March 2026 28 April 2026 26 May 2026 30 June 2026
21	**Financial reporting** (quarterly statements to Council under section 97(1) of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with section 97(1) of the Local Government Act 2020 Date reports presented: 25 August 2025 30 September 2026 25 October 2025 25 November 2025 27 January 2026 24 February 2026 31 March 2026 28 April 2026 26 May 2026 30 June 2026
22	**Risk reporting** (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 25 September 2025 26 January 2026 31 March 2026 30 June 2026
23	**Performance Reporting** (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Reports Date of reports: 25 August 2025 30 September 2025 25 October 2025 25 November 2025 27 January 2026 24 February 2026 31 March 2026 28 April 2026 26 May 2026 30 June 2026

	Governance and Management Items	Assessment
24	**Annual Report** (annual report under sections 98,99 and 100 of the Local Government Act 2020 containing a report of operations and audited financial and performance statements)	Presented at a meeting of Council in accordance with section 100 of the Act Date presented: 27 January 2026
25	**Councillor Code of Conduct** (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 28 January 2025
26	**Delegations** (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of reviews: S5 26 August 2025 S6 25 November 2025 S7 18 November 2025 S12 4 July 2025 S13 13 November 2025 S14 18 November 2025 S16 23 March 2023 S18 28 February 2023
27	**Meeting Procedures** (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date adopted: 25 March 2025

I certify that this information presents fairly the status of Council's governance and management arrangements.

Dr Tim Harrison
Chief Executive Officer
Dated: 29 September 2026

Cr Bob Sanders
Mayor
Dated: 29 September 2026

Statutory Information

The following information is provided in accordance with legislative and other requirements applying to Council.

Public Transparency Policy

The Public Transparency Policy supports Council in its ongoing drive for good governance and the importance of transparent, open and accountable conduct and how Council information is to be made publicly available. It gives effect to the Public Transparency Principles of:

- Council decision-making processes must be transparent except when the Council is dealing with information that is confidential by virtue of this Act or any other Act;
- Council information must be publicly available unless— (i) and (ii) the information is confidential by virtue of this Act or any other Act; or public availability of the information would be contrary to the public interest;
- Council information must be understandable and accessible to members of the municipal community;
- public awareness of the availability of Council information must be facilitated.

Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the Freedom of Information Act 1982, Council is required to publish certain statements in their Annual Report, or in a separate location such as its website, concerning its functions and information available.

Council received seven requests during the year for information relating to the Freedom of Information Act 1982. The following is a summary of the application and operation of the Freedom of Information Act 1982.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the Freedom of Information Act 1982 and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

Access charges may also apply once documents have been processed and a decision on access is made (e.g., photocopying, search and retrieval charges).

Contracts

During the year Council did not enter into any contracts valued at $225,000 or more for services, or $300,000 or more for works, without engaging in a competitive process.

Council issued 30 tenders in 2025/2026, covering the following service categories:

- capital and infrastructure works, including footpaths, roads and bridges
- building renovations
- Solar battery installation

Disability Action Plan

The development of Council's Disability Action Plan has been guided by Council's ongoing commitment to inclusion and its obligations under the Disability Act 2006.

During 2025/2026, Council sought expressions of interest from the community to form a dedicated DAP Working Group, partnering with the community to develop a Disability Action Plan (DAP) that reflects real community needs and delivers practical, meaningful change across the municipality.

This group brings together Council representatives, community members with lived experience of disability, and organisations with expertise in inclusive practices, ensuring the plan is informed by diverse perspectives and real-world insight. Alongside this, broader community and stakeholder reference groups have provided additional opportunities for input, helping to shape a plan that reflects the needs and priorities of the Ararat Rural City community.

Council's DAP Working Group have prepared a Discussion Paper which was made publicly available to help generate community discussion and feedback. Council also held a series of community consultation sessions to provide residents with a range of opportunities to participate and have their say.

Following community feedback, Council is continuing to work with its DAP Working Group to finalise the Disability Action Plan to present to Council for adoption in 2026/27.

Domestic Animal Management Plan (DAMP) Statistics and Data (2025/2026)

In accordance with the Domestic Animals Act 1994 section 68a, Council is required to prepare a Domestic Animal Management Plan at four-yearly intervals and evaluate its implementation in the Annual Report.

Council adopted an amendment to the Domestic Animal Management Plan 2021-2025 in September 2022. Council are currently in the process of preparing the Domestic Animal Management Plan 2026-2030. The updated plan will be developed through consultation with Council's Community Safety Team and input from other Council departments. The new DAMP will be provided for public exhibition, with the community and partner agencies invited to give input.

Council continued to work with rescue organisations over the past year, resulting in Council achieving the target of less than 7% of dogs (1.5%) entering the pound being euthanised.

Of the 131 dogs processed, over 78% were returned to their owners and 19% were rehoused, adopted, or taken in by a rescue organisation. Two dogs were euthanised due to aggressive behaviours making them unsuitable for rehousing.

Of the 135 cats processed, 82 were euthanised as part of the feral trapping program and 8 for aggressive behaviours making them unsuitable for rehousing. A total of 38% of impounded cats were returned directly to their owners, adopted, or rehoused with a rescue organisation.

Food Act Ministerial Directions

In accordance with section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report. No such Ministerial Directions were received by Council during the financial year.

Public Interest Disclosure Procedures

Council is committed to a culture of corporate compliance and ethical behaviour and supports the aims and objectives of the *Public Interest Disclosure Act 2012*. It recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal improper conduct. It does not tolerate improper conduct by the organisation, its employees or Councillors, nor the taking of detrimental action in reprisal against those who come forward to disclose such conduct.

As per the requirements of the Act, Council has a procedure in place outlining the requirements for making a Public Interest Disclosure complaint regarding improper conduct. The procedure is available on Council's website.

For the 2025/2026 year **zero disclosures** were notified to Council officers appointed to receive disclosures, or to the Independent Broad Based Anti-Corruption Commission (IBAC).

Road Management Act Ministerial Direction

In accordance with section 22 of the *Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its Annual Report. No such Ministerial Directions were received by Council during the financial year.

Infrastructure and Development Contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a Council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. No such infrastructure or development contributions were received by Council this financial year.

Carers Recognition

Council is required to comply with the reporting obligations set out in the *Carers Recognition Act 2012*. No reporting obligations were applicable to Council this financial year.



Glossary

Act	means the *Local Government Act 2020*.
Annual Report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Appropriateness	means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome.
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the Strategic Objectives specified in the Council Plan.
Council Plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years.
Financial performance indicators	means a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial Plan	means a plan of the financial and non-financial resources for at least the next ten years required to achieve the Strategic Objectives in the Council Plan. It is also referred to as a long-term financial plan.
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports, and a statement of capital works, and included in the Annual Report.
Financial year	means the period of 12 months ending on 30 June each year.
Governance and management checklist	means a prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision-making.
Indicator	means what will be measured to assess performance.
Initiatives	means actions that are one-off in nature and/or lead to improvements in service.
Integrated strategic planning and reporting framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Major initiative	means significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget.
Measure	means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.
Minister	means the Minister for Local Government.

Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Regulations	means the *Local Government (Planning and Reporting) Regulations 2020.*
Relevance	means indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved.
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the Annual Report.
Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
Service outcome indicators	means the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved.
Service performance indicators	means a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Strategic Objectives	means the outcomes a council is seeking to achieve over the next four years and included in the Council Plan.
Strategies	means high level actions directed at achieving the Strategic Objectives in the Council Plan.
Sustainable capacity indicators	means a prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management.

Ararat Rural City

Contact Council

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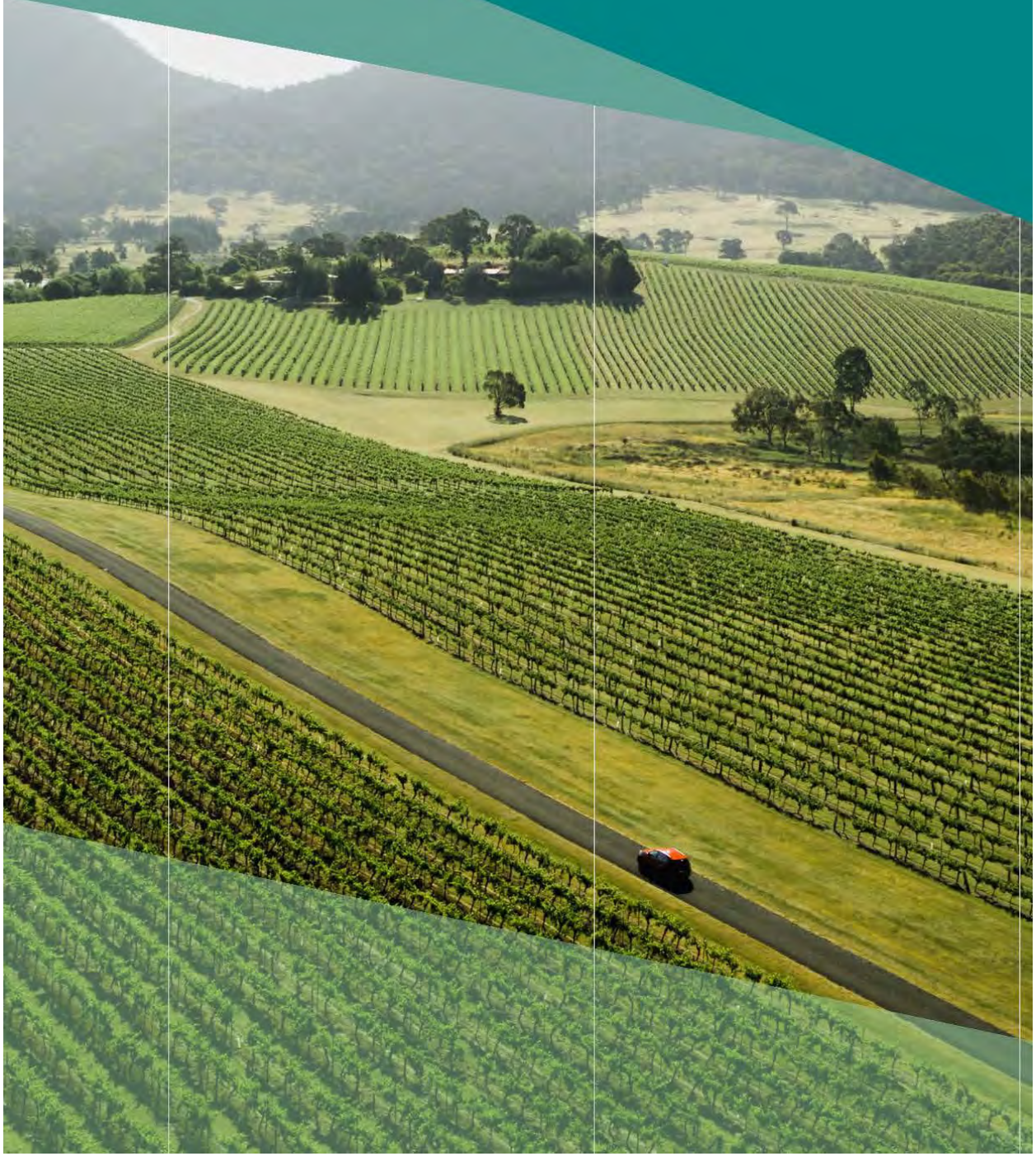
Website:
www.ararat.vic.gov.au

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PO Box 246
Ararat VIC 3377

To reduce environmental impact, residents and interested parties are encouraged to access the report via Council's website, www.ararat.vic.gov.au.

Ararat Rural City

Financial Report



Ararat Rural City Council
Financial Report
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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Karissa Hogan, BCom, CPA
Principal Accounting Officer
Dated : *29 September 2026*
Ararat

In our opinion, the accompanying financial statements present fairly the financial transactions of the Ararat Rural City Council for the year ended 30 June 2026 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

Bob Sanders
Councillor
Dated : *29 September 2026*
Ararat

Peter Joyce
Councillor
Dated : *29 September 2026*
Ararat

Dr Tim Harrison
Chief Executive Officer
Dated : *29 September 2026*
Ararat

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Ararat Rural City Council

Opinion	I have audited the financial report of Ararat Rural City Council (the council) which comprises the: • balance sheet as at 30 June 2026 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2026 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

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Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
2 October 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement
For the Year Ended 30 June 2026

	Note	2026 $'000	2025 $'000
Income / revenue			
Rates and charges	3.1	18,510	18,093
Statutory fees and fines	3.2	265	266
User fees	3.3	1,792	1,719
Grants - operating	3.4	13,291	14,343
Grants - capital	3.4	9,186	1,477
Contributions - monetary	3.5	236	397
Contributions - non monetary	3.5	1,815	-
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(4)	(388)
Fair value adjustments for investment property	6.3	195	1,080
Share of net profits (or loss) of joint ventures	6.2	90	29
Other income	3.7	856	510
Total income / revenue		46,232	37,526
Expenses			
Employee costs	4.1	12,696	12,241
Materials and services	4.2	12,181	12,222
Depreciation	4.3	11,436	11,089
Depreciation - right of use assets	5.5	459	363
Borrowing costs		2	6
Finance costs - leases		118	100
Other expenses	4.4	434	348
Total expenses		37,326	36,369
Surplus/(deficit) for the year		8,906	1,157
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	6.1	31,133	130,244
Total other comprehensive income		31,133	130,244
Total comprehensive result		40,039	131,401

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet
As at 30 June 2026

	Note	2026 $'000	Restated 2025 $'000
Assets			
Current assets			
Cash and cash equivalents	5.1	21,266	14,841
Trade and other receivables	5.1	2,902	3,066
Inventories		69	71
Prepayments		3	-
Non-current assets classified as held for sale		249	-
Contract assets	5.1	2,614	-
Total current assets		**27,103**	**17,978**
Non-current assets			
Trade and other receivables	5.1	3	4
Investments in joint arrangements	6.2	2,117	1,527
Property, infrastructure, plant and equipment	6.1	685,242	649,075
Right-of-use assets	5.5	1,325	1,784
Investment property	6.3	2,810	2,615
Total non-current assets		**691,497**	**655,005**
Total assets		**718,600**	**672,983**
Liabilities			
Current liabilities			
Trade and other payables	5.2	3,753	2,357
Trust funds and deposits	5.2	381	315
Contract and other liabilities	5.2	13,879	9,337
Provisions	5.3	2,358	2,175
Interest-bearing liabilities		-	156
Lease liabilities	5.5	455	426
Total current liabilities		**20,826**	**14,766**
Non-current liabilities			
Provisions	5.3	260	286
Lease liabilities	5.5	956	1,412
Total non-current liabilities		**1,216**	**1,698**
Total liabilities		**22,042**	**16,464**
Net assets		**696,558**	**656,519**
Equity			
Accumulated surplus		306,536	304,862
Reserves	9.1	390,022	351,657
Total Equity		**696,558**	**656,519**

2025 comparative balances have been restated as detailed in Note 11

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity
For the Year Ended 30 June 2026

2026	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year		656,519	304,862	338,367	13,290
Surplus/(deficit) for the year		8,906	8,906	-	-
Net asset revaluation gain/(loss)	6.1	31,133	-	31,133	-
Transfers to other reserves	9.1	-	(16,653)	-	16,653
Transfers from other reserves	9.1	-	9,421	-	(9,421)
Balance at end of the financial year		**696,558**	**306,536**	**369,500**	**20,522**

Restated 2025		Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year		515,757	299,270	208,123	8,364
Correction of prior period error - retrospective	11	9,361	9,361	-	-
Surplus/(deficit) for the year		1,157	1,157	-	-
Net asset revaluation gain/(loss)	9.1	130,244	-	130,244	-
Transfers to other reserves	9.1	-	(8,978)	-	8,978
Transfers from other reserves	9.1	-	4,052	-	(4,052)
Balance at end of the financial year		**656,519**	**304,862**	**338,367**	**13,290**

The above statement of changes in equity should be read in conjunction with the accompanying notes

Statement of Cash Flows
For the Year Ended 30 June 2026

	Note	2026 Inflows/ (Outflows) $'000	2025 Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		19,557	17,942
Statutory fees and fines		263	270
User fees		2,204	1,805
Grants - operating		16,714	18,821
Grants - capital		10,764	5,702
Contributions - monetary		294	278
Interest received		684	347
Trust funds and deposits taken		552	374
Other receipts		129	168
Net GST refund/(payment)		1,271	2,042
Employee costs		(11,998)	(13,240)
Materials and services		(16,078)	(11,912)
Short-term, low value and variable lease payments		(10)	-
Trust funds and deposits repaid		(1,320)	(369)
Other payments		(491)	(353)
Net cash provided by/(used in) operating activities	9.2	**22,535**	**21,875**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(15,063)	(11,704)
Proceeds from sale of property, infrastructure, plant and equipment		155	161
Payments for investments		(500)	(1,000)
Proceeds from sale of investments		-	3,040
Net cash provided by/(used in) investing activities		**(15,408)**	**(9,503)**
Cash flows from financing activities			
Finance costs		(2)	(6)
Repayment of borrowings		(156)	(150)
Interest paid - lease liability		(118)	(100)
Repayment of lease liabilities		(426)	(324)
Net cash provided by/(used in) financing activities		**(702)**	**(580)**
Net increase (decrease) in cash and cash equivalents		6,425	11,792
Cash and cash equivalents at the beginning of the financial year		14,841	3,049
Cash and cash equivalents at the end of the financial year	5.1	**21,266**	**14,841**

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works
For the Year Ended 30 June 2026

	Note	2026 $'000	2025 $'000
Property			
Land improvements		14	-
Buildings		2,922	618
Total property		**2,936**	**618**
Plant and equipment			
Plant, machinery and equipment		668	495
Fixtures, fittings and furniture		54	-
Library books		53	42
Total plant and equipment		**775**	**537**
Infrastructure			
Roads		8,979	9,276
Bridges		1,877	131
Footpaths and cycleways		430	578
Drainage		66	564
Total infrastructure		**11,352**	**10,549**
Total capital works expenditure	6.1	**15,063**	**11,704**
Represented by:			
New asset expenditure		2,034	532
Asset renewal expenditure		8,653	9,877
Asset upgrade expenditure		4,376	1,295
Total capital works expenditure		**15,063**	**11,704**

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 1 OVERVIEW

Introduction

The Ararat Rural City Council was established by an Order of the Governor in Council on 22 September 1994 and is a body corporate.
The Council's main office is located at 59 Vincent Street, Ararat.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020* , and the *Local Government (Planning and Reporting) Regulations 2020* .

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:
- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.3)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3.4)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.5)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Note 1.2 Impacts of other external events

Council has considered ongoing external events that have contributed to volatility in international markets, disrupted global supply chains and increased inflationary pressure, including the risk that they may cause significant changes in the carrying values of assets and liabilities in the next financial year, and has concluded that there is no material impact on the 2025-26 financial report that requires additional disclosure.

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 2 ANALYSIS OF OUR RESULTS

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of $250,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Budget 2026 $'000	Actual 2026 $'000	Variance $'000	Variance %	Ref
Income / Revenue					
Rates and charges	18,425	18,510	85	0%	
Statutory fees and fines	277	265	(12)	-4%	
User fees	1,631	1,792	161	10%	
Grants - operating	9,526	13,291	3,765	40%	1
Grants - capital	3,828	9,186	5,358	140%	2
Contributions - monetary	93	236	143	154%	
Contributions - non monetary	-	1,815	1,815	100%	3
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	20	(4)	(24)	-120%	
Fair value adjustments for investment property	-	195	195	100%	
Share of net profits/(losses) of associates and joint ventures	-	90	90	100%	
Other income	631	856	225	36%	
Total income / revenue	34,430	46,232	11,802	34%	
Expenses					
Employee costs	11,961	12,696	(735)	-6%	4
Materials and services	9,186	12,181	(2,995)	-33%	5
Depreciation	10,469	11,436	(967)	-9%	6
Depreciation - right of use assets	308	459	(151)	-49%	
Borrowing costs	2	2	-	0%	
Finance costs - leases	60	118	(58)	-97%	
Other expenses	394	434	(40)	-10%	
Total expenses	32,380	37,326	(4,946)	-15%	
Surplus/(deficit) for the year	2,050	8,906	6,856	334%	

Notes to the Financial Report
For the Year Ended 30 June 2026

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Grants - operating	Council received $3.107 million more in financial assistance grants than budgeted, primarily due to the timing of grant payments. This included 80% of the estimated 2026/2027 allocation received in June 2026. Council was also successful in obtaining unbudgeted grants, including $0.681 million for emergency support and community recovery.
2	Grants - capital	Council recognised $4.360 million in grant revenue for the Mount William Road reconstruction project, for which $5.000 million was budgeted in 2024/2025. Council was also successful in obtaining unbudgeted grants, including $0.670 million for Jack and Jill Kindergarten and $0.574 million for road safety upgrades.
3	Contributions - non monetary	During the year Council became the Committee of Management for the Moyston Recreation Reserve. This non-monetary contribution is recorded to bring to account the additional land and building as controlled assets of Council.
4	Employee costs	Employee costs are higher than budget due to additional grant-funded positions not included in the original budget, together with redundancy costs from organisational changes.
5	Materials and services	Materials and services are higher than budget with increased operating expenditure to deliver the outcomes for the additional operating grants, and to complete projects funded from income carried forward from the previous year. This includes $0.916 million operating expenditure spent on the Queen Street Housing Support Program.
6	Depreciation	Depreciation increased by $0.347 million compared to the previous year. The 2025/2026 budget was prepared before the asset valuation figures were finalised for 2024/2025 resulting in higher depreciation than budgeted.

Notes to the Financial Report
For the Year Ended 30 June 2026

2.1.2 Capital works

	Budget 2026 $'000	Actual 2026 $'000	Variance $'000	Variance %	Ref
Property					
Land improvements	-	14	14	100%	
Buildings	2,040	2,922	882	43%	1
Total property	**2,040**	**2,936**	**896**	**44%**	
Plant and equipment					
Plant, machinery and equipment	500	668	168	34%	
Fixtures, fittings and furniture	100	54	(46)	-46%	
Library books	40	53	13	33%	
Total plant and equipment	**640**	**775**	**135**	**21%**	
Infrastructure					
Roads	8,207	8,979	772	9%	2
Bridges	400	1,877	1,477	369%	3
Footpaths and cycleways	400	430	30	8%	
Drainage	750	66	(684)	-91%	4
Total infrastructure	**9,757**	**11,352**	**1,595**	**16%**	
Total capital works expenditure	**12,437**	**15,063**	**2,626**	**21%**	
Represented by:					
New asset expenditure	1,628	2,034	406	25%	
Asset renewal expenditure	8,702	8,653	(49)	-1%	
Asset upgrade expenditure	2,107	4,376	2,269	108%	
Total capital works expenditure	**12,437**	**15,063**	**2,626**	**21%**	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings	Council received and spent grant funds of $0.670 million in 2025/2026 for upgrades to Jack & Jill Kindergarten that were not budgeted for.
2	Roads	Council has made significant progress in completing reconstruction works on Mount William Road from budget carried forward from the previous year.
3	Bridges	Roads to Recovery funding of $1.232 million has been used to upgrade a bridge on Buangor-Ben Nevis Road that was not budgeted for
4	Drainage	Savings in this budget have been used to fund increased property upgrades.

Notes to the Financial Report
For the Year Ended 30 June 2026

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 Growing our place

The program brings together the planning, building and environmental health service areas to align Council's strategic objectives to support growth, community amenity, and public health.

Building robust local economies

The program combines Council's economic development and tourism services to elevate the region's status as an agriculture powerhouse that drives high yield returns for producers and operators in the Grampians.

Preserving our environment

The program combines waste management, sustainability, parks and gardens and emergency management, delivering a circular economy strategy via Revolution Ararat, revitalising our public parks, and preparedness planning for fire and flood.

Developing and maintaining key enabling infrastructure

The program provides project design and management, property maintenance, city services, road maintenance, major and minor plant, infrastructure works and asset management to support infrastructure upgrades and renewal that underpin freight efficiency and town development.

Enhancing community life

The program recognises the role of arts, culture, education, and community participation in enhancing community life, and is responsible for managing our cultural venues, library services, positive ageing programs, children's services, public recreation, and community events support.

Strong and effective governance

The program is focused on establishing a strong governance framework that secures public value through efficient financial management, rating, procurement, council operations, civic functions, and public engagement.

Notes to the Financial Report
For the Year Ended 30 June 2026

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

2026	Income / revenue	Expenses	Surplus / (deficit)	Grants included in income / revenue	Total assets
	$'000	$'000	$'000	$'000	$'000
Growing our place	419	1,272	(853)	7	-
Building robust local economies	39	490	(451)	4	2,117
Preserving our environment	3,711	5,698	(1,987)	757	2,078
Developing and maintaining key enabling infrastructure	11,578	18,272	(6,694)	11,492	628,401
Enhancing community life	5,726	4,918	808	2,760	56,181
Strong and effective governance	24,759	6,676	18,083	7,457	29,823
	46,232	37,326	8,906	22,477	718,600

2025	Income / revenue	Expenses	Surplus / (deficit)	Grants included in income / revenue	Total assets Restated
	$'000	$'000	$'000	$'000	$'000
Growing our place	382	1,170	(788)	7	-
Building robust local economies	32	647	(615)	3	1,502
Preserving our environment	3,883	6,284	(2,401)	1,062	2,367
Developing and maintaining key enabling infrastructure	5,723	16,691	(10,968)	5,652	594,312
Enhancing community life	2,825	4,958	(2,133)	1,731	53,781
Strong and effective governance	24,681	6,619	18,062	7,365	21,021
	37,526	36,369	1,157	15,820	672,983

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

	2026	2025
3.1 Rates and charges	**$'000**	**$'000**

Council uses the Capital Improved Valuation as the basis of valuation of all properties within the municipal district. The Capital Improved Valuation of a property is its approximate market value at a given date of 1 January 2025.

The valuation base used to calculate general rates for 2025/26 was $6,546 million (2024/25 $6,698 million). The 2025/26 rate in the Capital Improved Valuation dollar was General 0.3643, Farm 0.1421, Commercial 0.4918, and Industrial 0.4918 (2024/25 General 0.3507, Farm 0.1350, Commercial 0.4910, and Industrial 0.4910).

Council has delivered a net 1.5 percent rate rise for the eight year period up to 2025/26, with the minimal growth in general rates and charges resulting from supplementary rates adjustments.

General	7,386	7,194
Commercial	788	766
Industrial	266	252
Farm	6,160	6,054
Municipal charge	647	642
Council rebate	(13)	-
Waste management charge	2,531	2,451
Interest on rates and charges	164	161
Revenue in lieu of rates	581	573
Total rates and charges	**18,510**	**18,093**

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2025 and the valuation was first applied in the rating year commencing 1 July 2025.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	38	30
Town planning fees	175	182
Land information certificates	20	16
Permits	32	38
Total statutory fees and fines	**265**	**266**

Statutory fees and fines are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Leisure centre and recreation	509	527
Child care/children's programs	10	6
Registration and other permits	160	140
Building services	61	50
Waste management services	496	473
Ararat Town Hall Charges	183	162
Visitor Information Centre	7	5
Alexandra Oval/ Gordon Street Oval	163	137
Road occupancy	15	14
Private works	16	-
Other fees and charges	172	205
Total user fees	**1,792**	**1,719**
User fees by timing of revenue recognition		
User fees recognised at a point in time	1,792	1,719
Total user fees	**1,792**	**1,719**

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

Notes to the Financial Report
For the Year Ended 30 June 2026

	2026 $'000	2025 $'000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	18,859	13,456
State funded grants	3,618	2,364
Total grants received	**22,477**	**15,820**
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	11,154	12,047
Recurrent - State Government		
Aged care	4	3
School crossing supervisors	18	18
Libraries	155	155
Maternal and child health	362	374
Environment	203	145
Culture	140	140
Administration	48	48
Total recurrent operating grants	**12,082**	**12,928**
Non-recurrent - Commonwealth Government		
Community development	10	10
Non-recurrent - State Government		
Natural disaster	562	910
Community development	184	2
Maternal and child health	83	71
Culture	12	7
Employment	-	3
Planning and development	-	162
Recreation	183	250
Administration	175	-
Total non-recurrent operating grants	**1,209**	**1,415**
Total operating grants	**13,291**	**14,343**
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	2,052	380
Total recurrent capital grants	**2,052**	**380**
Non-recurrent - Commonwealth Government		
Transport	4,360	1,005
Recreation	1,283	14
Non-recurrent - State Government		
Transport	717	-
Recreation	774	78
Total non-recurrent capital grants	**7,134**	**1,097**
Total capital grants	**9,186**	**1,477**

Notes to the Financial Report
For the Year Ended 30 June 2026

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:
- identifies each performance obligation relating to revenue under the contract/agreement;
- determines the transaction price;
- recognises a contract liability for its obligations under the agreement; and
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of unspent grants.

	2026 $'000	2025 $'000
(d) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	6,669	2,981
Received during the financial year and remained unspent at balance date	3,259	4,018
Received in prior years and spent during the financial year	(165)	(330)
Balance at year end	**9,763**	**6,669**
Capital		
Balance at start of year	2,668	391
Received during the financial year and remained unspent at balance date	2,453	2,643
Received in prior years and spent during the financial year	(1,005)	(366)
Balance at year end	**4,116**	**2,668**

Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Report
For the Year Ended 30 June 2026

3.5 Contributions	2026 $'000	2025 $'000
Monetary	236	397
Non-monetary	1,815	-
Total contributions	**2,051**	**397**
Contributions of non monetary assets were received in relation to the following asset classes.		
Land	439	-
Buildings	1,376	-
Total non-monetary contributions	**1,815**	**-**

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	155	161
Written down value of assets disposed	(159)	(549)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	**(4)**	**(388)**

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest	679	347
Investment property rental	177	163
Total other income	**856**	**510**

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 4 THE COST OF DELIVERING SERVICES	2026 $'000	2025 $'000
4.1 (a) Employee costs		
Wages and salaries	11,028	10,616
WorkCover	260	302
Superannuation	1,357	1,268
Fringe benefits tax	51	55
Total employee costs	**12,696**	**12,241**
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	5	10
	5	**10**
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	743	717
Employer contributions - other funds	609	541
	1,352	**1,258**
Employer contributions payable at reporting date.	-	-

Contributions made exclude amounts accrued at balance date.

Most employees in the group are members of various accumulation funds including Vision Super, and other industry and retail funds. As of 30 June 2026 there were no employees in the defined benefit fund, with all defined benefit employees now finished employment with Council or having reached the maximum age for contributions to the fund.

For 30 June 2026 the Vested Benefits Index (VBI) for the defined benefit fund was 116.9% and in a good financial position, and therefore it is expected that there will be no change to the defined benefit category's funding arrangements from prior years.

In the unlikely event that the Fund Actuary determines there is a shortfall, the Fund's participating employers would be required to make an employer contribution to cover the shortfall. It is anticipated any shortfall in subsequent years would be immaterial to Council.

Notes to the Financial Report
For the Year Ended 30 June 2026

	2026 $'000	2025 $'000
4.2 Materials and services		
Materials and services	8,589	8,639
Contract payments	576	510
Plant and equipment maintenance	1,577	1,659
Utilities	793	863
Consultants	646	551
Total materials and services	**12,181**	**12,222**

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation		
Property	2,663	2,660
Plant and equipment	756	819
Infrastructure	8,017	7,610
Total depreciation	**11,436**	**11,089**

Refer to note 5.5 and 6.1 for a more detailed breakdown of depreciation and accounting policy.

4.4 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	52	47
Auditors' remuneration - Internal Audit	103	51
Councillors' allowances	279	250
Total other expenses	**434**	**348**

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 5 INVESTING IN AND FINANCING OUR OPERATIONS	**2026**	**2025**
5.1 Financial assets	**$'000**	**$'000**
(a) Cash and cash equivalents		
Cash on hand	4	4
Cash at bank	3,110	9,833
Term deposits	18,152	5,004
Total cash and cash equivalents	**21,266**	**14,841**

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

(b) Trade and other receivables

Current		
Statutory receivables		
Rates debtors	2,121	2,466
Net GST receivable	355	6
Non statutory receivables		
Other debtors	426	594
Total current trade and other receivables	**2,902**	**3,066**
Non-current		
Statutory receivables		
Special rate scheme	3	4
Total non-current trade and other receivables	**3**	**4**
Total trade and other receivables	**2,905**	**3,070**

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method

(c) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	208	463
Past due by up to 30 days	114	57
Past due between 31 and 180 days	102	63
Past due between 181 and 365 days	2	10
Past due by more than 1 year	-	1
Total trade and other receivables	**426**	**594**

(d) Contract assets

Contract assets	2,614	–
Total contract assets	**2,614**	**–**

Contract assets are recognised when Council has transferred goods or services to the customer but where Council is yet to establish an unconditional right to consideration.

Notes to the Financial Report
For the Year Ended 30 June 2026

5.2 Payables, trust funds and deposits and contract and other liabilities	2026 $'000	2025 $'000
(a) Trade and other payables		
Current		
Non-statutory payables		
Trade payables	3,641	2,264
Accrued expenses	112	93
Total current trade and other payables	**3,753**	**2,357**
(b) Trust funds and deposits		
Current		
Refundable deposits	118	66
Emergency Services and Volunteers Fund	63	109
Retention amounts	178	45
Other refundable deposits	22	95
Total current trust funds and deposits	**381**	**315**
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance - operating	9,756	6,659
Other	7	10
Total contract liabilities	**9,763**	**6,669**
Other liabilities		
Current		
Deferred capital grants	4,116	2,668
Total other liabilities	**4,116**	**2,668**
Total contract and other liabilities	**13,879**	**9,337**

Notes to the Financial Report
For the Year Ended 30 June 2026

Trust funds and deposits
Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Contract liabilities
Contract liabilities reflect consideration received in advance from customers in respect of government grants. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Other liabilities
Grant consideration was received from government to support the construction of assets. Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction most closely reflect the stage of completion. As such, Council has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations.

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works and for the use of civic facilities.

Emergency Services and Volunteers Fund - Council is the collection agent for the Emergency Services and Volunteers Fund on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Notes to the Financial Report
For the Year Ended 30 June 2026

5.3 Provisions

	2026	2025
Employee	**$ '000**	**$ '000**
Balance at beginning of the financial year	2,461	2,397
Additional provisions	1,394	1,198
Amounts used	(1,237)	(1,134)
Balance at the end of the financial year	**2,618**	**2,461**
Provisions - current	2,358	2,175
Provisions - non-current	260	286

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months		
Annual leave	756	691
Other leave	77	70
	833	**761**
Current provisions expected to be wholly settled after 12 months		
Annual leave	187	203
Long service leave	1,338	1,211
	1,525	**1,414**
Total current employee provisions	**2,358**	**2,175**
Non-current		
Long service leave	260	286
Total non-current employee provisions	**260**	**286**
Aggregate carrying amount of employee provisions:		
Current	2,358	2,175
Non-current	260	286
Total aggregate carrying amount of employee provisions	**2,618**	**2,461**

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:
- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:		
- discount rate	4.736%	4.203%
- index rate	4.150%	4.250%

Notes to the Financial Report
For the Year Ended 30 June 2026

5.4 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2026	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	$'000	$'000	$'000	$'000	$'000
Operating					
Recreation	238	-	-	-	238
Digital Twin Victoria Monitoring Project	225	-	-	-	225
Total	**463**	**-**	**-**	**-**	**463**
Capital					
Buildings	402	-	-	-	402
Roads	717	-	-	-	717
Bridges	118	-	-	-	118
Digital Twin Victoria Equipment	132	-	-	-	132
Total	**1,369**	**-**	**-**	**-**	**1,369**

2025	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	$'000	$'000	$'000	$'000	$'000
Operating					
Consultancies	166	-	-	-	166
Digital Twin Victoria Monitoring Project	225	-	-	-	225
Total	**391**	**-**	**-**	**-**	**391**
Capital					
Roads	79	-	-	-	79
Digital Twin Victoria Equipment	132	-	-	-	132
Total	**211**	**-**	**-**	**-**	**211**

Notes to the Financial Report
For the Year Ended 30 June 2026

5.5 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-Use Assets - Plant & Equipment	**2026**	**2025**
	$'000	**$'000**
Opening balance	1,784	1,359
Additions	-	788
Depreciation charge	(459)	(363)
Closing balance	**1,325**	**1,784**

Lease Liabilities		
Maturity analysis - contractual undiscounted cash flows		
Less than one year	544	544
One to five years	1,039	1,583
Total undiscounted lease liabilities as at 30 June:	**1,583**	**2,127**
Lease liabilities included in the Balance Sheet at 30 June:		
Current	455	426
Non-current	956	1,412
Total lease liabilities	**1,411**	**1,838**

Notes to the Financial Report
For the Year Ended 30 June 2026

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than exisiting capitalisation thresholds for a like asset up to a maximum of AUD$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2026	2025
Expenses relating to:	**$'000**	**$'000**
Short-term leases	10	–
Total	**10**	–

Non-cancellable lease commitments - Short-term leases

Commitments for minimum lease payments for short-term leases are payable as follows:

Payable:		
Within one year	3	–
Total lease commitments	**3**	–

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 6 ASSETS WE MANAGE

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount (restated)* 30 June 2025 $'000	Additions $'000	Contributions $'000	Revaluation $'000	Depreciation $'000	Disposal $'000	Transfers $'000	Carrying amount 30 June 2026 $'000
Property	140,410	564	1,815	(9,972)	(2,663)	-	(249)	129,905
Plant and equipment	6,804	775	-	-	(756)	(159)	-	6,664
Infrastructure	500,436	4,698	-	41,105	(8,017)	-	458	538,680
Work in progress	1,425	9,026	-	-	-	-	(458)	9,993
Total	**649,075**	**15,063**	**1,815**	**31,133**	**(11,436)**	**(159)**	**(249)**	**685,242**

Summary of Work in Progress	Opening WIP $'000	Additions $'000	Transfers $'000	Closing WIP $'000
Property	40	2,372	-	2,412
Infrastructure	1,385	6,654	(458)	7,581
Total	**1,425**	**9,026**	**(458)**	**9,993**

* 2025 balances have been restated as detailed in Note 11

Notes to the Financial Report
For the Year Ended 30 June 2026

(a) Property

	Land - specialised	Land - non specialised	Land under roads	Land improvements	Total Land & Land Improvements	Buildings - specialised	Buildings - non specialised	Total Buildings	Work in Progress	Total Property
	$'000	$'000		$'000	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2025	-	46,192	307	1,776	48,275	176,347	238	176,585	40	224,900
Accumulated depreciation at 1 July 2025	-	-	-	(637)	(637)	(83,808)	(5)	(83,813)	-	(84,450)
	-	**46,192**	**307**	**1,138**	**47,638**	**92,539**	**233**	**92,772**	**40**	**140,450**
Movements in fair value										
Additions	-	-	-	14	14	550	-	550	2,372	2,936
Contributions	439	-	-	-	439	2,290	-	2,290	-	2,729
Revaluation	(13,258)	-	-	64	(13,194)	6,350	8	6,358	-	(6,836)
Transfers	33,951	(34,200)	-	-	(249)	-	-	-	-	(249)
	21,132	**(34,200)**	**-**	**78**	**(12,990)**	**9,190**	**8**	**9,198**	**2,372**	**(1,420)**
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	-	(47)	(47)	(2,610)	(6)	(2,616)	-	(2,663)
Contributions	-	-	-	-	-	(914)	-	(914)	-	(914)
Revaluation movement	-	-	-	(25)	(25)	(3,110)	(1)	(3,111)	-	(3,136)
	-	**-**	**-**	**(72)**	**(72)**	**(6,634)**	**(7)**	**(6,641)**	**-**	**(6,713)**
At fair value 30 June 2026	21,132	11,992	307	1,854	35,285	185,537	246	185,783	2,412	223,480
Accumulated depreciation at 30 June 2026	-	-	-	(709)	(709)	(90,442)	(12)	(90,454)	-	(91,163)
Carrying amount	**21,132**	**11,992**	**307**	**1,145**	**34,576**	**95,095**	**234**	**95,329**	**2,412**	**132,317**

Refer page 36 for details of change in accounting estimate resulting in the transfer and revaluation of specialised land assets

Notes to the Financial Report
For the Year Ended 30 June 2026

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Library books	Artworks	Total plant and equipment
	$'000	$'000	$'000	$'000	$'000
At cost 1 July 2025	9,944	105	1,434	2,105	13,588
Accumulated depreciation at 1 July 2025	(5,751)	(75)	(958)	-	(6,784)
	4,193	30	476	2,105	6,804
Movements in fair value					
Additions	668	54	53	-	775
Disposal	(380)	(12)	-	-	(392)
	288	42	53	-	383
Movements in accumulated depreciation					
Depreciation and amortisation	(722)	(10)	(24)	-	(756)
Accumulated depreciation of disposals	221	12	-	-	233
	(501)	2	(24)	-	(523)
At cost 30 June 2026	10,232	147	1,487	2,105	13,971
Accumulated depreciation at 30 June 2026	(6,252)	(73)	(982)	-	(7,307)
Carrying amount	3,980	74	505	2,105	6,664

Plant and equipment are carried at historical cost.

Notes to the Financial Report
For the Year Ended 30 June 2026

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage (restated)*	Work In Progress	Total Infrastructure
	$'000	$'000	$'000	$'000	$'000	$'000
At fair value 1 July 2025	588,750	71,900	15,401	29,307	1,385	706,743
Accumulated depreciation at 1 July 2025	(157,297)	(28,976)	(5,390)	(13,259)	-	(204,922)
	431,453	**42,924**	**10,011**	**16,048**	**1,385**	**501,821**
Movements in fair value						
Additions	2,523	1,679	430	66	6,664	11,352
Revaluation	50,044	6,112	1,309	1,084	-	58,549
Transfers	355	86	17	-	(458)	-
	52,922	**7,877**	**1,756**	**1,150**	**6,196**	**69,901**
Movements in accumulated depreciation						
Depreciation and amortisation	(6,722)	(694)	(313)	(288)	-	(8,017)
Revaluation movement	(13,940)	(2,522)	(485)	(497)	-	(17,444)
	(20,662)	**(3,216)**	**(798)**	**(785)**	**-**	**(25,461)**
At fair value 30 June 2026	641,672	79,777	17,157	30,457	7,581	776,644
Accumulated depreciation at 30 June 2026	(177,959)	(32,192)	(6,188)	(14,044)	-	(230,383)
Carrying amount	**463,713**	**47,585**	**10,969**	**16,413**	**7,581**	**546,261**

*2025 drainage balances have been restated as detailed in Note 11

Notes to the Financial Report
For the Year Ended 30 June 2026

Acquisition
Initial measurement
Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided at the date of acquisition plus any incidental costs attributable to the acquisition.
Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer to Note 8.4 for more information on how Council measures fair value.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit
Asset recognition thresholds and depreciation periods		$'000
Land & land improvements		
land	-	10,000
land under roads	-	10,000
land improvements	31-60 years	10,000
Buildings		
buildings	6 - 400 years	10,000
Plant and Equipment		
plant, machinery and equipment	5 - 25 years	3,000
fixtures, fittings and furniture	10 years	3,000
library books	20 years	1
Infrastructure		
roads - pavements and seals	10 - 60 years	10,000
roads - substructure	15 - 200 years	10,000
roads - kerb, channel and minor culverts and other	68 - 120 years	10,000
bridges	76 - 150 years	10,000
footpaths and cycleways	11 - 65 years	10,000
drainage	68 - 120 years	10,000

Land under roads
Land under roads acquired after 30 June 2008 are brought to account using the fair value basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

Depreciation and amortisation
Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Artworks are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance
Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Notes to the Financial Report
For the Year Ended 30 June 2026

Valuation of artworks
Valuation of artworks were undertaken by qualified independent valuer, Simon Storey Valuers.

The valuation is at fair value based on current replacement cost as at the date of valuation.

The date and type of the current valuation is detailed in the following table. A full revaluation of these assets will be conducted in 2027/28.

Details of Council's artworks and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1 $'000	Level 2 $'000	Level 3 $'000	Date of Valuation	Type of Valuation
Artworks	-	2,105	-	Jun-23	full
Total	-	2,105	-		

Valuation of land and buildings
Valuation of land and buildings were undertaken as at 1 July 2024 by a qualified independent valuer, Jake Musgrave of APV Valuers and Asset Management, Certified Practicing Valuer 113610. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions.

A change in accounting estimate has been applied in 2025/2026 to adjust specialised land valuations where land use is restricted through existing planning provisions with the valuation reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement. Where land use is not restricted, highest and best use is assumed to be current use, except where the land is held for sale, or highly likely to be used for an alternative purpose within 12 months of the reporting date.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year, this valuation was based on the ABS Producer Price Index for building construction in Victoria for land improvement and building assets. No indexation was applied to land assets due to minimal indexation rates. A full revaluation of land and building assets will be conducted in 2027/28. The most recent previous full revaluation of these classes of land and building assets were undertaken by a qualified independent valuer, Jake Musgrave of APV Valuers and Asset Management, Certified Practicing Valuer 113610 in July 2024.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Land	-	11,992	-	Jul-24	full
Specialised land	-	-	21,132	Jun-26	full
Land under roads	-	-	307	Jul-24	full
Land Improvements	-	-	1,145	Jun-26	index
Buildings	-	234	95,095	Jun-26	index
Total	-	12,226	117,679		

Notes to the Financial Report
For the Year Ended 30 June 2026

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with an independent valuation undertaken as at 1 July 2024 by Janaka Weerasinghe of APV Valuers and Asset Management, Bachelor of Engineering - Civil Engeering.

The date and type of the current valuation is detailed in the following table. An indexed based revaluation was conductedin the current year, this valuation was based on the ABS Producer Price Index for road and bridge construction in Victoria for roads, bridge and footpath assets and the ABS Producer Price Index for other heavy and civil engineering construction in Victoria for drainage assets. A full revaluation of these assets will be conducted in 2027/28. The most recent previous full revaluation of these classes of land and building assets were undertaken by a qualified independent valuer, Janaka Weerasinghe of APV Valuers and Asset Management, Bachelor of Engineering - Civil Engeering in July 2024.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	463,713	Jun-26	index
Bridges	-	-	47,585	Jun-26	index
Footpaths and cycleways	-	-	10,969	Jun-26	index
Drainage	-	-	16,413	Jun-26	index
Total	-	-	538,680		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 35% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between $0 and $180 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from $250 to $188,345 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 265 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 year to 195 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2026	2025
Reconciliation of specialised land	**$'000**	**$'000**
Land under roads	307	307
Parks and reserves	21,132	-
Total specialised land	21,439	307

Refer page 36 for details of change in accounting estimate resulting in specialised land being reported in 2025/2026.

Notes to the Financial Report
For the Year Ended 30 June 2026

6.2 Investments in joint arrangements	2026 $'000	2025 $'000

(a) Investments in joint venture
- Ararat Housing Enterprise Pty Ltd is 50% owned by Council

Ararat Housing Enterprise Pty Ltd
Background
Council has entered a joint venture with a private investor to address the availability of affordable housing for the growing labour force within the municipality, with the construction of 60 new homes over 15 years. The structure of the project will be to build four new houses a year over 15 years, with the purpose of leasing the properties for a period of four years and then selling the properties.

Fair value of Council's investment in Ararat Housing Enterprise Pty Ltd	**2,117**	**1,527**
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus/(deficit) at start of year	27	(2)
Reported surplus/(deficit) for year	90	29
Council's share of accumulated surplus/(deficit) at end of year	**117**	**27**
Movement in carrying value of specific investment		
Carrying value of investment at start of year	1,527	498
Share of surplus/(deficit) for year	90	29
Contribution to joint venture	500	1,000
Carrying value of investment at end of year	**2,117**	**1,527**
Council's share of expenditure commitments		
Capital commitments	1,254	311
Council's share of expenditure commitments	**1,254**	**311**

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

6.3 Investment property

Balance at beginning of financial year	2,615	1,535
Fair value adjustments	195	1,080
Balance at end of financial year	**2,810**	**2,615**

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise.

Valuation of investment property
Valuation of investment property has been determined in accordance with an independent valuation by Peter Wigg of Wigg and Partners Pty Ltd, Certified Practicing Valuer 62580, who has recent experience in the location and category of the property being valued, including undertaking the previous year valuation at 30 June 2025. The date of valuation is 30 June 2026. The valuation is at fair value, based on the current market value for the property.

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 7 PEOPLE AND RELATIONSHIPS

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Ararat Rural City Council

Subsidiaries and Joint arrangements

Interests in joint ventures are detailed in Note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Ararat Rural City Council. The Councillors, Chief Executive Officer and Senior Managers are deemed KMP.

Details of KMP at any time during the year are:

		2026 No.	2025 No.
Councillors	Councillor Jo Armstrong (Mayor to 11/11/2025)		
	Councillor Bob Sanders (Deputy Mayor to 11/11/2025, Mayor from 11/11/2025)		
	Councillor Teli Kaur (Deputy Mayor from 11/11/2025)		
	Councillor Rob Armstrong		
	Councillor Bill Waterston		
	Councillor Peter Joyce		
	Councillor Luke Preston		
	Chief Executive Officer		
	Deputy Chief Executive Officer (position added from 01/09/2025)		
	Chief Operating Officer (position added from 01/09/2025)		
	Manager Development & Regulation		
Total Number of Councillors		7	10
Total of Chief Executive Officer and other Key Management Personnel		4	2
Total Number of Key Management Personnel		11	12

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2026 $'000	2025 $'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,000	715
Other long-term employee benefits	35	18
Post-employment benefits	81	47
Total	1,116	780

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2026 No.	2025 No.
$0 - $9,999	–	3
$10,000 - $19,999	–	3
$20,000 - $29,999	4	2
$30,000 - $39,999	1	–
$50,000 - $59,999	1	1
$60,000 - $69,999	–	1
$70,000 - $79,999	1	–
$170,000 - $179,999	1	–
$180,000 - $189,999	1	–
$190,000 - $199,999	1	1
$270,000 - $279,999	1	–
$330,000 - $339,999	–	1
Total	11	12

In accordance with accounting standards, the remuneration amounts include wages and salaries, employer superannuation contributions, vehicle benefits and movements in unused leave.

Notes to the Financial Report
For the Year Ended 30 June 2026

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds $170,000 and who report directly to a member of the KMP.

	2026 $'000	2025 $'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	328	-
Other long-term employee benefits	14	-
Post-employment benefits	42	-
Total	384	-

The number of other senior staff are shown below in their relevant income bands:

Income Range:	2026 No.	2025 No.
$180,000 - $189,999	1	-
$190,000 - $199,999	1	-
	2	-

Total remuneration for the reporting year for other senior staff included above, amounted to:	384	-

7.2 Related party disclosure	2026 $'000	2025 $'000
(a) Transactions with related parties		
During the period Council entered into the following transactions with related parties within normal customer relationships on terms and conditions no more favourable than those available in similar arm's length dealings.		
Locksmith, engraving and site camera installation services supplied to Council by a business that is a related party of a former Councillor.	-	1
Council provided a community grant to support a community event organised by a business that is a related party of a Councillor.	-	5
Council made a capital contribution to its joint venture in accordance with the terms of the joint venture agreement.	500	1,000
(b) Outstanding balances with related parties		
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:	-	-
(c) Loans to/from related parties		
The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:	-	-
(d) Commitments to/from related parties		
The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:	-	-

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 8 MANAGING UNCERTAINTIES

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date the Council are not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:
- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Gravel pits

Council operates a number of gravel pits. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

8.2 Australian Accounting Standards issued but not yet effective

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council assesses the impact of these new standards.
The Australian Accounting Standards Board (AASB) has issued AASB 18 Presentation and Disclosure in Financial Statements. When applicable AASB 18 supersedes AASB 101 Presentation of Financial Statements. AASB 18 aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. AASB 18 is expected to first apply to Council for the 2028-29 financial year.

Notes to the Financial Report
For the Year Ended 30 June 2026

8.3 Financial Instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

Notes to the Financial Report
For the Year Ended 30 June 2026

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements, it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.
To help reduce these risks Council:
- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:
- A parallel shift of + 1% and - 1% in market interest rates (AUD) from year-end rates of 4.35%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair value measurement* aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards. For assets where Council adopts a current replacement cost approach to determine fair value, Council considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Notes to the Financial Report
For the Year Ended 30 June 2026

Revaluation
Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. For plant and equipment carrying amount is considered to approximate fair value given short useful lives. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of artworks, land, buildings, and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Artworks	5 years
Land	3 years
Land improvements	3 years
Buildings	3 years
Roads	3 years
Bridges	3 years
Footpaths and cycleways	3 years
Drainage	3 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets
At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset. The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non-cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement, with the consequence that AASB 136 Impairment of Assets does not apply to such assets that are regularly revalued.

8.5 Events occurring after balance date

On 25 August 2026, the Council announced the appointment of a new Chief Executive Officer, Phuong Au, following the resignation of the outgoing Chief Executive Officer, Dr Tim Harrison, effective 30 September 2026. Phuong Au will formally commence in the position on 1 October 2026.

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 9 OTHER MATTERS

9.1 Reserves (a) Asset revaluation reserves	Balance at beginning of reporting period $'000	Increase (decrease) $'000	Balance at end of reporting period $'000
2026			
Artworks			
Artworks	1,255	–	1,255
	1,255	–	**1,255**
Property			
Land and land improvements	42,917	(13,219)	29,698
Buildings	73,003	3,247	76,250
	115,920	**(9,972)**	**105,948**
Infrastructure			
Roads	173,041	36,104	209,145
Bridges	37,946	3,590	41,536
Footpaths and cycleways	9,150	824	9,974
Drainage	1,055	587	1,642
	221,192	**41,105**	**262,297**
Total asset revaluation reserves	**338,367**	**31,133**	**369,500**
2025			
Artworks			
Artworks	1,255	–	1,255
	1,255	–	**1,255**
Property			
Land	14,509	28,408	42,917
Buildings	36,254	36,749	73,003
	50,763	**65,157**	**115,920**
Infrastructure			
Roads	128,352	44,689	173,041
Bridges	20,399	17,547	37,946
Footpaths and cycleways	6,034	3,116	9,150
Drainage	1,320	(265)	1,055
	156,105	**65,087**	**221,192**
Total asset revaluation reserves	**208,123**	**130,244**	**338,367**

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Report
For the Year Ended 30 June 2026

	Balance at beginning of reporting period $'000	Transfer from accumulated surplus $'000	Transfer to accumulated surplus $'000	Balance at end of reporting period $'000
(b) Other reserves				
2026				
Capital works and projects	8,921	16,560	(8,921)	16,560
Recreational land	105	93	–	198
Building capital	3,958	–	(500)	3,458
Environmental projects	95	–	–	95
Waste management	211	–	–	211
Total Other reserves	**13,290**	**16,653**	**(9,421)**	**20,522**
2025				
Capital works and projects	2,580	8,921	(2,580)	8,921
Recreational land	213	57	(165)	105
Building capital	4,958	–	(1,000)	3,958
Environmental projects	95	–	–	95
Waste management	518	–	(307)	211
Total Other reserves	**8,364**	**8,978**	**(4,052)**	**13,290**

Description of the nature and purpose of each reserve:

Capital works and projects – specific purpose reserve used to fund major capital works projects.
Recreational land – specific purpose reserve used to fund public open space works.
Building capital – specific purpose reserve used to fund major building capital works.
Environmental projects – specific purpose reserve used to fund innovative environmental projects.
Waste management – specific purpose reserve used to fund works at waste management facilities.

Notes to the Financial Report
For the Year Ended 30 June 2026

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	2026 $'000	2025 $'000
Surplus/(deficit) for the year	8,906	1,157
Non-cash adjustments:		
Depreciation	11,895	11,452
Profit/(loss) on disposal of property, infrastructure, plant and equipment	4	388
Fair value adjustments for investment property	(195)	(1,080)
Non-monetary contribution	(1,815)	–
Borrowing costs	2	6
Lease interest	118	100
Share of net profits (or loss) of joint ventures	(90)	(29)
Change in assets and liabilities		
(Increase)/decrease in trade and other receivables	165	2,147
(Increase)/decrease in inventories	2	–
(Increase)/decrease in prepayments	(3)	360
(Increase)/decrease in contract assets	(2,614)	–
Increase/(decrease) in trade and other payables	1,396	1,333
Increase/(decrease) in trust funds and deposits	66	12
Increase/(decrease) in contract and other liabilities	4,542	5,965
Increase/(decrease) in provisions	156	64
Net cash provided by/(used in) operating activities	**22,535**	**21,875**

Notes to the Financial Report
For the Year Ended 30 June 2026

Note 10 CHANGE IN ACCOUNTING POLICY

There have been no changes to accounting policies in the 2025-26 year.

Note 11 ERRORS AND CHANGES IN ACCOUNTING ESTIMATES

11.1 Correction of error relating to previous reporting period - retrospective

During the revaluation of infrastructure assets Council found stormwater drainage assets that had not previously been reflected in previous asset valuations. These found assets have been brought to account as an adjustment to Council's prior year asset balance comparatives and to accumulated surplus for the 2024-25 year.

Adjustments to the comparative figures for the year ended 30 June 2025

	Original Balance 30 June 2025	Impact Increase / (decrease)	Restated Balance 30 June 2025
	$'000	$'000	$'000
Balance Sheet			
Property, infrastructure, plant and equipment	639,714	9,361	649,075
Total non-current assets	**645,644**	**9,361**	**655,005**
Total assets	**663,622**	**9,361**	**672,983**
Net assets	**647,158**	**9,361**	**656,519**
Accumulated surplus	295,501	9,361	304,862
Total Equity	**647,158**	**9,361**	**656,519**
Note 6.1 Property, infrastructure, plant and equipment			
Drainage	6,687	9,361	16,048
Total infrastructure assets	**491,075**	**9,361**	**500,436**
Total Property, infrastructure, plant and equipment	**639,714**	**9,361**	**649,075**

Ararat Rural City

Performance Statement



Ararat Rural City

Ararat Rural City Council

Performance Statement

For the year ended 30 June 2026

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Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Karissa Hogan, BCom, CPA
Principal Accounting Officer
Dated: 29 September 2026

In our opinion, the accompanying performance statement of the Ararat Rural City Council for the year ended 30 June 2026 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.

Bob Sanders
Councillor
Dated: 29 September 2026

Peter Joyce
Councillor
Dated: 29 September 2026

Dr Tim Harrison
Chief Executive Officer
Dated: 29 September 2026

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Ararat Rural City Council

Opinion	I have audited the accompanying performance statement of Ararat Rural City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Ararat Rural City Council in respect of the year ended 30 June 2026 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
2 October 2026

Travis Derricott
as delegate for the Auditor-General of Victoria

Section 1. Description of municipality

Ararat Rural City is the gateway to the Grampians region in south-west Victoria, situated at an important junction of the Western and Pyrenees highways 198 kilometres north-west of Melbourne, approximately a quarter of the way between Melbourne and Adelaide.

The land has a wealth of natural attractions that set the region apart, such as Mount Langi Ghiran, Mount Cole and the Ararat Hills National Park, which frame our townships with scenic views and unique landscapes.

It includes the city of Ararat and the rural townships of Buangor, Elmhurst, Lake Bolac, Mininera, Moyston, Pomonal, Streatham, Tatyoon, Warrak, Westmere, Wickliffe and Willaura.

Our diverse economy is fortified by advanced manufacturing, premium agriculture, nature-based tourism, healthcare and renewable energy. The region is known for its superior produce, wine production, agriculture and tourism. Diverse retail and manufacturing industries are spearheading a growing economy.

Municipal Snapshot

Population » 11,732 (Australian Bureau of Statistics – Population Estimates by Local Government Area)

Area » 4,211 square kilometres

Rateable properties » 7,505

Number of Councillors » 7

Rates and charges revenue » $18.510 million

Total revenue » $46.232 million

Length of sealed local roads » 774 kms

Length of unsealed local roads » 1,681 kms

Total road length » 2,455 kms

Section 2. Service performance indicators

For the year ended 30 June 2026

Service / *indicator* / *measure* / [formula]	Results 2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	Comments
Aquatic Facilities ***Utilisation*** *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Municipal population]	3.05	4.91	5.67	4.00	5.29	The 2025/2026 reporting period has seen a slight decrease in overall utilisation of aquatic facilities. Ararat Fitness Centre has shown steady numbers however Lake Bolac and Willaura pools attendances were down slightly. This is attributed to the Willaura pool being closed for maintenance until the start of January. Tourist numbers were down in Lake Bolac for the season with Lake Bolac unusable from blue green algae. The weather and cooler days also meant there were less days open at the rural pools.
Animal Management ***Health and safety*** *Animal management prosecutions* [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100%	0%	0%	0%	0%	There were no animal management prosecutions during this reporting period.
Food Safety ***Health and safety*** *Critical and major non-compliance outcome notifications* [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	0%	100%	100%	100%	100%	Council had one major non-compliance outcome notification for this reporting period, which was followed up in a timely manner.

Service / *indicator* / *measure* / [formula]	2023 Actual	2024 Actual	2025 Actual	2026 Target as per budget	2026 Actual	Comments
Governance ***Consultation and engagement*** *Satisfaction with community consultation and engagement* [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	60	59	59	75	57	Council set a target of 75 for community satisfaction with consultation and engagement. Although failing to reach this, Council has maintained consistency with a result of 57. This result has remained reasonably steady over the last 3 years. Council is continuing its commitment to listening to and addressing community concerns, and will continually set high performance targets in this space.
Libraries ***Participation*** *Library membership* [Number of registered library members / Population] x100	#N/A	19.11%	19.12%	20.00%	19.41%	This indicator is an assessment of the degree to which the community participate in Council's library service. Council's result of 19.41% is reflective of a small rural Council and has remained steady from the previous year. Its also important to note that patrons don't need to be Library members to access many of the Library services ie public PCs, photocopying, etc.
Maternal and Child Health (MCH) ***Participation*** *Participation in the MCH service* [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	84.87%	87.11%	83.35%	85.00%	84.87%	Participation levels have remained steady on last reporting period, with Council continuing to review engagement practices within the maternal and child health service to increase participation rates.
Participation *Participation in the MCH service by Aboriginal children* [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	90.48%	89.47%	87.10%	85.00%	88.10%	Participation levels remain steady amongst aboriginal children in the service. Low numbers in this indicator creates sensitivity when reporting in percentages, however attendance in the program continues to be strong.

Service / *indicator* / *measure* / [formula]	2023	2024	2025	2026		Comments
	Actual	Actual	Actual	Target as per budget	Actual	
Roads ***Condition*** *Sealed local roads below the intervention level* [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100]	100.00%	100.00%	100.00%	100.00%	100.00%	Council has had no roads fall below the renewal intervention level this year. A proactive approach by Council's roads team has seen maintenance conducted regularly and pre-emptively, to ensure sealed roads remain at condition standard.
Statutory Planning ***Service standard*** *Planning applications decided within required time frames* [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	80.41%	78.91%	79.80%	90.00%	85.39%	Council has a target of 90% of applications decided in required timeframes, with a commitment to improvement in this area. Although not quite meeting this target, a result of 85% has seen an increase on last year's result and well above state average for this indicator.
Waste Management ***Waste diversion*** *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] x100	22.90%	25.17%	61.21%	40.00%	58.97%	The introduction of a four bin system incorporating kerbside waste, recycling, organics and glass collection in 2023 has helped promote diversion of waste from landfill. Council set a target of 40% of diversion of waste from landfill for this reporting period.

Section 3. Financial performance indicators

For the year ended 30 June 2026

Dimension / *indicator* / *measure* / [formula]	2023	2024	2025	2026		2027	2028	2029	2030	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Efficiency ***Expenditure level*** *Expenses per property assessment* [Total expenses / Number of property assessments]	$4,615.87	$4,591.97	$4,935.81	$4,348.00	$4,974.02	$4,528.05	$4,562.42	$4,613.93	$4,679.08	Expenditure in 2024/2025 and 2025/2026 has been higher as Council continues to deliver outcomes for several large project grants, and to complete projects carried forward from the previous year. The reduced indicator in the target and future years is based on minimal non-recurrent operating grants and therefore lower expenditure.
Revenue level *Average rate per property assessment* [Sum of all general rates and municipal charges / Number of property assessments]	$2,006.30	$1,992.70	$2,001.88	$2,035.00	$2,029.85	$2,094.34	$2,124.04	$2,155.74	$2,187.43	This indicator has remained fairly consistent in past years as Council delivered a 0% net rate rise for the seven years up to 2024/2025. The actual result for 2025/2026 is close to target, and the indicator is forecast to increase in future years with general rates increases included.

Dimension / *indicator* / *measure* / [formula]	2023	2024	2025	2026		2027	2028	2029	2030	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Liquidity ***Working capital*** *Current assets compared to current liabilities* [Current assets / Current liabilities] x100	321.83%	162.31%	121.75%	235.30%	130.14%	171.30%	177.10%	187.79%	193.73%	Current assets have increased with $9.641 million in grant funds received in June 2026, including payment in advance of $7.022 million for the 2026/2027 financial assistance grant and $2 million for Buangor-Ben Nevis Road reconstruction works. However, current liabilities have also increased primarily due to an increase in unearned revenue of $4.541 million with grant performance obligations not yet satisfied. Trade payables have also increased by $1.396 million. The target was based on minimal unearned revenue. This indicator is forecast to increase in future years when unearned revenue is expected to reduce upon completion of the grant requirements.

Dimension / *indicator* / *measure* / [formula]	2023	2024	2025	2026		2027	2028	2029	2030	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Unrestricted cash *Unrestricted cash compared to current liabilities* [Unrestricted cash / Current liabilities] x100	64.43%	-12.98%	34.50%	163.90%	32.73%	N/A	N/A	N/A	N/A	Unrestricted cash has increased since last year, however the indicator is still lower than the target due to the higher level of unearned revenue and trade payables at year end. The calculation for this indicator has changed within the Local Government Performance Reporting Framework that is applicable from 1 July 2026, as a result the 2026/27 budget did not include forecast results for this indicator based on the same indicator calculation
Obligations ***Loans and borrowings*** *Loans and borrowings compared to rates* [Interest bearing loans and borrowings / Rate revenue] x100	7.07%	1.71%	0.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Council held no loans at 30 June 2026 and no new borrowings have been included in Council's budget for future years.

Dimension / *indicator* / *measure* / [formula]	2023	2024	2025	2026		2027	2028	2029	2030	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	1.20%	5.53%	0.86%	0.90%	0.85%	0.00%	0.00%	0.00%	0.00%	Council's loan was repaid in April 2026.
Indebtedness *Non-current liabilities compared to own source revenue* [Non-current liabilities / Own source revenue] x100	5.47%	7.49%	7.83%	3.90%	5.60%	3.52%	1.84%	1.28%	1.25%	Council's own source revenue has remained consistent with small increases resulting from supplementary rates and fair value adjustments for investment properties. Results in 2023/2024 and 2024/2025 were higher as Council entered into several lease liabilities which has resulted in increased non-current liabilities. Actual non-current lease liabilities for 2025/2026 were $0.437 million higher than budget with two additional leases arranged after the budget had been finalised. This indicator is forecast to reduce in future years as Council's lease repayments reduce the level of non-current liabilities. No further borrowings or leases have been factored into the forecast indicators.

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Dimension / *indicator* / *measure* / [formula]	2023	2024	2025	2026		2027	2028	2029	2030	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Asset renewal and upgrade *Asset renewal and upgrade compared to depreciation* [Asset renewal and asset upgrade expense / Asset depreciation] x100	90.93%	124.63%	100.75%	103.20%	113.93%	140.31%	106.30%	106.33%	98.37%	Capital works of more than $15 million in both 2023/2024 and 2025/2026 has resulted in higher results in these years. A significant increase is forecast for 2026/2027 resulting from a $5 million grant for Buangor-Ben Nevis Road reconstruction works. Future results are then forecast to decline due to budgeted depreciation increasing at a higher rate than increases in the future capital works budget.
Operating position ***Adjusted underlying result*** *Adjusted underlying surplus (or deficit)* [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	2.06%	-40.25%	-0.35%	1.70%	-0.15%	-1.12%	2.61%	2.67%	0.02%	Expenditure increased in 2024/2025 and 2025/2026 to deliver the outcomes for several large project grants and works carried forward from the previous year. Depreciation has also increased in recent years as a result of asset revaluations. The forecasts are based on minimal non-recurrent operating grants. The low outcome in 2023/2024 resulted from changes to the timing of financial assistance grants.

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Dimension / *indicator* / *measure* / [formula]	2023	2024	2025	2026		2027	2028	2029	2030	Material Variations and Comments
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Stability ***Rates concentration*** *Rates compared to adjusted underlying revenue* *[Rate revenue / Adjusted underlying revenue] x100*	51.46%	73.82%	49.39%	55.90%	49.66%	56.43%	54.76%	54.93%	56.47%	This indicator is primarily affected by changes in timing of the receipt of financial assistance grants. In 2023/2024 rate revenue represented a larger share of Council's income as 50% of the allocation for that year was received in advance in June 2023, while there was no advance payment for 2024/2025 received in June 2024. Targets and forecasts are based on a single annual allocation of financial assistance grants being received.
Rates effort *Rates compared to property values* *[Rate revenue / Capital improved value of rateable properties in the municipality] x100*	0.29%	0.27%	0.27%	0.30%	0.28%	0.29%	0.29%	0.29%	0.29%	Property valuations across the municipality have remained relatively stable over recent years.

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Section 4. Sustainable capacity indicators

For the year ended 30 June 2026

Results					
Indicator / *measure* / [formula]	2023	2024	2025	2026	Comments
	Actual	Actual	Actual	Actual	
Population *Expenses per head of municipal population* [Total expenses / Municipal population]	$2,868.75	$2,908.16	$3,145.39	$3,181.90	Expenditure has increased in 2024/2025 and 2025/2026 to deliver the outcomes for several large project grants, and works carried forward from the previous year. Depreciation also increased in 2024/2025 and 2025/2026 as a result of asset revaluations.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	$23,628.31	$24,836.43	$50,762.88	$55,558.39	The significant increase in 2024/2025 resulted from a revaluation of property and infrastructure assets of $130.244 million and the inclusion of road earthworks assets of $201.144 million. The increase in 2025/2026 has mostly resulted from revaluation adjustments of $31.133 million and capital works of $15.063 million.
Population density per length of road [Municipal population / Kilometres of local roads]	4.78	4.77	4.76	4.78	This indicator has remained consistent with previous years.

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Indicator / measure / [formula]	2023 Actual	2024 Actual	2025 Actual	2026 Actual	Comments
Own-source revenue *Own-source revenue per head of municipal population* [Own-source revenue / Municipal population]	$1,743.89	$1,770.52	$1,856.67	$1,850.32	Council's own source revenue has remained mostly consistent, with the increase in 2024/2025 resulting from a revaluation adjustment of $1.080 million in the fair value assessment of Council's investment properties.
Recurrent grants *Recurrent grants per head of municipal population* [Recurrent grants / Municipal population]	$916.70	$123.94	$1,138.80	$1,204.74	Recurrent grants were significantly lower in 2023/2024, due to a change in the timing of financial assistance grants for 2024/2025 resulting in $6.656 million being received early in July 2024, compared to $7.426 million being received in advance in June 2023. In 2024/2025 50% of the annual allocation of the financial assistance grants was received in advance for 2025/2026, and in 2025/2026 80% was received in advance for 2026/2027.
Disadvantage *Relative Socio-Economic Disadvantage* [Index of Relative Socio-Economic Disadvantage by decile]	2.00	2.00	2.00	2.00	The Australian Bureau of Statistics revised Council's Socio-Economic Index for Areas (SEIFA) in 2022/2023 with the municipality now considered to be less disadvantaged than in prior years.
Workforce turnover *Percentage of staff turnover* [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	23.4%	7.6%	17.4%	17.2%	In 2025/2026 there have been a number of organisational changes, including some redundancies, resulting in higher workforce turnover, consistent with the previous year.

Section 5. Notes to the accounts

5.1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by *the Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2026-27 to 2029-30 from the Council's annual budget.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2. Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and • contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the *Food Act 1984*
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current assets	means all assets other than current assets
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

Key term	Definition
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

5.3. Other Matters

Overview of 2026

During the financial year Council has undertaken several significant projects including road safety upgrades, continued use of innovative Otta sealing to a number of rural and urban gravel roads, bushfire emergency and recovery works. Council also had works in progress at 30 June 2026 of $9.993 million for capital projects with Jack & Jill Kindergarten upgrades, the Ararat Pony Club Sports Arena, and Mount William Road reconstruction nearing completion. Through the year demolition and design works have progressed at Queen Street, also known as the former Prestige Mill site, a project funded by a $7.3 million Federal Housing Support Program grant.

Ararat Rural City

www.ararat.vic.gov.au

3.2 DELEGATION FROM COUNCIL TO MEMBERS OF COUNCIL STAFF S6

RESPONSIBLE OFFICER: CHIEF OPERATING OFFICER
DEPARTMENT: CEO'S OFFICE
REFERENCE: 32362

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY
The purpose of this report is for Council to consider adoption of the revised Instrument of Delegation from Council to Members of Council Staff.

DISCUSSION
Delegation to Council staff is necessary to enable Council to conduct business efficiently by enabling Council staff to make routine decisions under different Acts.

Various Acts, including the Local Government Act 2020, empower Council to delegate statutory functions, powers and duties. This report recommends that specific functions, powers and duties be delegated to identify staff positions in accordance with the attached S6 – Instrument of Delegation by Council to Members of Council Staff.

The instrument of Delegation has recently been updated by Maddocks Lawyers. The changes made to the S6 Instrument of Delegation- Council to Members of Council Staff are as follows:

- Amended the Food Act 1984 to reflect the changes create by the commencement of the Safe Food Victoria Act 2026, particularly as a result of section 116 and 172.
- Replaced the Road Management (General) Regulations 2016 (now revoked) with the Road Management (General) Regulations 2026
- Replaced the Road Management (Works and Infrastructure) Regulations 2015 (now revoked) with the Road Management (Works and Infrastructure) Regulations 2026
- Inserted clauses 16(2B) and 16(2C) of schedule 7 of the Road Management Act 2004 as a result of section 21 of the Roads and Ports Legislation Amendments (Road Safety and Other Matters) Act 2025
- Minor staffing changes

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives

6. STRONG AND EFFECTIVE GOVERNANCE
We will work hard to build models of governance that place delivering public value at their centre through effective financial management, well measured risk management, and implementation of effective community engagement practices.

Budget Implications
There are no budget implications arising from the review of the S6 Instrument of Delegation – Council to Members of Council Staff.

Policy/Relevant Law
The Council is required to keep a register of delegations, and it must be made available for public inspection. This report is presented to reflect the changes in legislation and staff. The Council can amend or revoke any delegated power at any time.

Sustainability Implications
There are no economic, social or environmental implications in relation to S6 Instrument of Delegation – Council to Members of Council Staff.

Risk Assessment
The amendment of the Instrument of delegation from Council to Members of Council Staff ensures ongoing legislative compliance for Ararat Rural City Council. It is essential that the Instrument of Delegation is kept up to date to ensure that the members of staff are properly empowered to undertake their roles.

The formal delegation of legislated powers, duties and functions via instruments of delegation, supported by consistent policies allows Council staff to perform day-to-day duties and make decisions that may otherwise need to be decided upon Council.

Stakeholder Collaboration and Community Engagement
The amendments of Instruments of Delegation from Council to Members of Council staff that have been updated using Maddocks Lawyers Delegation Service and RelianSys software.

The delegation service provides two updates per year and minor updates as required when legislation changes.

The Chief Executive Officer and relevant officers have reviewed this document.

Gender Impact Assessment
The review and adoption of delegations is an administrative governance function and is not expected to have any gendered impacts.

RECOMMENDATION

That:

In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, Ararat Rural City Council (Council) resolve that:

1. *There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation Council to Member of Council Staff (S6), the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument;*
2. *The instrument comes into force immediately the common seal of Council is affixed to the instrument*
3. *On the coming into force of the instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked;*
4. *The duties and functions ser out in the instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopts; and*
5. *The instrument be signed under the seal of the Council.*

MOVED CR JOYCE
SECONDED CR PRESTON

That:

In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, Ararat Rural City Council (Council) resolve that:

1. **There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached Instrument of Delegation Council to Member of Council Staff (S6), the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument;**
2. **The instrument comes into force immediately the common seal of Council is affixed to the instrument**
3. **On the coming into force of the instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked;**
4. **The duties and functions ser out in the instrument must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopts; and**
5. **The instrument be signed under the seal of the Council.**

Cr Joyce and Cr Preston spoke for the motion.

CARRIED 5/0
5433/26

ATTACHMENTS
The Instrument of Delegation from Council to Members of Council Staff S6 is provided as Attachment 3.2

Ararat Rural City

Ararat Rural City

ARARAT RURAL CITY COUNCIL

INSTRUMENT OF DELEGATION

S6 INSTRUMENT OF DELEGATION - MEMBERS OF STAFF

27 OCTOBER 2026

Instrument of Delegation

In exercise of the powers conferred by the legislation referred to in the attached Schedule, the Council:

1. delegates each duty and/or function and/or power described in column 1 of the Schedule (and summarised in column 2 of the Schedule) to the member of Council staff holding, acting in or performing the duties of the office or position described opposite each such duty and/or function and/or power in column 3 of the Schedule;

2. record that references in the Schedule are as follows:

CEO means Chief Executive Officer
COO means Chief Operating Officer
CE1 means Civil Engineer1
CE2 means Civil Engineer2
CE3 means Civil Engineer3
EMC means Emergency Management Coordinator
FSC means Financial Services Coordinator
HRBP means HR Business Partner
INL means Infrastructure Lead
MDR means Manager Development & Regulation
N/A means Not Applicable
NOT means Not Delegated Below CEO
PAYO means Payroll Officer
PDO1 means Planning and Development Officer 1
PDO2 means Planning and Development Officer 2
PDO3 means Planning and Development Officer 3
CSOs means Community Safety Officers
EHOs means All Environmental Health Officers
PDOs means All Planning and Development Officers
POs means All Planning Officers
TOAs means All Technical Officer Assets

3. declares that:

3.1 this Instrument of Delegation is authorised by a resolution of Council passed on 27 October 2026 and

3.2 the delegation:

3.2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;

3.2.2 remains in force until varied or revoked;

3.2.3 is subject to any conditions and limitations set out in sub-paragraph 3.3, and the Schedule; and

3.2.4 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and

3.3 the delegate must not determine the issue, take the action or do the act or thing:

3.3.1 if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;

3.3.2 if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a

(a) policy; or

(b) strategy

adopted by Council;

3.3.3 if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation; or

3.3.4 the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff or delegated committee.

The COMMON SEAL of the
ARARAT RURAL CITY COUNCIL
was affixed hereto in accordance with
the resolution of Council made on
27 October 2026

Mayor _____

Chief Executive Officer _____

Date:

Delegation Sources

- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024
- Cemeteries and Crematoria Act 2003
- Domestic Animals Act 1994
- Food Act 1984
- Heritage Act 2017
- Local Government Act 1989
- Planning and Environment Act 1987
- Residential Tenancies Act 1997
- Road Management Act 2004
- Cemeteries and Crematoria Regulations 2015
- Planning and Environment Regulations 2015
- Planning and Environment (Fees) Regulations 2016
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015

S6 Instrument of Delegation - Members of Staff

Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2024			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 7	Power to enter into a written agreement with a caravan park owner	MDR	
r 10	Function of receiving application for registration	MDR	
r 11	Function of receiving application for renewal of registration	MDR	
r 12(1)	Duty to grant the registration if satisfied that the caravan park complies with these regulations	MDR	
r 12(1)	Power to refuse to grant the registration if not satisfied that the caravan park complies with these regulations	MDR	
r 12(2)	Duty to renew the registration if satisfied that the caravan park complies with these regulations	MDR	
r 12(2)	Power to refuse to renew the registration if not satisfied that the caravan park complies with these regulations	MDR	
r 12(3)	Duty to have regard to matters in determining an application for registration or an application for renewal of registration	MDR	
r 12(4) & (5)	Duty to issue certificate of registration	MDR	
r 14(1)	Function of receiving notice of transfer of ownership	MDR	
r 14(3)	Power to determine where notice of transfer is displayed	MDR	
r 15(1)	Duty to transfer registration to new caravan park owner	MDR	
r 15(2)	Duty to issue a certificate of transfer of registration	MDR	
r 15(3)	Power to determine where certificate of transfer of registration is displayed	MDR	
r 16(1)	Power to determine the fee to accompany applications for registration or applications for renewal of registration	MDR	
r 17	Duty to keep register of caravan parks	MDR	

r 21(1)	Duty to notify a caravan park owner of the relevant emergency services agencies for the caravan park, on the request of the caravan park owner	MDR	
r 21(2)	Duty to consult with relevant emergency services agencies	MDR	
r 22	Power to determine places in which caravan park owner must display a copy of emergency procedures	MDR	
r 23	Power to determine places in which caravan park owner must display copy of public emergency warnings	MDR	
r 24(2)	Power to consult with relevant floodplain management authority	MDR	
r 26(b)(i)	Power to approve system for the discharge of sewage and wastewater from a movable dwelling	MDR	
r 38	Function of receiving notice of proposed installation of unregistrable movable dwelling or rigid annexe	MDR	
r 38(b)	Power to require notice of proposal to install unregistrable movable dwelling or rigid annexe	MDR	
r 39(3)	Function of receiving installation certificate	MDR	
r 45(3)	Power to determine places in which caravan park owner must display name and telephone number of an emergency contact person	MDR	
r 45(5)	Power to determine places in which caravan park owner must display the certificate of registration or certificate of renewal of registration, the plan of the caravan park and a copy of the caravan park rules	MDR	

Cemeteries and Crematoria Act 2003			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 8(1)(a)(ii)	Power to manage one or more public cemeteries	N/A	Where Council is a Class B cemetery trust
s 12(1)	Function to properly and efficiently manage and maintain each public cemetery for which responsible and carry out any other function conferred under this Act	N/A	Where Council is a Class B cemetery trust
s 12(2)	Duty to have regard to the matters set out in paragraphs (a) - (c) in exercising its functions	N/A	Where Council is a Class B cemetery trust

s 12A(1)	Function to do the activities set out in paragraphs (a) - (n)	N/A	Where Council is a Class A cemetery trust
s 12A(2)	Duty to have regard to matters set out in paragraphs (a) - (e) in exercising its functions	N/A	Where Council is a Class A cemetery trust
s 13	Duty to do anything necessary or convenient to enable it to carry out its functions	N/A	
s 14	Power to manage multiple public cemeteries as if they are one cemetery.	N/A	
s 15(4)	Duty to keep records of delegations	N/A	
s 17(1)	Power to employ any persons necessary	N/A	
s 17(2)	Power to engage any professional, technical or other assistance considered necessary	N/A	
s 17(3)	Power to determine the terms and conditions of employment or engagement	N/A	Subject to any guidelines or directions of the Secretary
s 18(3)	Duty to comply with a direction from the Secretary	N/A	
s 18B(1) & (2)	Duty to establish governance committees within 12 months of becoming a Class A cemetery trust and power to establish other governance committees from time to time	N/A	Where Council is a Class A cemetery trust
s 18C	Power to determine the membership of the governance committee	N/A	Where Council is a Class A cemetery trust
s 18D	Power to determine procedure of governance committee	N/A	Where Council is a Class A cemetery trust
s 18D(1)(a)	Duty to appoint community advisory committee for the purpose of liaising with communities	N/A	Where Council is a Class A cemetery trust
s 18D(1)(b)	Power to appoint any additional community advisory committees	N/A	Where Council is a Class A cemetery trust
s 18D(2)	Duty to establish a community advisory committee under section 18D(1)(a) within 12 months of becoming a Class A cemetery trust.	N/A	Where Council is a Class A cemetery trust

s 18D(3)	Duty to include a report on the activities of the community advisory committees in its report of operations under Part 7 of the Financial Management Act 1994	N/A	Where Council is a Class A cemetery trust
s 18F(2)	Duty to give preference to a person who is not a funeral director of a stonemason (or a similar position) when appointing a person to a community advisory committee	N/A	Where Council is a Class A cemetery trust
s 18H(1)	Duty to hold an annual meeting before 30 December in each calendar year	N/A	Where Council is a Class A cemetery trust
s 18I	Duty to publish a public notice of annual meeting in a newspaper, a reasonable time before the date of the annual meeting	N/A	Where Council is a Class A cemetery trust
s 18J	Duty to provide leadership, assistance and advice in relation to operational and governance matters relating to cemeteries (including the matters set out in s 18J(2)	N/A	Where Council is a Class A cemetery trust
s 18L(1)	Duty to employ a person as the chief executive officer (by whatever title called) of the Class A cemetery trust	N/A	Where Council is a Class A cemetery trust
s 18N(1)	Duty to prepare an annual plan for each financial year that specifies the items set out in paragraphs (a)-(d)	N/A	Where Council is a Class A cemetery trust
s 18N(3)	Duty to give a copy of the proposed annual plan to the Secretary on or before 30 September each year for the Secretary's approval	N/A	Where Council is a Class A cemetery trust
s 18N(5)	Duty to make amendments as required by the Secretary and deliver the completed plan to the Secretary within 3 months	N/A	Where Council is a Class A cemetery trust
s 18N(7)	Duty to ensure that an approved annual plan is available to members of the public on request	N/A	Where Council is a Class A cemetery trust
s 18O(1)	Duty to prepare a strategic plan and submit the plan to the Secretary for approval	N/A	Where Council is a Class A cemetery trust
s 18O(4)	Duty to advise the Secretary if the trust wishes to exercise its functions in a manner inconsistent with its approved strategic plan	N/A	Where Council is a Class A cemetery trust

s 18O(5)	Duty to ensure that an approved strategic plan is available to members of the public on request	N/A	Where Council is a Class A cemetery trust
s 18Q(1)	Duty to pay an annual levy on gross earnings as reported in the annual financial statements for the previous financial year	N/A	Where Council is a Class A cemetery trust
s 19	Power to carry out or permit the carrying out of works	N/A	
s 20(1)	Duty to set aside areas for the interment of human remains	N/A	
s 20(2)	Power to set aside areas for the purposes of managing a public cemetery	N/A	
s 20(3)	Power to set aside areas for those things in paragraphs (a) - (e)	N/A	
s 24(2)	Power to apply to the Secretary for approval to alter the existing distribution of land	N/A	
s 36	Power to grant licences to enter and use part of the land or building in a public cemetery in accordance with s 36	N/A	Subject to the approval of the Minister
s 37	Power to grant leases over land in a public cemetery in accordance with s 37	N/A	Subject to the Minister approving the purpose
s 40	Duty to notify Secretary of fees and charges fixed under s 39	N/A	
s 47	Power to pay a contribution toward the cost of the construction and maintenance of any private street adjoining or abutting a cemetery	N/A	Provided the street was constructed pursuant to the Local Government Act 1989
s 52	Duty to submit a report to the Secretary in relation to any public cemetery for which the cemetery trust is responsible for each financial year in respect of which it manages that cemetery	N/A	
s 57(1)	Duty to submit a report to the Secretary every financial year in respect of powers and functions under the Act	N/A	Report must contain the particulars listed in s 57(2)
s 59	Duty to keep records for each public cemetery	N/A	

s 60(1)	Duty to make information in records available to the public for historical or research purposes	N/A	
s 60(2)	Power to charge fees for providing information	N/A	
s 64(4)	Duty to comply with a direction from the Secretary under s 64(3)	N/A	
s 64B(d)	Power to permit interments at a reopened cemetery	N/A	
s 66(1)	Power to apply to the Minister for approval to convert the cemetery, or part of it, to a historic cemetery park	N/A	The application must include the requirements listed in s 66(2)(a)-(d)
s 69	Duty to take reasonable steps to notify of conversion to historic cemetery park	N/A	
s 70(1)	Duty to prepare plan of existing places of interment and make a record of any inscriptions on memorials which are to be removed	N/A	
s 70(2)	Duty to make plans of existing place of interment available to the public	N/A	
s 71(1)	Power to remove any memorials or other structures in an area to which an approval to convert applies	N/A	
s 71(2)	Power to dispose of any memorial or other structure removed	N/A	
s 72(2)	Duty to comply with request received under s 72	N/A	
s 73(1)	Power to grant a right of interment	N/A	
s 73(2)	Power to impose conditions on the right of interment	N/A	
s 74(3)	Duty to offer a perpetual right of interment	N/A	
s 75	Power to grant the rights of interment set out in s 75(a) and (b)	N/A	
s 76(3)	Duty to allocate a piece of interment if an unallocated right is granted	N/A	

s 77(4)	Power to authorise and impose terms and conditions on the removal of cremated human remains or body parts from the place of interment on application	N/A	
s 80(1)	Function of receiving notification and payment of transfer of right of interment	N/A	
s 80(2)	Function of recording transfer of right of interment	N/A	
s 82(2)	Duty to pay refund on the surrender of an unexercised right of interment	N/A	
s 83(2)	Duty to pay refund on the surrender of an unexercised right of interment	N/A	
s 83(3)	Power to remove any memorial and grant another right of interment for a surrendered right of interment	N/A	
s 84(1)	Function of receiving notice of surrendering an entitlement to a right of interment	N/A	
s 84F(2)(d)	Function of receiving notice of decision to vary or force the surrender of a right of interment under s 84C(2), (3) or (5)	N/A	
s 84H(4)	Power to exercise the rights of a holder of a right of interment	N/A	
s 84I(4)	Power to exercise the rights of a holder of a right of internment	N/A	
s 84I(5)	Duty to pay refund to the previous holder or holders of the right of interment	N/A	
s 84I(6)(a)	Power to remove any memorial on the place of interment	N/A	
s 84I(6)(b)	Power to grant right of interment under s 73	N/A	
s 85(1)	Duty to notify holder of 25 year right of interment of expiration at least 12 months before expiry	N/A	The notice must be in writing and contain the requirements listed in s 85(2)
s 85(2)(b)	Duty to notify holder of 25 year right of interment of expiration of right at least 12 months before expiry	N/A	Does not apply where right of interment relates to remains of a deceased veteran

85(2)(c)	Power to leave interred cremated remains undistributed in perpetuity and convert right of interment to perpetual right of internment or; remove interred remains and re-inter at another location within cemetery grounds and remove any memorial at that place and re-establish at new or equivalent location.	N/A	May only be exercised where right of interment relates to cremated human remains of a deceased identified veteran, if right of internment is not extended or converted to a perpetual right of interment
s 86	Power to remove and dispose of cremated human remains and remove any memorial if no action taken by right holder within time specified	N/A	
s 86(2)	Power to leave interred cremated human remains undisturbed or convert the right of interment to a perpetual right of interment	N/A	
s 86(3)(a)	Power to leave interred cremated human remains undisturbed in perpetuity and convert the right of interment to a perpetual right of interment	N/A	
s 86(3)(b)	Power to remove interred cremated human remains and take further action in accordance with s 86(3)(b)	N/A	
s 86A	Duty to maintain place of interment and any memorial at place of interment, if action taken under s 86(3)	N/A	
s 87(3)	Duty, if requested, to extend the right for a further 25 years or convert the right to a perpetual right of interment	N/A	
s 88	Function to receive applications to carry out a lift and re-position procedure at a place of interment	N/A	
s 91(1)	Power to cancel a right of interment in accordance with s 91	N/A	
s 91(3)	Duty to publish notice of intention to cancel right of interment	N/A	
s 92	Power to pay refund or grant a right of interment in respect of another place of interment to the previous holder of the cancelled right of interment	N/A	
s 98(1)	Function of receiving application to establish or alter a memorial or a place of interment	N/A	

s 99	Power to approve or refuse an application made under s 98, or to cancel an approval	N/A	
s 99(4)	Duty to make a decision on an application under s 98 within 45 days after receipt of the application or within 45 days of receiving further information where requested	N/A	
s 100(1)	Power to require a person to remove memorials or places of interment	N/A	
s 100(2)	Power to remove and dispose a memorial or place of interment or remedy a person's failure to comply with s 100(1)	N/A	
s 100(3)	Power to recover costs of taking action under s 100(2)	N/A	
s 101	Function of receiving applications to establish or alter a building for ceremonies in the cemetery	N/A	
s 102(1)	Power to approve or refuse an application under section 101, if satisfied of the matters in (b) and (c)	N/A	
s 102(2) & (3)	Power to set terms and conditions in respect of, or to cancel, an approval granted under s 102(1)	N/A	
s 103(1)	Power to require a person to remove a building for ceremonies	N/A	
s 103(2)	Power to remove and dispose of a building for ceremonies or remedy the failure to comply with s 103(1)	N/A	
s 103(3)	Power to recover costs of taking action under s 103(2)	N/A	
s 106(1)	Power to require the holder of the right of interment of the requirement to make the memorial or place of interment safe and proper or carry out specified repairs	N/A	
s 106(2)	Power to require the holder of the right of interment to provide for an examination	N/A	
s 106(3)	Power to open and examine the place of interment if s 106(2) not complied with	N/A	

s 106(4)	Power to repair or - with the approval of the Secretary - take down, remove and dispose any memorial or place of interment if notice under s 106(1) is not complied with	N/A	
s 107(1)	Power to require person responsible to make the building for ceremonies safe and proper or carry out specified repairs	N/A	
s 107(2)	Power to repair or take down, remove and dispose any building for ceremonies if notice under s 107(1) is not complied with	N/A	
s 108	Power to recover costs and expenses	N/A	
s 109(1)(a)	Power to open, examine and repair a place of interment	N/A	Where the holder of right of interment or responsible person cannot be found
s 109(1)(b)	Power to repaid a memorial or, with the Secretary's consent, take down, remove and dispose of a memorial	N/A	Where the holder of right of interment or responsible person cannot be found
s 109(2)	Power to repair the building for ceremonies or, with the consent of the Secretary, take down, remove and dispose of a building for ceremonies	N/A	Where the holder of right of interment or responsible person cannot be found
s 110(1)	Power to maintain, repair or restore a memorial or place of interment from other funds if unable to find right of interment holder, with consent of the Secretary	N/A	
s 110(1A)	Power to maintain, repair or restore the place of interment if unable to find any of the other holders after diligent inquiries and with the consent of the Secretary	N/A	
s 110(2)	Power to maintain, repair or restore any building for ceremonies from other funds if unable to find responsible person and with consent of the Secretary	N/A	
s 110A	Power to use cemetery trust funds or other funds for the purposes of establishing, maintaining, repairing or restoring any memorial or place of interment of any deceased identified veteran	N/A	
s 111	Power to enter into agreement with a holder of the right of interment to maintain a memorial or place of interment	N/A	

s 112	Power to sell and supply memorials	N/A	
s 116(4)	Duty to notify the Secretary of an interment authorisation granted	N/A	
s 116(5)	Power to require an applicant to produce evidence of the right of interment holder's consent to application	N/A	
s 118	Power to grant an interment authorisation if satisfied that the requirements of Division 2 of Part 8 have been met	N/A	
s 119	Power to set terms and conditions for interment authorisations	N/A	
s 131	Function of receiving an application for cremation authorisation	N/A	
s 133(1)	Duty not to grant a cremation authorisation unless satisfied that requirements of s 133 have been complied with	N/A	Subject to s 133(2)
s 145	Duty to comply with an order made by the Magistrates' Court or a coroner	N/A	
s 146	Power to dispose of bodily remains by a method other than interment or cremation	N/A	Subject to the approval of the Secretary
s 147	Power to apply to the Secretary for approval to dispose of bodily remains by a method other than interment or cremation	N/A	
s 149	Duty to cease using method of disposal if approval revoked by the Secretary	N/A	
s 150 & 152(1)	Power to authorise the interment or cremation of body parts if the requirements of Division 1 of Part 11 are met	N/A	
s 151	Function of receiving applications to inter or cremate body parts	N/A	
s 152(2)	Power to impose terms and conditions on authorisation granted under s 150	N/A	
sch 1 cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	N/A	

sch 1 cl 8(8)	Power to regulate own proceedings	N/A	Subject to cl 8
sch 1A cl 8(3)	Power to permit members to participate in a particular meeting by telephone, closed-circuit television or any other means of communication	N/A	Where Council is a Class A cemetery trust
sch 1A cl 8(8)	Power to regulate own proceedings	N/A	Where Council is a Class A cemetery trust Subject to cl 8

Domestic Animals Act 1994			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 41A(1)	Power to declare a dog to be a menacing dog	CEO, MDR	Council may delegate this power to a Council authorised officer

Food Act 1984			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 19(2)(a)	Power to direct by written order that the particular food premises be put into a clean and sanitary condition	CEO, EHOs	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19(2)(b)	Power to direct by written order that specified steps be taken to ensure that food prepared, sold or handled is safe and suitable	CEO, EHOs	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19(2)(c)	Power to direct by written order that any applicable requirement of the Food Safety Standards referred to in s 19(1)(d) is complied with	CEO, EHOs	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19(3)	Power to direct by written order that the food premises not be kept or used for the sale, or handling for sale, of any food, or for the preparation of any food, or for any other specified purpose, or for the use of any specified equipment or a specified process	CEO, EHOs	If s 19(1) applies Only in relation to temporary food premises or mobile food premises

s 19(4)(a)	Power to direct that an order made under s 19(3)(a) or (b), (i) be affixed to a conspicuous part of the premises, (ia) displayed at any point of sale, (ib) be published on the food business's Internet site and (ii) inform the public by notice in a published newspaper, on the Internet site or otherwise	CEO, EHOs	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19(6)(a)	Duty to revoke any order under section 19 if satisfied that an order has been complied with	CEO, EHOs	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19(6)(b)	Duty to give written notice of revocation under section 19(6)(a) if satisfied that an order has been complied with	CEO, EHOs	If s 19(1) applies Only in relation to temporary food premises or mobile food premises
s 19CB(4)(b)	Power to request copy of records	CEO, EHOs	Where Council is the registration authority
s 19E(1)(d)	Power to request a copy of the food safety program	CEO, EHOs	Where Council is the registration authority
s 19EA(3)	Function of receiving copy of revised food safety program	CEO, EHOs	Where Council is the registration authority
s 19FA(1)	Power to direct a proprietor of a food premises to revise the food safety program for the premises or comply with any requirements specified in the food safety program	MDR	Where Council is the registration authority Subject to s 19FA(2), which requires a time limit for compliance to be specified
s 19FA(3)(a)	Power to refuse to approve an application for registration or renewal of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	MDR	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 19FA(3)(b)	Power to revoke a registration granted in respect of premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	MDR	Where Council is the registration authority
s 19FA(3)(c)	Power to suspend the registration of the premises, where a proprietor of a food premises fails to comply with a direction given under s 19FA(1)	MDR	Where Council is the registration authority

s 19GB	Power to request proprietor to provide written details of the name, qualification or experience of the current food safety supervisor	CEO, EHOs	Where Council is the registration authority
s19IA(1)	Power to form opinion that the food safety requirements or program are non-compliant.	CEO, EHOs	Where Council is the registration authority
s 19IA(2)	Duty to give written notice to the proprietor of the premises	CEO, EHOs	Where Council is the registration authority Note: Not required if Council has taken other appropriate action in relation to deficiencies (see s 19IA(3))
s 19M(4)(a) & (5)	Power to conduct a food safety audit and take actions where deficiencies are identified	CEO, EHOs	Where Council is the registration authority
s 19N(2)	Function of receiving notice from the auditor	CEO, PDO3, EHOs	Where Council is the registration authority
s 19NA(1)	Power to request food safety audit reports	CEO, EHOs	Where Council is the registration authority
s 19U(3)	Power to waive and vary the costs of a food safety audit if there are special circumstances	CEO, EHOs	
s 19UA	Power to charge fees for conducting a food safety assessment or inspection	CEO, EHOs	Except for an assessment required by a declaration under s 19C or an inspection under ss 38B(1)(c) or 39.
s 19W	Power to direct a proprietor of a particular food premises to comply with any requirement under Part IIIB	CEO, EHOs	Where Council is the registration authority
s 19W(3)(a)	Power to direct a proprietor of a particular food premises to have staff at the premises undertake training or instruction	CEO, EHOs	Where Council is the registration authority
s 19W(3)(b)	Power to direct a proprietor of a particular food premises to have details of any staff training incorporated into the minimum records required to be kept or food safety program of the premises	CEO, EHOs	Where Council is the registration authority
--	Power to register or renew the registration of a food premises	CEO, EHOs	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified

			by Council or the CEO (see s 58A(2))
s 36A	Power to accept an application for registration or notification using online portal	CEO, EHOs, PDOs	Where Council is the registration authority
s 36B	Duty to pay the charge for use of online portal	CEO, EHOs	Where Council is the registration authority
s 38AA(5)	Power to (a) request further information; or (b) advise the proprietor that the premises must be registered if the premises are not exempt	CEO, EHOs	Where Council is the registration authority
s 38AB(4)	Power to fix a fee for the receipt of a notification under s 38AA in accordance with a declaration under s 38AB(1)	CEO, EHOs	Where Council is the registration authority
s 38A(4)	Power to request a copy of a completed food safety program template	CEO, EHOs	Where Council is the registration authority
s 38B(1)(a)	Duty to assess the application and determine which class of food premises under s 19C the food premises belongs	CEO, EHOs	Where Council is the registration authority
s 38B(1)(b)	Duty to ensure proprietor has complied with requirements of s 38A	CEO, EHOs	Where Council is the registration authority
s 38B(2)	Duty to be satisfied of the matters in s 38B(2)(a)-(b)	CEO, EHOs	Where Council is the registration authority
s 38D(1)	Duty to ensure compliance with the applicable provisions of s 38C and inspect the premises if required by s 39	CEO, EHOs	Where Council is the registration authority
s 38D(2)	Duty to be satisfied of the matters in s 38D(2)(a)-(d)	CEO, EHOs	Where Council is the registration authority
s 38D(3)	Power to request copies of any audit reports	CEO, EHOs	Where Council is the registration authority
s 38E(2)	Power to register the food premises on a conditional basis	CEO, EHOs	Where Council is the registration authority not exceeding the prescribed time limit defined under s 38E(5)
s 38E(4)	Duty to register the food premises when conditions are satisfied	CEO, EHOs	Where Council is the registration authority
s 38F(3)(b)	Power to require proprietor to comply with requirements of this Act	CEO, EHOs	Where Council is the registration authority

s 38G(1)	Power to require notification of change of the food safety program type used for the food premises	CEO, EHOs	Where Council is the registration authority
s 38G(2)	Function of receiving notice from proprietor if there is a change of the food safety program type used for the food premises	CEO, PDO3, EHOs	Where Council is the registration authority
s 38G(4)	Power to require the proprietor of the food premises to comply with any requirement of the Act	CEO, EHOs	Where Council is the registration authority
s 39(2)	Duty to carry out an inspection of the premises during the period of registration before the registration of the food premises is renewed	CEO, EHOs	
s 39A	Power to register, or renew the registration of a food premises despite minor defects	CEO, EHOs	Where Council is the registration authority Only if satisfied of matters in s 39A(2)(a)-(c)
s 39A(6)	Duty to comply with a direction of Safe Food Victoria under s 39A(4)	CEO, EHOs	
s 40(1)	Duty to give the person in whose name the premises is to be registered a certificate of registration	CEO, PDO3, EHOs	Where Council is the registration authority
s 40(2)	Power to incorporate the certificate of registration in one document with any certificate of registration under Part 6 of the Public Health and Wellbeing Act 2008	CEO, EHOs	
s 40C(2)	Power to grant or renew the registration of food premises for a period of less than 1 year	CEO, EHOs	Where Council is the registration authority
s 40D(1)	Power to suspend or revoke the registration of food premises	CEO, EHOs	Where Council is the registration authority
s 40E(4)	Duty to comply with direction of Safe Food Victoria under s 40E(1)	CEO, EHOs	
s 40F	Power to cancel registration of food premises	CEO, EHOs	Where Council is the registration authority
s 43	Duty to maintain records of registration	CEO, PDO3, EHOs	Where Council is the registration authority
s 43F(6)	Duty to be satisfied that registration requirements under Division 3 have been met prior to registering or renewing registration of a component of a food business	CEO, EHOs	Where Council is the registration authority

s 43F(7)	Power to register the components of the food business that meet requirements in Division 3 and power to refuse to register the components that do not meet the requirements	CEO, EHOs	Where Council is the registration authority Refusal to grant or renew the registration of a food premises must be ratified by Council or the CEO (see s 58A(2))
s 45AC	Power to bring proceedings	CEO, EHOs	
s 46(5)	Power to institute proceedings against another person where the offence was due to an act or default by that other person and where the first person charged could successfully defend a prosecution, without proceedings first being instituted against the person first charged	CEO, EHOs	Where Council is the registration authority

Heritage Act 2017			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 116	Power to sub-delegate Executive Director's functions, duties or powers	CEO, MDR	Must first obtain Executive Director's written consent Council can only sub-delegate if the Instrument of Delegation from the Executive Director authorises sub-delegation

Local Government Act 1989			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 185L(4)	Power to declare and levy a cladding rectification charge	NOT, CEO	

Planning and Environment Act 1987			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 4B	Power to prepare an amendment to the Victorian Planning Provisions	CEO, MDR	If authorised by the Minister
s 4G	Function of receiving prescribed documents and a copy of the Victorian Planning Provisions from the Minister	CEO, MDR, POs	

s 4H	Duty to make amendment to Victoria Planning Provisions available in accordance with public availability requirements	CEO, MDR, POs, PDOs	
s 4I(2)	Duty to make and copy of the Victorian Planning Provisions and other documents available in accordance with public availability requirements	CEO, MDR, POs, PDOs	
s 12(3)	Power to carry out studies and do things to ensure proper use of land and consult with other persons to ensure co-ordination of planning scheme with these persons	CEO, MDR	
s 12B(1)	Duty to review planning scheme	CEO, MDR	
s 12B(2)	Duty to review planning scheme at direction of Minister	CEO, MDR	
s 12B(5)	duty to report findings of review of planning scheme to Minister without delay	CEO, MDR	
s 14	Duties of a Responsible Authority as set out in s 14(a) to (d)	CEO, MDR	
s 16B	Duty (upon receiving a request to prepare an amendment to the planning scheme) to decide: - to apply to the Minister for authorisation to prepare the amendment, with or without changes, under section 16F, or - to refuse the request. Note: see also sections 16A, 16D, 16E and 16K.	CEO, MDR	
s 16C(1)	Duty to give written notice of its decision under section 16B to the person who made the request within 10 business days of making the decision. Note: The notice must contain prescribed information, and reasons if it is a refusal.	CEO, MDR	
s 16C(4)	Duty to give a copy of the request and the notice under subsection 16C(1) to the Minister	CEO, MDR	
s 16F	Power to apply to the Minister for authorisation to prepare an amendment to the State standard provisions or the local provisions of a planning scheme in force in the municipal district. Note: see also sections 16G and 16K.	CEO, MDR	

s 16F	Power to prepare an amendment to the planning scheme where the Minister has authorised Council to do so under section 16F	CEO, MDR	
s 16H	Power to prepare an amendment specified in an application without the Minister's authorisation if no response received after 10 business days Note: see also section 16K.	CEO, MDR	Does not apply in relation to an application for the preparation of an amendment that will apply to land to which a Suburban Rail Loop planning area declaration applies
s 16I	Power to apply to the Minister for authorisation to prepare an amendment to any part of the State standard provisions and local provisions of a planning scheme applying to an area adjoining its municipal district.	CEO, MDR	
s 16I	Power to prepare amendment to the planning scheme applying to an area adjoining Council's municipal district where the Minister has authorised Council to do so under section 16I. Note: see also sections 16D, 16G and 16J.	CEO, MDR	
s 17(1)	Duty of giving copy amendment to the planning scheme	CEO, MDR, PDOs	
s 17(2)	Duty of giving copy s 173 agreement	CEO, MDR, PDOs	
s 17(3)	Duty of giving copy amendment, explanatory report and relevant documents to the Minister within 10 business days	CEO, MDR	
s 18	Duty to make amendment etc. available in accordance with public availability requirements	CEO, MDR, POs, PDOs	Until the proposed amendment is approved or lapsed
s 19	Power to give notice, to decide not to give notice, to publish notice of amendment to a planning scheme and to exercise any other power under s 19 to a planning scheme	CEO, MDR	
s 19	Function of receiving notice of preparation of an amendment to a planning scheme	CEO, MDR, POs	Where Council is not the planning authority and the amendment affects land within Council's municipal district, or

			Where the amendment will amend the planning scheme to designate Council as an acquiring authority.
s 20(1)	Power to apply to Minister for exemption from the requirements of s 19	CEO, MDR, POs	Where Council is a planning authority
s 21(2)	Duty to make submissions available in accordance with public availability requirements	CEO, MDR, POs, PDOs	Until the end of 2 months after the amendment comes into operation or lapses
s 21A(4)	Duty to publish notice	CEO, MDR, POs	
s 22(1)	Duty to consider all submissions received before the date specified in the notice	CEO, MDR, POs	Except submissions which request a change to the items in s 22(5)(a) and (b)
s 22(2)	Power to consider a late submission Duty to consider a late submission, if directed by the Minister	CEO, MDR, POs	
s 23(1)(b)	Duty to refer submissions which request a change to the amendment to a panel	CEO, MDR, POs	
s 23(2)	Power to refer to a panel submissions which do not require a change to the amendment	CEO, MDR, POs	
s 23A(2)	Power to: - change the amendment in the manner requested; - not change the amendment in the manner requested; or - abandon the amendment or part of the amendment	CEO, MDR	Where Council is the planning authority. After considering a submission which requests a change to a 'low-impact' amendment (as described in section 16N).
s 24	Function to represent Council and present a submission at a panel hearing (including a hearing referred to in s 96D)	CEO, MDR, POs	
s 26(1)	Power to make report available for inspection in accordance with the requirements set out in s 197B of the Act	CEO, MDR, POs, PDOs	

s 26(2)	Duty to keep report of panel available in accordance with public availability requirements	CEO, MDR, POs, PDOs	During the inspection period
s 27(2)	Power to apply for exemption if panel's report not received	CEO, MDR	
s 28(1)	Duty to notify the Minister if abandoning an amendment, with a copy of any submission considered, and a statement of reasons for the decision	CEO, MDR	Note: the power to make a decision to abandon an amendment cannot be delegated
s 28(2)	Duty to publish notice of the decision on Internet site	CEO, PDO1, MDR	
s 28(4)	Duty to make notice of the decision available on Council's Internet site for a period of at least 2 months	CEO, PDO1, MDR	
s 28C	Duty to comply with directions of the Minister after abandoning the amendment with respect to: - providing relevant documentation; and - providing assistance with steps to be taken for the amendment	CEO, MDR	
s 30(4)(a)	Duty to say if amendment has lapsed	CEO, MDR	
s 30(4)(b)	Duty to provide information in writing upon request	CEO, MDR, POs	
s 32(2)	Duty to give more notice if required	CEO, MDR, POs	
s 33(1)	Duty to give more notice of changes to an amendment	CEO, MDR, POs	
s 36(2)	Duty to give notice of approval of amendment	CEO, MDR, POs	
s 38(5)	Duty to give notice of revocation of an amendment	CEO, MDR, POs	

s 39	Function of being a party to a proceeding commenced under s 39 and duty to comply with determination by VCAT	CEO, MDR, POs	
s 40(1)	Function of lodging copy of approved amendment	CEO, MDR, POs	
s 41(1)	Duty to make a copy of an approved amendment available in accordance with the public availability requirements during inspection period	CEO, MDR, POs, PDOs	
s 41(2)	Duty to make a copy of an approved amendment and any documents lodged with it available in person in accordance with the requirements set out in s 197B of the Act after the inspection period ends	CEO, MDR, POs, PDOs	
s 42(2)	Duty to make copy of planning scheme available in accordance with the public availability requirements	CEO, MDR, POs	
s 46AAA	Duty to prepare an amendment to a planning scheme that relates to Yarra River land that is not inconsistent with anything in a Yarra Strategic Plan which is expressed to be binding on the responsible public entity	N/A	Where Council is a responsible public entity and is a planning authority
s 46AW	Function of being consulted by the Minister	CEO, MDR, POs	Where Council is a responsible public entity
s 46AX	Function of receiving a draft Statement of Planning Policy and written direction in relation to the endorsement of the draft Statement of Planning Policy Power to endorse the draft Statement of Planning Policy	CEO, MDR, POs	Where Council is a responsible public entity
s 46AZC(2)	Duty not to prepare an amendment to a declared area planning scheme that is inconsistent with a Statement of Planning Policy for the declared area that is expressed to be binding on the responsible public entity	CEO, MDR, POs	Where Council is a responsible public entity
s 46AZK	Duty not to act inconsistently with any provision of the Statement of Planning Policy that is expressed to be binding on the public entity when performing a function or duty or exercising a power in relation to the declared area	CEO, MDR, POs	Where Council is a responsible public entity
s 46GI(2)(b)(i)	Power to agree to a lower rate of standard levy for a class of development of a particular type of land than the rate specified in a Minister's direction	CEO, MDR, POs	Where Council is the planning authority, the municipal Council of the municipal district in which the

			land is located and/or the development agency
s 46GG(1)(d)	Power to incorporate into a planning scheme an infrastructure contributions plan that provides for the imposition of infrastructure contributions to fund the reasonable costs and expenses incurred by the planning authority, the collecting agency and a development agency in carrying out their respective functions under this Part in relation to the infrastructure contributions plan and the related precinct structure plan or strategic plan, capped at an annual percentage of the standard levy	CEO, MDR, POs	
s 46GG(1A)	Power to incorporate into a planning scheme an infrastructure contributions plan that provides for the monetary component to fund any acquisition of land (other than public purpose land) necessary for the provision of works, services and facilities referred to in s 46GG(1), where the plan does not include a land component	CEO, MDR, POs	
s 46GJ(1)	Function of receiving written directions from the Minister in relation to the preparation, content and administration of infrastructure contributions plans	CEO, MDR, POs	
s 46GJ(2A)(a)	Power to specify an infrastructure contributions plan the priority categories of works, services or facilities and relevant land acquisitions to be founded through a standard levy	CEO, MDR, POs	Where Council is the planning authority and Minister makes a direction under s 46GJ(2A)
s 46GJ(2A)(b)	Power to determine from time to time the specific works, services or facilities and relevant land acquisitions to be funded	CEO, MDR, POs	Where Council is the development agency specified in the infrastructure contributions plan and Minister makes a direction under s 46GJ(2A)
s 46GJ(2C)	Duty to make available in accordance with the public availability requirements any document relied on for the determination of specific works, services or facilities or relevant land acquisitions to be funded, and written notice of any such determination	CEO, MDR, POs	Where Council is the development agency specified in the infrastructure contributions plan and Minister makes a direction under s 46GJ(2A)
s 46GK	Duty to comply with a Minister's direction that applies to Council as the planning authority	CEO, MDR, POs	
s 46GN(1)	Duty to arrange for estimates of values of inner public purpose land	CEO, FSC,	

		MDR, POs	
s 46GO(1)	Duty to give notice to owners of certain inner public purpose land	CEO, FSC, MDR, POs	
s 46GP	Function of receiving a notice under s 46GO	CEO, FSC, MDR, POs	Where Council is the collecting agency
s 46GQ	Function of receiving a submission from an affected owner who objects to the estimated value per hectare (or other appropriate unit of measurement) of the inner public purpose land	CEO, FSC, MDR, POs	
s 46GR(1)	Duty to consider every submission that is made by the closing date for submissions included in the notice under s 46GO	CEO, FSC, MDR, POs	
s 46GR(2)	Power to consider a late submission Duty to consider a late submission if directed to do so by the Minister	CEO, FSC, MDR, POs	
s 46GS(1)	Power to accept or reject the estimate of the value of the inner public purpose land in a submission made under s 46GQ	CEO, FSC, MDR, POs	
s 46GS(2)	Duty, if Council rejects the estimate of the value of the inner public purpose land in the submission, to refer the matter to the valuer-general, and notify the affected owner of the rejection and that the matter has been referred to the valuer-general	CEO, FSC, MDR, POs	
s 46GT(2)	Duty to pay half of the fee fixed by the valuer-general for arranging and attending the conference	CEO, FSC, MDR, POs	
s 46GT(4)	Function of receiving, from the valuer-general, written confirmation of the agreement between the planning authority's valuer and the affected owner's valuer as to the estimated value of the inner public purpose land	CEO, FSC, MDR, POs	
s 46GT(6)	Function of receiving, from the valuer-general, written notice of a determination under s 46GT(5)	CEO, FSC,	

		MDR, POs	
s 46GU	Duty not to adopt an amendment under s 29 to an infrastructure contributions plan that specifies a land credit amount or a land equalisation amount that relates to a parcel of land in the ICP plan area of the plan unless the criteria in s 46GU(1)(a) and (b) are met	CEO, FSC, MDR, POs	
s 46GV(3)	Function of receiving the monetary component and any land equalisation amount of the infrastructure contribution Power to specify the manner in which the payment is to be made	CEO, FSC, MDR, POs	Where Council is the collecting agency
s 46GV(3)(b)	Power to enter into an agreement with the applicant	CEO, FSC, MDR, POs	Where Council is the collecting agency
s 46GV(4)(a)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	CEO, FSC, MDR, POs	Where Council is the development agency
s 46GV(4)(b)	Function of receiving the inner public purpose land in accordance with s 46GV(5) and (6)	CEO, FSC, MDR, POs	Where Council is the collecting agency
s 46GV(7)	Duty to impose the requirements set out in s 46GV(3) and (4) as conditions on the permit applied for by the applicant to develop the land in the ICP plan area	CEO, FSC, MDR, POs	
s 46GV(9)	Power to require the payment of a monetary component or the provision of the land component of an infrastructure contribution to be secured to Council's satisfaction	CEO, FSC, MDR, POs	Where Council is the collecting agency
s 46GX(1)	Power to accept works, services or facilities in part or full satisfaction of the monetary component of an infrastructure contribution payable	CEO, MDR, POs	Where Council is the collecting agency
s 46GX(2)	Duty, before accepting the provision of works, services or facilities by an applicant under s 46GX(1), to obtain the agreement of the development agency or agencies specified in the approved infrastructure contributions plan	CEO, FSC, MDR, POs	Where Council is the collecting agency

s 46GY(1)	Duty to keep proper and separate accounts and records	CEO, FSC, MDR, POs	Where Council is the collecting agency
s 46GY(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	CEO, FSC, MDR, POs	Where Council is the collecting agency
s 46GZ(2)(a)	Duty to forward any part of the monetary component that is imposed for plan preparation costs or plan administration costs to the planning authority that incurred those costs The forwarding duty does not apply to any monetary component that is imposed for plan administration costs incurred by the collecting agency	CEO, FSC, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is that planning authority
s 46GZ(2)(a)	Function of receiving the monetary component imposed for plan preparation costs or plan administration costs The monetary component does not include plan administration costs incurred by the collecting agency	CEO, FSC, MDR, POs	Where the Council is the planning authority This duty does not apply where Council is also the collecting agency
s 46GZ(2)(b)	Duty to forward any part of the monetary component that is imposed for the provision of works, services or facilities to the development agency that is specified in the plan as responsible for those works, services or facilities	CEO, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan This provision does not apply where Council is also the relevant development agency
s 46GZ(2)(b)	Function of receiving the monetary component	CEO, FSC, MDR, POs	Where Council is the development agency under an approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s 46GZ(4)	Duty to use any land equalisation amounts to pay land credit amounts under s 46GZ(7), except any part of those amounts that are to be forwarded to a development agency under s 46GZ(5)	CEO, FSC, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(5)	Duty to forward any part of a land equalisation amount required for the acquisition of outer public purpose land by a development agency specified in the approved	CEO, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan

	infrastructure contributions plan to that development agency		This provision does not apply where Council is also the relevant development agency
s 46GZ(5)	Function of receiving any part of a land equalisation amount required for the acquisition of outer public purpose land	CEO, FSC, MDR, POs	Where Council is the development agency specified in the approved infrastructure contributions plan This provision does not apply where Council is also the collecting agency
s 46GZ(7)	Duty to pay to each person who must provide an infrastructure contribution under the approved infrastructure contributions plan any land credit amount to which the person is entitled under s 46GW	CEO, FSC, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZ(9)	Duty to transfer the estate in fee simple in the land to the development agency specified in the approved infrastructure contributions plan as responsible for the use and development of that land	CEO, MDR, POs	If any inner public purpose land is vested in Council under the Subdivision Act 1988 or acquired by Council before the time it is required to be provided to Council under s 46GV(4) Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s 46GZ(9)	Function of receiving the fee simple in the land	CEO, FSC, MDR, POs	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZA(1)	Duty to keep proper and separate accounts and records	CEO, FSC, MDR, POs	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZA(2)	Duty to keep the accounts and records in accordance with the Local Government Act 2020	CEO, MDR, POs	Where Council is a development agency under an approved infrastructure contributions plan

s 46GZB(3)	Duty to follow the steps set out in s 46GZB(3)(a) – (c)	CEO, FSC, MDR, POs	Where Council is a development agency under an approved infrastructure contributions plan
s 46GZB(4)	Duty, in accordance with requirements of the VPA, to report on the use of the infrastructure contribution in the development agency's annual report and provide reports on the use of the infrastructure contribution to the VPA	CEO, MDR, POs	If the VPA is the collecting agency under an approved infrastructure contributions plan Where Council is a development agency under an approved infrastructure contributions plan
s 46GZD(2)	Duty, within 6 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZD(2)(a) and (b), including expenditure of remaining monetary component for the provision of other works, services or facilities or relevant land acquisitions in the ICP plan area	CEO, FSC, MDR, POs	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZD(3)	Duty to follow the steps set out in s 46GZD(3)(a) and (b)	CEO, FSC, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZD(5)	Duty to make payments under s 46GZD(3) in accordance with ss 46GZD(5)(a) and 46GZD(5)(b)	CEO, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZE(2)	Duty to forward the land equalisation amount back to the collecting agency within 6 months after the expiry date if any part of a land equalisation amount paid or forwarded to a development agency for acquiring outer public purpose land has not been expended by the development agency to acquire that land at the date on which the approved infrastructure contributions plan expires	CEO, MDR, POs	Where Council is the development agency under an approved infrastructure contributions plan This duty does not apply where Council is also the collecting agency
s 46GZE(2)	Function of receiving the unexpended land equalisation amount	CEO, FSC, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan This duty does not apply where Council is also the development agency
s 46GZE(3)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to follow the steps set out in s 46GZE(3)(a) and (b)	CEO, FSC,	Where Council is the collecting agency under an approved infrastructure contributions plan

		MDR, POs	
s 46GZF(2)	Duty, within 12 months after the date on which the approved infrastructure contributions plan expires, to use the public purpose land for a public purpose approved by the Minister or sell the public purpose land	CEO, FSC, MDR, POs	Where Council is the development agency under an approved infrastructure contributions plan
s.46GZF(3)	Duty, if land is sold under s.46GZF(2)(b), to follow the steps in s.46GZF(3)(a) and (b)	CEO, FSC, MDR, POs	Where Council is the development agency under an approved infrastructure contributions plan
s 46GZF(3)	Function of receiving proceeds of sale	CEO, FSC, MDR, POs	Where Council is the collection agency under an approved infrastructure contributions plan This provision does not apply where Council is also the development agency
s 46GZF(4)	Duty to divide the proceeds of the public purpose land among the current owners of each parcel of land in the ICP plan area and pay each current owner a portion of the proceeds in accordance with s 46GZF(5)	CEO, FSC, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZF(6)	Duty to make the payments under s 46GZF(4) in accordance with s 46GZF(6)(a) and (b)	CEO, FSC, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZH	Power to recover the monetary component, or any land equalisation amount of the land component, payable under Part 3AB as a debt in any court of competent jurisdiction	CEO, FSC, MDR, POs	Where Council is the collecting agency under an approved infrastructure contributions plan
s 46GZI	Duty to prepare and give a report to the Minister at the times required by the Minister	CEO, MDR, POs	Where Council is a collecting agency or development agency
s 46GZK	Power to deal with public purpose land which has vested in, been acquired by, or transferred to, Council	CEO, FSC, MDR, POs	Where Council is a collecting agency or development agency
s 46LB(3)	Duty to publish, on Council's Internet site, the payable dwelling amount for a financial year on or before 1 July of each financial year for which the amount is adjusted under s 46LB (2)	CEO, FSC, MDR, POs	

s 46N(1)	Duty to include condition in permit regarding payment of development infrastructure levy	CEO, MDR, POs	
s 46N(2)(c)	Function of determining time and manner for receipt of development contributions levy	CEO, MDR	
s 46N(2)(d)	Power to enter into an agreement with the applicant regarding payment of development infrastructure levy	CEO, MDR	
s 46O(1)(a) & (2)(a)	Power to ensure that community infrastructure levy is paid, or agreement is in place, prior to issuing building permit	CEO, MDR	
s 46O(1)(d) & (2)(d)	Power to enter into agreement with the applicant regarding payment of community infrastructure levy	CEO, MDR	
s 46P(1)	Power to require payment of amount of levy under s 46N or s 46O to be satisfactorily secured	CEO, MDR	
s 46P(2)	Power to accept provision of land, works, services or facilities in part or full payment of levy payable	CEO, MDR	
s 46Q(1)	Duty to keep proper accounts of levies paid	CEO, MDR	
s 46Q(1A)	Duty to forward to development agency part of levy imposed for carrying out works, services, or facilities on behalf of development agency or plan preparation costs incurred by a development agency	CEO, MDR	
s 46Q(2)	Duty to apply levy only for a purpose relating to the provision of plan preparation costs or the works, services and facilities in respect of which the levy was paid etc	CEO, MDR	
s 46Q(3)	Power to refund any amount of levy paid if it is satisfied the development is not to proceed	CEO, MDR	Only applies when levy is paid to Council as a 'development agency'
s 46Q(4)(c)	Duty to pay amount to current owners of land in the area if an amount of levy has been paid to a municipal council as a development agency for plan preparation costs incurred by the Council or for the provision by the Council of works, services or facilities in an area under s 46Q(4)(a)	CEO, MDR	Must be done within six months of the end of the period required by the development contributions plan and with the consent of, and in the manner approved by, the Minister
s 46Q(4)(d)	Duty to submit to the Minister an amendment to the approved development contributions plan	CEO, MDR	Must be done in accordance with Part 3
s46Q(4)(e)	Duty to expend that amount on other works etc.	CEO, MDR	With the consent of, and in the manner approved by, the Minister

s 46QC	Power to recover any amount of levy payable under Part 3B	CEO, MDR	
s 46QD	Duty to prepare report and give a report to the Minister	CEO, MDR, POs	Where Council is a collecting agency or development agency
s 46V(3)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with the public availability requirements, during the inspection period	N/A	
s 46V(4)	Duty to make a copy of the approved strategy plan (being the Melbourne Airport Environs Strategy Plan) and any documents lodged with it available in accordance with s 197B of the Act and on payment of the prescribe fee, after the inspection period	N/A	
s 46V(5)	Duty to keep a copy of the approved strategy plan incorporating all amendments to it	N/A	
s 46V(6)	Duty to make a copy of the approved strategy plan incorporating all amendments to it available in accordance with the public available requirements	N/A	
s 46Y	Duty to carry out works in conformity with the approved strategy plan	CEO, MDR	
s 47	Power to decide that an application for a planning permit does not comply with that Act	CEO, MDR	
s 48A	Power to notify an applicant that the application is incomplete Note: The notice must set out any required fees or information, the date for payment or production, and the effect of non-compliance set out in section 48B(1).	CEO, MDR	Where Council is the responsible authority
s 48C	Power to refund a fee paid for an application which is void and of no effect under section 48B(1)	CEO, MDR	Where Council is the responsible authority
s 49(1)	Duty to keep a register of all applications for permits and determinations relating to permits	CEO, MDR, POs, PDOs	
s 49(2)	Duty to make register available for inspection in accordance with the public availability requirements	CEO, MDR, POs, PDOs	

s 50(4)	Duty to amend application	CEO, MDR, POs, PDOs	
s 50(5)	Power to refuse to amend application	CEO, MDR	
s 50(6)	Duty to make note of amendment to application in register	CEO, MDR, POs	
s 50A(1)	Power to make amendment to application	CEO, MDR	
s 50A(3)	Power to require applicant to notify owner and make a declaration that notice has been given	CEO, MDR, POs	
s 50A(4)	Duty to note amendment to application in register	CEO, MDR, POs, PDOs	
s 51	Duty to make copy of application available for inspection in accordance with the public availability requirements	CEO, MDR, POs, PDOs	
s 52(1)(a)	Duty to give notice of the application to owners/occupiers of adjoining allotments unless satisfied that the grant of permit would not cause material detriment to any person	CEO, MDR, POs	
s 52(1)(b)	Duty to give notice of the application to other municipal council where appropriate	CEO, MDR, POs	
s 52(1)(c)	Duty to give notice of the application to all persons required by the planning scheme	CEO, MDR, POs	
s 52(1)(ca)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if may result in breach of covenant	CEO, MDR, POs	
s 52(1)(cb)	Duty to give notice of the application to owners and occupiers of land benefited by a registered restrictive covenant if application is to remove or vary the covenant	CEO, MDR, POs	

s 52(1)(d)	Duty to give notice of the application to other persons who may be detrimentally effected	CEO, MDR, POs	
s.52(1AA)	Duty to give notice of an application to remove or vary a registered restrictive covenant	CEO, MDR, POs	
s 52(3)	Power to give any further notice of an application where appropriate	CEO, MDR, POs	
s 53(1)	Power to require the applicant to give notice under s 52(1) to persons specified by it	CEO, MDR, POs	
s 53(1A)	Power to require the applicant to give the notice under s 52(1AA)	CEO, MDR, POs	
s 54(1)	Power to require the applicant to provide more information	CEO, MDR, POs	
s 54(1A)	Duty to give notice in writing of information required under s 54(1)	CEO, MDR, POs	
s 54(1B)	Duty to specify the lapse date for an application	CEO, MDR, POs	
s 54A(3)	Power to decide to extend time or refuse to extend time to give required information	CEO, MDR, POs	
s 54A(4)	Duty to give written notice of decision to extend or refuse to extend time under s 54A(3)	CEO, MDR, POs	
s 55(1)	Duty to give copy application, together with the prescribed information, to every referral authority specified in the planning scheme	CEO, MDR, POs	
s 57(2A)	Power to reject objections considered made primarily for commercial advantage for the objector	CEO, MDR, POs	
s 57(3)	Function of receiving name and address of persons to whom notice of decision is to go	CEO, MDR,	

		POs, PDOs	
s 57(5)	Duty to make a copy of all objections available in accordance with the public availability requirements	CEO, MDR, POs, PDOs	
s 57A(4)	Duty to amend application in accordance with applicant's request, subject to s 57A(5)	CEO, MDR, POs	
s 57A(5)	Power to refuse to amend application	CEO, MDR	
s 57A(6)	Duty to note amendments to application in register	CEO, MDR, POs	
s 57B(1)	Duty to determine whether and to whom notice should be given	CEO, MDR, POs	
s 57B(2)	Duty to consider certain matters in determining whether notice should be given	CEO, MDR, POs	
s 57C(1)	Duty to give copy of amended application to referral authority	CEO, MDR, POs	
s 58	Duty to consider every application for a permit	CEO, MDR, POs	
s 58A	Power to request advice from the Planning Application Committee	N/A	
s 60	Duty to consider certain matters	CEO, MDR, POs	
s 60(1A)	Duty to consider certain matters	CEO, MDR, POs	
s 60(1B)	Duty to consider number of objectors in considering whether use or development may have significant social effect	CEO, MDR, POs	

s 61(1)	Power to determine permit application, either to decide to grant a permit, to decide to grant a permit with conditions or to refuse a permit application	CEO, MDR, POs	The permit must not be inconsistent with a cultural heritage management plan under the Aboriginal Heritage Act 2006
s 61(2)	Duty to decide to refuse to grant a permit if a relevant determining referral authority objects to grant of permit	CEO, MDR, POs	
s 61(2A)	Power to decide to refuse to grant a permit if a relevant recommending referral authority objects to the grant of permit	CEO, MDR	
s 61(3)(a)	Duty not to decide to grant a permit to use coastal Crown land without Minister's consent	N/A	
s 61(3)(b)	Duty to refuse to grant the permit without the Minister's consent	N/A	
s 61(4)	Duty to refuse to grant the permit if grant would authorise a breach of a registered restrictive covenant	N/A	
s 62(1)	Duty to include certain conditions in deciding to grant a permit	CEO, MDR, POs	
s 62(2)	Power to include other conditions	CEO, MDR, POs	
s 62(4)	Duty to ensure conditions are consistent with paragraphs (a),(b) and (c)	CEO, MDR, POs	
s 62(5)(a)	Power to include a permit condition to implement an approved development contributions plan or an approved infrastructure contributions plan	CEO, MDR, POs	Note: The scope of approved infrastructure contributions plans has been expanded by the Planning Amendment (Better Decisions Made Faster) Act 2026 (No. 3 of 2026) to include works outside the ICP plan area, plan administration costs, and relevant land acquisitions.
s 62(5)(b)	Power to include a permit condition that specified works be provided on or to the land or paid for in accordance with s 173 agreement	CEO, MDR, POs	

s 62(5)(c)	Power to include a permit condition that specified works be provided or paid for by the applicant	CEO, MDR, POs	
s 62(6)(a)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except in accordance with ss 46N(1), 46GV(7) or 62(5)	CEO, MDR, POs	
s 62(6)(b)	Duty not to include a permit condition requiring a person to pay an amount for or provide works except a condition that a planning scheme requires to be included as referred to in s 62(1)(a)	CEO, MDR, POs	
s 63	Duty to issue the permit where made a decision in favour of the application (if no one has objected)	CEO, MDR, POs	
s 64(1)	Duty to give notice of decision to grant a permit to applicant and objectors	CEO, MDR, POs	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(3)	Duty not to issue a permit until after the specified period	CEO, MDR, POs	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64(5)	Duty to give each objector a copy of an exempt decision	CEO, MDR, POs	This provision applies also to a decision to grant an amendment to a permit - see s 75
s 64A	Duty not to issue permit until the end of a period when an application for review may be lodged with VCAT or until VCAT has determined the application, if a relevant recommending referral authority has objected to the grant of a permit	CEO, MDR, POs	This provision applies also to a decision to grant an amendment to a permit - see s 75A
s 65(1)	Duty to give notice of refusal to grant permit to applicant and person who objected under s 57	CEO, MDR, POs	
s 66(1)	Duty to give notice under s 64 or s 65 and copy permit to relevant determining referral authorities	CEO, MDR, POs, PDOs	
s 66(2)	Duty to give a recommending referral authority notice of its decision to grant a permit	CEO, MDR, POs	If the recommending referral authority objected to the grant of the permit or the responsible authority decided not to include a condition on the permit recommended by the recommending referral authority

s 66(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	CEO, MDR, POs	If the recommending referral authority objected to the grant of the permit or the recommending referral authority recommended that a permit condition be included on the permit
s 66(6)	Duty to give a recommending referral authority a copy of any permit which Council decides to grant and a copy of any notice given under s 64 or 65	CEO, MDR, POs	If the recommending referral authority did not object to the grant of the permit or the recommending referral authority did not recommend a condition be included on the permit
s 69(1)	Function of receiving application for extension of time of permit	CEO, MDR, POs	
s 69(1A)	Function of receiving application for extension of time to complete development	CEO, MDR, POs	
s 69(2)	Power to extend time	CEO, MDR, POs	
s 70	Duty to make copy permit available for inspection in accordance with the public availability requirements	CEO, MDR, POs, PDOs	
s 71(1)	Power to correct certain mistakes	CEO, MDR, POs	
s 71(2)	Duty to note corrections in register	CEO, MDR, POs, PDOs	
s 73	Power to decide to grant amendment subject to conditions	CEO, MDR, POs	
s 74	Duty to issue amended permit to applicant if no objectors	CEO, MDR, POs	
s 76	Duty to give applicant and objectors notice of decision to refuse to grant amendment to permit	CEO, MDR,	

		POs, PDOs	
s 76A(1)	Duty to give relevant determining referral authorities copy of amended permit and copy of notice	CEO, MDR, POs, PDOs	
s 76A(2)	Duty to give a recommending referral authority notice of its decision to grant an amendment to a permit	CEO, MDR, POs	If the recommending referral authority objected to the amendment of the permit or the responsible authority decided not to include a condition on the amended permit recommended by the recommending referral authority
s 76A(4)	Duty to give a recommending referral authority notice of its decision to refuse a permit	CEO, MDR, POs	If the recommending referral authority objected to the amendment of the permit or the recommending referral authority recommended that a permit condition be included on the amended permit
s 76A(6)	Duty to give a recommending referral authority a copy of any amended permit which Council decides to grant and a copy of any notice given under s 64 or 76	CEO, MDR, POs	If the recommending referral authority did not object to the amendment of the permit or the recommending referral authority did not recommend a condition be included on the amended permit
s 76D	Duty to comply with direction of Minister to issue amended permit	CEO, MDR, POs	
s 83	Function of being respondent to an appeal	CEO, MDR, POs	
s 83B	Duty to give or publish notice of application for review	CEO, MDR, POs	
s 84(1)	Power to decide on an application at any time after an appeal is lodged against failure to grant a permit	CEO, MDR	
s 84(2)	Duty not to issue a permit or notice of decision or refusal after an application is made for review of a failure to grant a permit	CEO, MDR, POs	

s 84(3)	Duty to tell principal registrar if decide to grant a permit after an application is made for review of its failure to grant a permit	CEO, MDR, POs	
s 84(6)	Duty to issue permit on receipt of advice within 3 business days	CEO, MDR, POs, PDOs	
s 84AB	Power to agree to confining a review by the Tribunal	CEO, FSC, MDR, POs	
s 86	Duty to issue a permit at order of Tribunal within 3 business days	CEO, MDR, POs, PDOs	
s 87(3)	Power to apply to VCAT for the cancellation or amendment of a permit	CEO, MDR	
s 90(1)	Function of being heard at hearing of request for cancellation or amendment of a permit	CEO, MDR, POs	
s 91(2)	Duty to comply with the directions of VCAT	CEO, MDR, POs, PDOs	
s 91(2A)	Duty to issue amended permit to owner if Tribunal so directs	CEO, MDR, POs, PDOs	
s 92	Duty to give notice of cancellation/amendment of permit by VCAT to persons entitled to be heard under s 90	CEO, MDR, POs	
s 93(2)	Duty to give notice of VCAT order to stop development	CEO, MDR, POs	
s 95(3)	Function of referring certain applications to the Minister	CEO, MDR, POs	
s 95(4)	Duty to comply with an order or direction	CEO, MDR, POs	

s 96(1)	Duty to obtain a permit from the Minister to use and develop its land	CEO, MDR, POs	
s 96(2)	Function of giving consent to other persons to apply to the Minister for a permit to use and develop Council land	CEO, MDR	
s 96A(2)	Power to agree to consider an application for permit concurrently with preparation of proposed amendment	CEO, MDR	The request to prepare the amendment must be made under section 16A Delegate must not agree to consider the application for the permit concurrently with the preparation of the proposed amendment unless it has made a decision under section 16B(a) to apply to the Minister for authorisation to prepare the amendment, with or without changes, under section 16F
s 96C	Power to give notice, to decide not to give notice, to publish notice and to exercise any other power under s 96C	CEO, MDR	
s 96F	Duty to consider the panel's report under s 96E	CEO, MDR	
s 96G(1)	Power to determine to recommend that a permit be granted or to refuse to recommend that a permit be granted and power to notify applicant of the determination (including power to give notice under s 23 of the Planning and Environment (Planning Schemes) Act 1996	CEO, MDR, POs	
s 96H(3)	Power to give notice in compliance with Minister's direction	CEO, MDR	
s 96J	Duty to issue permit as directed by the Minister	CEO, MDR, POs	
s 96K	Duty to comply with direction of the Minister to give notice of refusal	CEO, MDR, POs	
s 96Z	Duty to keep levy certificates and levy exemption certificates given to it under ss 47 or 96A for no less than 5 years from receipt of the certificate	CEO, MDR	

s 97C	Power to request Minister to decide the application	CEO, MDR	
s 97D(1)	Duty to comply with directions of Minister to supply any document or assistance relating to application	CEO, MDR	
s 97G(3)	Function of receiving from Minister copy of notice of refusal to grant permit or copy of any permit granted by the Minister	CEO, MDR, POs	
s 97G(6)	Duty to make a copy of permits issued under s 97F available in accordance with the public availability requirements	CEO, MDR, POs, PDOs	
s 97L	Duty to include Ministerial decisions in a register kept under s 49	CEO, MDR, POs, PDOs	
s 97MH	Duty to provide information or assistance to the Planning Application Committee	N/A	
s 97MI	Duty to contribute to the costs of the Planning Application Committee or subcommittee	N/A	
s 97O	Duty to consider application and issue or refuse to issue certificate of compliance	CEO, MDR, POs	
s 97P(3)	Duty to comply with directions of VCAT following an application for review of a failure or refusal to issue a certificate	CEO, MDR, POs	
s 97Q(2)	Function of being heard by VCAT at hearing of request for amendment or cancellation of certificate	CEO, MDR, POs	
s 97Q(4)	Duty to comply with directions of VCAT	CEO, MDR, POs	
s 97R	Duty to keep register of all applications for certificate of compliance and related decisions	CEO, MDR, POs, PDOs	
s 98(1)&(2)	Function of receiving claim for compensation in certain circumstances	CEO, MDR	

s 98(4)	Duty to inform any person of the name of the person from whom compensation can be claimed	CEO, MDR	
s 101	Function of receiving claim for expenses in conjunction with claim	CEO, MDR	
s 103	Power to reject a claim for compensation in certain circumstances	CEO, MDR	
s 107(1)	Function of receiving claim for compensation	CEO, MDR	
s 107(3)	Power to agree to extend time for making claim	CEO, MDR	
s 113(2)	Power to request a declaration for land to be proposed to be reserved for public purposes	CEO, MDR	
s 114(1)	Power to apply to the VCAT for an enforcement order	CEO, MDR, POs	
s 117(1)(a)	Function of making a submission to the VCAT where objections are received	CEO, MDR, POs	
s 120(1)	Power to apply for an interim enforcement order where s 114 application has been made	CEO, MDR	
s 123(1)	Power to carry out work required by enforcement order and recover costs	CEO, MDR	
s 123(2)	Power to sell buildings, materials, etc salvaged in carrying out work under s 123(1)	CEO, MDR	Except Crown Land
s 125(1)	Power to apply to any court of competent jurisdiction or to the tribunal for an injunction restraining any person from contravening an enforcement order or an interim enforcement order	NOT	Section 123 of the Victorian Civil and Administrative Tribunal Act 1998 applies on an application to the Tribunal.
s 126B	Power to commence criminal proceedings	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 129	Function of recovering penalties	CEO, MDR	
s 130(5)	Power to allow person served with an infringement notice further time	CEO, MDR, POs	

s 132B	Power to make application for specific orders	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 132C	Power to make application for adverse publicity orders	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 132D	Power to apply for commercial benefits orders	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 132E	Power to apply for supervisory intervention orders	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 132G	Power to apply for industry exclusion orders	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 132J	Power to apply for contravention orders	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 133A	Power for an authorised person to be assisted by a relevant expert	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 134A	Power for immediate entry of land	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 147A	Power to issue an identity card to each authorised officer	CEO, MDR	Note: This provision commences on 3 August 2026 as proclaimed by proclamation order dated 2 June 2026.
s 149A(1)	Power to refer a matter to the VCAT for determination	CEO, MDR, POs	

s 149A(1A)	Power to apply to VCAT for the determination of a matter relating to the interpretation of a s 173 agreement	CEO, MDR, POs	
s 149B	Power to apply to the Tribunal for a declaration	NOT	
s 156	Duty to pay fees and allowances (including a payment to the Crown under s 156(2A)), and payment or reimbursement for reasonable costs and expenses incurred by the panel in carrying out its functions unless the Minister directs otherwise under s 156(2B)power to ask for contribution under s 156(3) and power to abandon amendment or part of it under s 156(4)	CEO, MDR	Where Council is the relevant planning authority
s 158F	Power to make submissions in response to a directions panel	CEO, MDR	
s 171(2)(f)	Power to carry out studies and commission reports	CEO, MDR	
s 171(2)(g)	Power to grant and reserve easements	CEO, MDR	
s 172C	Power to compulsorily acquire any outer public purpose land that is specified in the approved infrastructure contributions plan	CEO, FSC, MDR	Where Council is a development agency specified in an approved infrastructure contributions plan
s 172D(1)	Power to compulsorily acquire any inner public purpose land that is specified in the plan before the time that the land is required to be provided to Council under s 46GV(4)	CEO, FSC, MDR	Where Council is a collecting agency specified in an approved infrastructure contributions plan
s 172D(2)	Power to compulsorily acquire any inner public purpose land, the use and development of which is to be the responsibility of Council under the plan, before the time that the land is required to be provided under s 46GV(4)	CEO, FSC, MDR	Where Council is the development agency specified in an approved infrastructure contributions plan
s 173(1)	Power to enter into agreement covering matters set out in s 174	CEO, MDR	
s 173(1A)	Power to enter into an agreement with an owner of land for the development or provision of land in relation to affordable housing	CEO, MDR	Where Council is the relevant responsible authority
	Power to decide whether something is to the satisfaction of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires something to be to the satisfaction of Council or Responsible Authority	CEO, MDR, POs	

	Power to give consent on behalf of Council, where an agreement made under s 173 of the Planning and Environment Act 1987 requires that something may not be done without the consent of Council or Responsible Authority	CEO, MDR, POs	
s 177(2)	Power to end a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, MDR	
s 178	power to amend a s 173 agreement with the agreement of all those bound by any covenant in the agreement or otherwise in accordance with Division 2 of Part 9	CEO, MDR	
s 178A(1)	Function of receiving application to amend or end an agreement	CEO, MDR, POs	
s 178A(3)	Function of notifying the owner as to whether it agrees in principle to the proposal under s 178A(1)	CEO, MDR	
s 178A(4)	Function of notifying the applicant and the owner as to whether it agrees in principle to the proposal	CEO, MDR	
s 178A(5)	Power to propose to amend or end an agreement	CEO, MDR, POs	
s 178B(1)	Duty to consider certain matters when considering proposal to amend an agreement	CEO, MDR, POs	
s 178B(2)	Duty to consider certain matters when considering proposal to end an agreement	CEO, MDR, POs	
s 178C(2)	Duty to give notice of the proposal to all parties to the agreement and other persons who may be detrimentally affected by decision to amend or end	CEO, MDR, POs	
s 178C(4)	Function of determining how to give notice under s 178C(2)	CEO, MDR, POs	
s 178E(1)	Duty not to make decision until after 14 days after notice has been given	CEO, MDR, POs	
s.178E(2)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, MDR	If no objections are made under s 178D

			Must consider matters in s 178B
s 178E(2)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, MDR	If no objections are made under s 178D Must consider matters in s 178B
s 178E(2)(c)	Power to refuse to amend or end the agreement	CEO, MDR	If no objections are made under s 178D Must consider matters in s 178B
s 178E(3)(a)	Power to amend or end the agreement in accordance with the proposal	CEO, MDR	After considering objections, submissions and matters in s 178B
s 178E(3)(b)	Power to amend or end the agreement in a manner that is not substantively different from the proposal	CEO, MDR	After considering objections, submissions and matters in s 178B
s 178E(3)(c)	power to amend or end the agreement in a manner that is substantively different from the proposal	CEO, MDR	After considering objections, submissions and matters in s 178B
s 178E(3)(d)	Power to refuse to amend or end the agreement	CEO, MDR	After considering objections, submissions and matters in s 178B
s 178F(1)	Duty to give notice of its decision under s 178E(3)(a) or (b)	CEO, MDR	
s 178F(2)	Duty to give notice of its decision under s 178E(2)(c) or (3)(d)	CEO, MDR	
s 178F(4)	Duty not to proceed to amend or end an agreement under s 178E until at least 21 days after notice has been given or until an application for review to the Tribunal has been determined or withdrawn	CEO, MDR	
s 178G	Duty to sign amended agreement and give copy to each other party to the agreement	CEO, MDR	
s 178H	Power to require a person who applies to amend or end an agreement to pay the costs of giving notices and preparing the amended agreement	CEO, MDR	
s 178I(3)	Duty to notify, in writing, each party to the agreement of the ending of the agreement relating to Crown land	CEO, MDR	
s 179(2)	Duty to make copy of each agreement available in accordance with the public availability requirements	CEO, MDR, POs, PDOs	

s 181	Duty to apply to the Registrar of Titles to record the agreement	CEO, MDR	
s 181(1A)(a)	Power to apply to the Registrar of Titles to record the agreement	CEO, MDR	
s 181(1A)(b)	Duty to apply to the Registrar of Titles, without delay, to record the agreement	CEO, MDR	
s 182	Power to enforce an agreement	CEO, MDR, POs	
s 183	Duty to tell Registrar of Titles of ending/amendment of agreement	CEO, MDR, POs	
s 184F(1)	Power to decide to amend or end an agreement at any time after an application for review of the failure of Council to make a decision	CEO, MDR	
s 184F(2)	Duty not to amend or end the agreement or give notice of the decision after an application is made to VCAT for review of a failure to amend or end an agreement	CEO, MDR	
s 184F(3)	Duty to inform the principal registrar if the responsible authority decides to amend or end an agreement after an application is made for the review of its failure to end or amend the agreement	CEO, MDR	
s 184F(5)	Function of receiving advice from the principal registrar that the agreement may be amended or ended in accordance with Council's decision	CEO, MDR	
s 184G(2)	Duty to comply with a direction of the Tribunal	CEO, MDR	
s 184G(3)	Duty to give notice as directed by the Tribunal	CEO, MDR	
s 185B(1)	Duty to comply with a request from the Minister to provide the name, address, email address or telephone number of any person to whom the Minister is required to give notice	CEO, MDR	
s 198(1)	Function to receive application for planning certificate	CEO, MDR, POs, PDOs	

s 199(1)	Duty to give planning certificate to applicant	CEO, MDR, POs, PDOs	
s 201(1)	Function of receiving application for declaration of underlying zoning	CEO, MDR, POs	
s 201(3)	Duty to make declaration	CEO, MDR	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing has or has not been done to the satisfaction of Council	CEO, MDR, POs	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing may be altered or modified with Council's consent	CEO, MDR	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing may be done subject to Council's prior consent or must not be done without Council's prior consent	CEO, MDR	
-	Power to decide, in relation to any planning scheme or permit, that a specified thing is required to be approved and or endorsed by Council	CEO, MDR	
-	Power, in relation to any planning scheme or permit, to consent or refuse to consent to any matter which requires the consent or approval of Council	CEO, MDR, POs	
-	Power to approve and or endorse any plan or any amendment to a plan or other document in accordance with a provision of a planning scheme or condition in a permit	CEO, MDR, POs	
-	Power to give written authorisation in accordance with a provision of a planning scheme	CEO, MDR, POs	
s 201UAB(1)	Function of providing the Victoria Planning Authority with information relating to any land within municipal district	CEO, MDR	
s 201UAB(2)	Duty to provide the Victoria Planning Authority with information requested under s 201UAB(1) as soon as possible	CEO, MDR	

Residential Tenancies Act 1997			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 518F	Power to issue notice to caravan park regarding emergency management plan if determined that the plan does not comply with the requirements	CEO, EHOs	
s 522(1)	Power to give a compliance notice to a person	CEO, EHOs	
s 525(2)	Power to authorise an officer to exercise powers in s 526 (either generally or in a particular case)	CEO, EHOs	
s 525(4)	Duty to issue identity card to authorised officers	CEO, EHOs	
s 526(5)	Duty to keep record of entry by authorised officer under s 526	CEO, EHOs	
s 526A(3)	Function of receiving report of inspection	CEO, EHOs	
s 527	Power to authorise a person to institute proceedings (either generally or in a particular case)	CEO, EHOs	

Road Management Act 2004			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
s 11(1)	Power to declare a road by publishing a notice in the Government Gazette	CEO	Obtain consent in circumstances specified in s 11(2)
s 11(8)	Power to name a road or change the name of a road by publishing notice in Government Gazette	CEO	
s 11(9)(b)	Duty to advise Registrar	CEO	
s 11(10)	Duty to inform Secretary to Department of Environment, Land, Water and Planning of declaration etc.	CEO	Subject to s 11(10A)
s 11(10A)	Duty to inform Secretary to Department of Environment, Land, Water and Planning or nominated person	CEO	Where Council is the coordinating road authority
s 12(2)(b)	Function of providing consent to the Head, Transport for Victoria for the discontinuance of a road or part of a road	CEO, INL	

s 12(10)	Duty to notify of decision made	CEO, INL	Duty of coordinating road authority where it is the discontinuing body Does not apply where an exemption is specified by the regulations or given by the Minister
s 13(1)	Power to fix a boundary of a road by publishing notice in Government Gazette	CEO	Power of coordinating road authority and obtain consent under s 13(3) and s 13(4) as appropriate
s 14(4)	Function of receiving notice from the Head, Transport for Victoria	CEO	
s 14(7)	Power to appeal against decision of the Head, Transport for Victoria	CEO	
s 15(1)	Power to enter into arrangement with another road authority, utility or a provider of public transport to transfer a road management function of the road authority to the other road authority, utility or provider of public transport	CEO	
s 15(1A)	Power to enter into arrangement with a utility to transfer a road management function of the utility to the road authority	CEO, MDR	
s 15(2)	Duty to include details of arrangement in public roads register	CEO, INL	
s 16(7)	Power to enter into an arrangement under s 15	CEO	
s 16(8)	Duty to enter details of determination in public roads register	CEO	
s 17(2)	Duty to register public road in public roads register	CEO, INL	Where Council is the coordinating road authority
s 17(3)	Power to decide that a road is reasonably required for general public use	CEO	Where Council is the coordinating road authority
s 17(3)	Duty to register a road reasonably required for general public use in public roads register	CEO	Where Council is the coordinating road authority
s 17(4)	Power to decide that a road is no longer reasonably required for general public use	CEO	Where Council is the coordinating road authority
s 17(4)	Duty to remove road no longer reasonably required for general public use from public roads register	CEO	Where Council is the coordinating road authority

s 18(1)	Power to designate ancillary area	CEO, INL	Where Council is the coordinating road authority, and obtain consent in circumstances specified in s 18(2)
s 18(3)	Duty to record designation in public roads register	CEO, INL, TOAs	Where Council is the coordinating road authority
s 19(1)	Duty to keep register of public roads in respect of which it is the coordinating road authority	CEO, INL, TOAs	
s 19(4)	Duty to specify details of discontinuance in public roads register	CEO, INL, TOAs	
s 19(5)	Duty to ensure public roads register is available for public inspection	CEO, INL, TOAs	
s 21	Function of replying to request for information or advice	CEO, INL, COO	Obtain consent in circumstances specified in s 11(2)
s 22(2)	Function of commenting on proposed direction	CEO, INL, COO	
s 22(4)	Duty to publish a copy or summary of any direction made under s 22 by the Minister in its annual report.	CEO, INL, COO	
s 22(5)	Duty to give effect to a direction under s 22	CEO, INL, COO	
s 40(1)	Duty to inspect, maintain and repair a public road	CE2, CEO, CE1, CE3, TOAs	
s 40(5)	Power to inspect, maintain and repair a road which is not a public road	CE2, CEO, CE1, CE3	
s 41(1)	Power to determine the standard of construction, inspection, maintenance and repair	CE2, CEO, CE1,	

		CE3, TOAs	
s 42(1)	Power to declare a public road as a controlled access road	CEO, INL, COO	Power of coordinating road authority and sch 2 also applies
s 42(2)	Power to amend or revoke declaration by notice published in Government Gazette	CEO, INL, COO	Power of coordinating road authority and sch 2 also applies
s 42A(3)	Duty to consult with Head, Transport for Victoria and Minister for Local Government before road is specified	CEO, INL, COO	Where Council is the coordinating road authority If road is a municipal road or part thereof
s 42A(4)	Power to approve Minister's decision to specify a road as a specified freight road	CEO, INL, COO	Where Council is the coordinating road authority If road is a municipal road or part thereof and where road is to be specified a freight road
s 48EA	Duty to notify the owner or occupier of land and provider of public transport on which rail infrastructure or rolling stock is located (and any relevant provider of public transport)	CEO, INL, COO	Where Council is the responsible road authority, infrastructure manager or works manager
s 48M(3)	Function of consulting with the relevant authority for purposes of developing guidelines under s 48M	CEO, INL, COO	
s 49	Power to develop and publish a road management plan	CEO, INL, COO	
s 51	Power to determine standards by incorporating the standards in a road management plan	CEO, INL, COO	
s 53(2)	Power to cause notice to be published in Government Gazette of amendment etc of document in road management plan	CEO, INL, COO	
s 54(2)	Duty to give notice of proposal to make a road management plan	CEO, INL, COO	
s 54(5)	Duty to conduct a review of road management plan at prescribed intervals	CEO, INL, COO	

s 54(6)	Power to amend road management plan	CEO, INL, COO	
s 54(7)	Duty to incorporate the amendments into the road management plan	CEO, INL, COO	
s 55(1)	Duty to cause notice of road management plan to be published in Government Gazette and newspaper	CEO, INL, COO	
s 63(1)	Power to consent to conduct of works on road	CEO, INL, COO, TOAs	Where Council is the coordinating road authority
s 63(2)(e)	Power to conduct or to authorise the conduct of works in, on, under or over a road in an emergency	CEO, CE1, EMC, TOAs	Where Council is the infrastructure manager
s 64(1)	Duty to comply with cl 13 of sch 7	CEO, INL, COO	Where Council is the infrastructure manager or works manager
s 66(1)	Power to consent to structure etc	CEO, INL, COO, TOAs	Where Council is the coordinating road authority
s 67(2)	Function of receiving the name & address of the person responsible for distributing the sign or bill	CEO, INL, COO, TOAs	Where Council is the coordinating road authority
s 67(3)	Power to request information	CEO, INL, COO, TOAs	Where Council is the coordinating road authority
s 68(2)	Power to request information	CEO, INL, COO, TOAs	Where Council is the coordinating road authority
s 71(3)	Power to appoint an authorised officer	NOT, CEO	

s 72	Duty to issue an identity card to each authorised officer	HRBP, CEO, PAYO	
s 85	Function of receiving report from authorised officer	CEO, MDR	
s 86	Duty to keep register re s 85 matters	CEO, INL, COO	
s 87(1)	Function of receiving complaints	CEO, INL, COO	
s 87(2)	Duty to investigate complaint and provide report	CEO, CE1	
s 96	Power to authorise a person for the purpose of instituting legal proceedings	CEO, INL, COO	
s 112(2)	Power to recover damages in court	CEO, INL, COO	
s 116	Power to cause or carry out inspection	CEO, CE1, TOAs	
s 119(2)	Function of consulting with the Head, Transport for Victoria	CEO, INL, COO	
s 120(1)	Power to exercise road management functions on an arterial road (with the consent of the Head, Transport for Victoria)	CE2, CEO, CE1, CE3	
s 120(2)	Duty to seek consent of the Head, Transport for Victoria to exercise road management functions before exercising power in s 120(1)	CE2, CEO, CE1, CE3	
s 121(1)	Power to enter into an agreement in respect of works	CEO, INL, COO	
s 122(1)	Power to charge and recover fees	CEO, INL,	

		COO, TOAs	
s 123(1)	Power to charge for any service	CEO, INL, COO	
sch 2 cl 2(1)	Power to make a decision in respect of controlled access roads	CEO, INL, COO	
sch 2 cl 3(1)	Duty to make policy about controlled access roads	CEO, INL, COO	
sch 2 cl 3(2)	Power to amend, revoke or substitute policy about controlled access roads	CEO, INL, COO	
sch 2 cl 4	Function of receiving details of proposal from the Head, Transport for Victoria	CEO, INL, COO	
sch 2 cl 5	Duty to publish notice of declaration	CEO, INL, COO	
sch 7 cl 7(1)	Duty to give notice to relevant coordinating road authority of proposed installation of non-road infrastructure or related works on a road reserve	CEO, INL, COO, TOAs	Where Council is the infrastructure manager or works manager
sch 7 cl 8(1)	Duty to give notice to any other infrastructure manager or works manager responsible for any non-road infrastructure in the area, that could be affected by any proposed installation of infrastructure or related works on a road or road reserve of any road	CE2, CEO, CE1, CE3, TOAs	Where Council is the infrastructure manager or works manager
sch 7 cla 9(1)	Duty to comply with request for information from a coordinating road authority, an infrastructure manager or a works manager responsible for existing or proposed infrastructure in relation to the location of any non-road infrastructure and technical advice or assistance in conduct of works	CE2, CEO, CE1, CE3, TOAs	Where Council is the infrastructure manager or works manager responsible for non-road infrastructure
sch 7 cl 9(2)	Duty to give information to another infrastructure manager or works manager where becomes aware any infrastructure or works are not in the location shown on records, appear to be in an unsafe condition or appear to need maintenance	CE2, CEO, CE1, CE3, TOAs	Where Council is the infrastructure manager or works manager

sch 7 cl 10(2)	Where Sch 7 cl 10(1) applies, duty to, where possible, conduct appropriate consultation with persons likely to be significantly affected	CE2, CEO, CE1, CE3	Where Council is the infrastructure manager or works manager
sch 7 cl 12(2)	Power to direct infrastructure manager or works manager to conduct reinstatement works	CE2, CEO, CE1, CE3, TOAs	Where Council is the coordinating road authority
sch 7 cl 12(3)	Power to take measures to ensure reinstatement works are completed	CE2, CEO, CE1, CE3, TOAs	Where Council is the coordinating road authority
sch 7 cl 12(4)	Duty to ensure that works are conducted by an appropriately qualified person	CE2, CEO, CE1, CE3, TOAs	Where Council is the coordinating road authority
sch 7 cl 12(5)	Power to recover costs	CE2, CEO, CE1, CE3, TOAs	Where Council is the coordinating road authority
sch 7 cl 13(1)	Duty to notify relevant coordinating road authority within 7 days that works have been completed, subject to sch 7 cl 13(2)	CEO, INL, COO, TOAs	Where Council is the works manager
sch 7 cl 13(2)	Power to vary notice period	CEO, INL, COO, TOAs	Where Council is the coordinating road authority
sch 7 cl 13(3)	Duty to ensure works manager has complied with obligation to give notice under sch 7 cl 13(1)	CEO, INL, COO, TOAs	Where Council is the infrastructure manager
sch 7 cl 16(1)	Power to consent to proposed works	CEO, INL, COO, TOAs	Where Council is the coordinating road authority

sch 7 cl 16(2B)	Power to refuse to consider an application made under sch 7 cl 16(1) if the application does not comply with sch 7 cl 16(2A)	CEO, INL, COO, TOAs	Where Council is the coordinating road authority
sch 7 cl 16(2C)	Power to request further information in relation to an application made under sch 7 cl 16(1)	CEO, INL, COO, TOAs	Where Council is the coordinating road authority
sch 7 cl 16(4)	Duty to consult	CEO, INL, COO	Where Council is the coordinating road authority, responsible authority or infrastructure manager
sch 7 cl 16(5)	Power to consent to proposed works	CEO, INL, TOAs	Where Council is the coordinating road authority
sch 7 cl 16(6)	Power to set reasonable conditions on consent	CEO, INL, TOAs	Where Council is the coordinating road authority
sch 7 cl 16(8)	Power to include consents and conditions	CEO, INL, TOAs	Where Council is the coordinating road authority
sch 7 cl 17(2)	Power to refuse to give consent and duty to give reasons for refusal	CEO, INL, COO	Where Council is the coordinating road authority
sch 7 cl18(1)	Power to enter into an agreement	NOT; CEO	Where Council is the coordinating road authority
sch7 cl 19(1)	Power to give notice requiring rectification of works	CEO, INL, TOAs	Where Council is the coordinating road authority
sch 7 cl 19(2) & (3)	Power to conduct the rectification works or engage a person to conduct the rectification works and power to recover costs incurred	CEO, INL, COO	Where Council is the coordinating road authority
sch 7 cl 20(1)	Power to require removal, relocation, replacement or upgrade of existing non-road infrastructure	CEO, INL, COO	Where Council is the coordinating road authority
sch 7A cl 2	Power to cause street lights to be installed on roads	CEO, INL, TOAs	Power of responsible road authority where it is the coordinating road authority or

			responsible road authority in respect of the road
sch 7 cl 3(1)(d)	Duty to pay installation and operation costs of street lighting - where road is not an arterial road	CEO, INL	Where Council is the responsible road authority
sch 7A cl 3(1)(e)	Duty to pay installation and operation costs of street lighting - where road is a service road on an arterial road and adjacent areas	CEO, INL	Where Council is the responsible road authority
sch 7A cl (3)(1)(f)	Duty to pay installation and percentage of operation costs of street lighting - for arterial roads in accordance with cls 3(2) and 4	CEO, INL	Duty of Council as responsible road authority that installed the light (re: installation costs) and where Council is relevant municipal council (re: operating costs)

Cemeteries and Crematoria Regulations 2025			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 36	Duty to ensure that cemetery complies with depth of burial requirements	N/A	
r 37	Duty to ensure that the cemetery complies with the requirements for interment in concrete-lined graves	N/A	
r 38	Duty to ensure a mausoleum is constructed in accordance with paragraphs (a)-(d)	N/A	
r 39(1)	Duty to ensure that remains are interred in a coffin, container or receptacle in accordance with paragraphs (a)-(c)	N/A	
r 39(2)	Duty to ensure that coffin, container or receptacle is labelled.	N/A	
r 39(3)	Duty to ensure that remains are interred in accordance with paragraphs (a)-(b)	N/A	
r 40	Duty to ensure that a crypt space in a mausoleum is sealed in accordance with paragraphs (a)-(b)	N/A	
r 43(2)	Power to inspect any coffin, container or other receptacle if satisfied of the matters in paragraphs (a) and (b)	N/A	
r 44(2)	Power to remove any fittings on any coffin, container or other receptacle if the fittings may impede the cremation process or damage the cremator	N/A	
r 44(3)	Duty to ensure any fittings removed of are disposed in an appropriate manner	N/A	

r 45	Power to dispose of any metal substance or non-human substance recovered from a cremator	N/A	
r 46(2)	Power to release cremated human remains to certain persons	N/A	Subject to any order of a court
r 47(1)	Duty to make cremated human remains available for collection within 2 working days after the cremation	N/A	
r 47(2)	Duty to hold cremated human remains for at least 12 months from the date of cremation	N/A	
r 47(3)	Power to dispose of cremated human remains if no person gives a direction within 12 months of the date of cremation	N/A	
r 47(4)	Duty to take reasonable steps to notify persons specified in r 46(2) of intention to intern or dispose of remains at expiry of 12 month period	N/A	
r 48	Power to approve certain activities under the r 57 or 58(2) if satisfied of regulation (1)(a)-(c)	N/A	
r 50	Duty to provide statement that alternative vendors or supplier of memorials exist	N/A	
r 51	Power to inspect any work that is being carried out on memorials, places or internments and buildings for ceremonies	N/A	
r 52	Power to approval the arrangement or conduct of a funeral	N/A	
r 53(1)	Power to give written direction regarding the manner in which a funeral is to be conducted	N/A	
r 56(1)	Power to give directions regarding the objects, things or items affixed to, or placed on or around, the places of internment and memorials	N/A	
r 56(3)	Power to remove objects, things or items specified in (a)-(d) from a place of interment or memorial	N/A	
r 56(4)	Duty to dispute items under r 56(3) in a manner considered appropriate	N/A	
r 57(1)	Power to approve the use of fire in a public cemetery	N/A	
r 58(2)	Power to approve a person to drive, ride or use a vehicle on any surface other than a road, track or parking area	N/A	
r 59	Duty to display the hours during which the public can access the cemetery	N/A	
	Note: sch 2 contains Model Rules – only applicable if the cemetery trust has not made its own cemetery trust rules	N/A	

sch 2 cl 4	Power to approve the carrying out of an activity referred to in rules 5, 7 8, 9, 10, 11, 12, 13, 15, 16, 17 and 18 of sch 2	N/A	See note above regarding model rules

Planning and Environment Interim Regulations 2026			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 6	Function of receiving notice, under section 19(1)(c) of the Act, from a planning authority of its preparation of an amendment to a planning scheme	CEO, MDR, POs	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority. Note: the Planning and Environment Interim Regulations 2026 will be revoked on 8 May 2027, it is anticipated that new regulations will commence prior to this date.
r 21	Power of responsible authority to require a permit applicant to verify information (by statutory declaration or other written confirmation satisfactory to the responsible authority) in an application for a permit or to amend a permit or any information provided under section 54 of the Act	CEO, MDR, POs	Note: the Planning and Environment Interim Regulations 2026 will be revoked on 8 May 2027, it is anticipated that new regulations will commence prior to this date.
r 25(a)	Duty to make copy of matter considered under section 60(1A)(g) in accordance with the public availability requirements	CEO, MDR, POs	Where Council is the responsible authority Note: the Planning and Environment Interim Regulations 2026 will be revoked on 8 May 2027, it is anticipated that new regulations will commence prior to this date.
r 25(b)	Function of receiving a copy of any document considered under section 60(1A)(g) by the responsible authority and duty to make the document available in accordance with the public availability requirements	CEO, MDR, POs	Where Council is not the responsible authority but the relevant land is within Council's municipal district Note: the Planning and Environment Interim Regulations 2026 will be revoked on 8 May

			2027, it is anticipated that new regulations will commence prior to this date.
r 42	Function of receiving notice under section 96C(1)(c) of the Act from a planning authority of its preparation of a combined application for an amendment to a planning scheme and notice of a permit application	CEO, MDR, POs	Where Council is not the planning authority and the amendment affects land within Council's municipal district; or Where the amendment will amend the planning scheme to designate Council as an acquiring authority. Note: the Planning and Environment Interim Regulations 2026 will be revoked on 8 May 2027, it is anticipated that new regulations will commence prior to this date.

Planning and Environment (Fees) Regulations 2016			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 19	Power to waive or rebate a fee relating to an amendment of a planning scheme	CEO, MDR	
r 20	Power to waive or rebate a fee other than a fee relating to an amendment to a planning scheme	CEO, MDR	
r 21	Duty to record matters taken into account and which formed the basis of a decision to waive or rebate a fee under r 19 or 20	CEO, MDR	

Road Management (General) Regulations 2026			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**
r 8(3)	Duty to conduct reviews of road management plan within the period specified in s 90(3) of the Local Government Act 2020.	CEO, INL, COO	Where Council is the road authority
r 9(2)	Duty to produce written report of review of road management plan and make report available	CEO, INL, COO	Where Council is the road authority
r 9(3)	Duty to give notice where road management review is completed and no amendments will be made (or no amendments for which notice is required)	CEO, INL, COO	Where Council is the road authority

r 10	Duty to give notice of amendment which relates to standard of construction, inspection, maintenance or repair under s 41 of the Road Management Act 2024	CEO, INL, COO	Where Council is the road authority
r 13(1)	Duty to publish notice of amendments to road management plan	CEO, INL, COO	where Council is the road authority
r 13(3)	Duty to record on road management plan the substance and date of effect of amendment	CEO, INL, COO	Where Council is the road authority
r 16(6)	Power to issue permit	CEO, INL, TOAs	Where Council is the coordinating road authority
r 18(1)	Power to give written consent re damage to road	CEO, INL, TOAs	Where Council is the coordinating road authority
r 20(2)	Function of being consulted with by the Head, Transport for Victoria prior to it granting authorisation under r 20(1)	CEO, INL, COO	Where Council is the road authority
r 23(1)	Function of receiving application for written consent for the purpose of s 66(1) of the Road Management Act 2004	CEO, INL, COO	Where Council is the coordinating road authority Must consider the matters in r 23(4)
r 23(3)	Power to charge a fee for application made under r 23(1)	CEO, INL, COO	Where Council is the coordinating road authority
r 25(1)	Power to remove objects, refuse, rubbish, substance or other material deposited or left on road or part of a road	CE2, CEO, CE1, CE3, TOAs	Where Council is the appropriate road authority
r 25(2)	Power to sell or dispose of things removed from road under r 25 (after first complying with regulation 25(3))	CEO, INL, CSOs	Where Council is the appropriate road authority
r 25(5)	Power to recover in the Magistrates' Court, expenses from person responsible	CEO, CSOs	Where Council is the appropriate road authority

Road Management (Works and Infrastructure) Regulations 2026			
Provision	**Power and Functions Delegated**	**Delegate**	**Conditions and Limitations**

r 16	Power to exempt a person from requirement under cl 13(1) of sch 7 of the Act to give notice as to the completion of those works	CEO, INL, TOAs	Where Council is the coordinating road authority and where consent given under clause16(5) of Schedule 7 to the Road Management Act 2004
r 24(2)	Power to waive whole or part of fee in certain circumstances	CEO, INL, TOAs	Where Council is the coordinating road authority

3.3 PITCH MUSIC FESTIVAL TOWAWAY ZONES

RESPONSIBLE OFFICER: CHIEF OPERATING OFFICER
DEPARTMENT: CEO'S OFFICE
REFERENCE: 32363

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY
The purpose of this report is to request endorsement from Council to establish towaway zones adjacent to the Pitch Music Festival site.

Council will work in conjunction with Pitch Music Festival (Sound Event Group) and a contractor to install and manage the installation, enforcement and removal of vehicles.

DISCUSSION
Pitch Music Festival, in conjunction with Council and VicRoads have established a towaway zone to mitigate risks from the parking of vehicles in the road reserves adjacent to the festival site.

The risks include the following:

- Vehicles being parked over dry grass and other vegetation creating an extreme fire hazard.
- Vehicles pulling over on side roads causing traffic hazards
- Restricting the carriageway width on road reserve which require unobstructed travel for the time of the festival
- Risk of pedestrian accidents while passengers are disembarking from a vehicle located along the road reserves
- Vehicles being used as camp sites during the time of the festival.

Council officers, and festival organisers believes that undertaking this action will improve safety and reduce risk to the community, road users and festival attendees during the time of Pitch Music Festival.

Having the authority to undertake the enforcement and removal of vehicles within the area of the festival provides some rigor to the process, and immediately eliminates a risk once it has been identified.

The location of the proposed towaway zones are as follows:

- Moyston Dunkeld Road from White Cockatoo Road north of the Pitch Site (the Patron entry is at the intersection of Moyston Dunkeld Road and Regulating Basin Road), south to Mafeking Road
- Andrews Lane from Moyston Willaura Road to Muirhead Road
- Regulating Basin Road from Moyston Dunkeld Road to past Muirhead Road
- Mafeking Road from Moyston Dunkeld Road to Muirhead Road
- Muirhead Road from Andrews Land to Regulating Basin Road.

It is proposed that:

- Council will establish an appropriate impound area at the Council depot – to keep vehicles safe
- The release fee will comply with Road Management Act Schedule 4 clause 5(2A). It must reflect the reasonable costs of impoundment, including overhead and indirect costs.
- If a contractor is undertaking the towing, then any cost recovery fee received by the

council is received as an agent for the towing company and can be paid to them.

- Council authorised officers will negotiate this payment process with event organisers. This fee will also reflect the cost associated will all aspects of management and release of impounded vehicles.
- The formal notification requirement for the towaway zones will be published in the Government Gazette. This cost and the cost of appropriate signage will be required to be met by the event organisers.
- Council will arrange the application through Vic Road to receive the appropriate authorities to establish and enforce the towaway zones for the length of the festival

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives

5. ENHANCING COMMUNITY LIFE
We will work with the community of Ararat Rural City to maintain social cohesion, support community activity and cultural life and enhance safety.

6. STRONG AND EFFECTIVE GOVERNANCE
We will work hard to build models of governance that place delivering public value at their centre through effective financial management, well measured risk management, and implementation of effective community engagement practices.

6.2 Ensure appropriate risk management is applied to Council and organisational decisions. Councils internal function is applied to areas of perceived risk.

Budget Implications
There are no budget implications arising

Policy/Relevant Law
Road Management Act 2004
Neighbourhood Amenity Local Law 2022

Risk Assessment
If vehicles are allowed to park on the road reserves adjacent to the festival site, they are likely to pose a significant fire risk to the festival itself and to surrounding residents and townships. Enforcing the towaway zone mitigates the risk to the best of Councils ability.

Stakeholder Collaboration and Community Engagement
This has been discussed with the community at previous Community Consultation sessions. Consultation with VicRoads has also been undertaken to ensure that the appropriate processes have been followed.

Gender Impact Assessment
NA

RECOMMENDATION

That Council:

1. *Endorse the application process to gain delegation from VicRoads to establish the towaway zone in the locality of the Pitch Music Festival for the duration of the festival each year going forward; and*
2. *Endorses the Chief Executive Officer's actions to authorise council officers on behalf of the Pitch Music Festival event organisers to implement an appropriate process to apply fees associated with the management and enforcement of the towaway zone for the duration of the festival.*

MOVED CR PRESTON
SEOCNDED CR KAUR

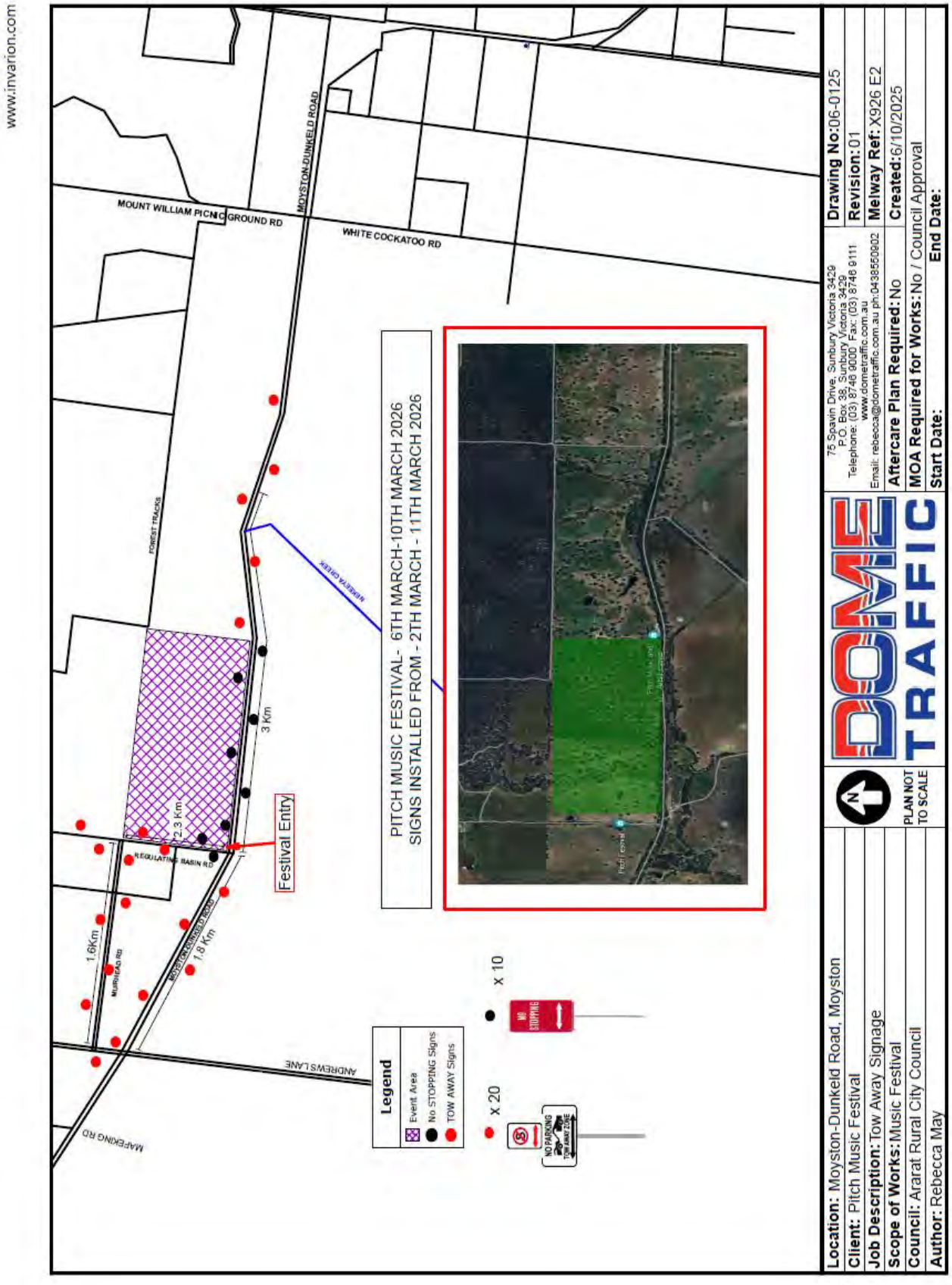
That Council:

1. **Endorse the application process to gain delegation from VicRoads to establish the towaway zone in the locality of the Pitch Music Festival for the duration of the festival each year going forward; and**
2. **Endorses the Chief Executive Officer's actions to authorise council officers on behalf of the Pitch Music Festival event organisers to implement an appropriate process to apply fees associated with the management and enforcement of the towaway zone for the duration of the festival.**

Cr Preston and Cr Kaur spoke for the motion.

CARRIED 5/0
5434/26

ATTACHMENTS
The Towaway zone map is provided as Attachment 3.3


www.invarion.com
MOUNT WILLIAM PICNIC GROUND RD
MOYSTON-DUNKELD ROAD
WHITE COCKATOO RD
FOREST TRACKS
MAPEKING RD
ANDREWS LANE
MURRIAD RD
REGULATING BASIN RD
3 Km
2.3 Km
1.6Km
1.8 Km
Festival Entry
PITCH MUSIC FESTIVAL- 6TH MARCH-10TH MARCH 2026
SIGNS INSTALLED FROM - 2TH MARCH - 11TH MARCH 2026
Legend
Event Area
No STOPPING Signs
TOW AWAY Signs
x 10
x 20
NO STOPPING
NO PARKING
TOW AWAY ZONE
PLAN NOT TO SCALE
DOME TRAFFIC
75 Spavin Drive, Sunbury Victoria 3429
P.O. Box 38, Sunbury Victoria 3429
Telephone: (03) 8746 9000 Fax: (03) 8746 8111
Email: rebecca@dometraffic.com.au ph:0438560902
www.dometraffic.com.au
Drawing No:06-0125
Revision:01
Melway Ref: X926 E2
Created:6/10/2025
Aftercare Plan Required:No
MOA Required for Works:No / Council Approval
Start Date:
End Date:
Location: Moyston-Dunkeld Road, Moyston
Client: Pitch Music Festival
Job Description:Tow Away Signage
Scope of Works:Music Festival
Council: Ararat Rural City Council
Author: Rebecca May

3.4 COUNCIL EXPENSE AND SUPPORT POLICY

RESPONSIBLE OFFICER: **CHIEF OPERATING OFFICER**
DEPARTMENT: **CEO'S OFFICE**
REFRERENCE: **32364**

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY
The Councilor Expenses and Support Policy has been reviewed, with minor amendments proposed to ensure consistency with the Allowance Payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2026.

The key amendment relates to travel expenses, replacing the previously specific per-kilometer reimbursement rate with reference to the current Determination. This Policy has also been updated to reflect the applicable remote are travel allowance provisions, including eligibility requirements, daily allowance amount and the maximum annual entitlement.

DISCUSSION
The Councillor Expenses and Support Policy provides a framework for the reimbursement of expenses and provision of support to the Mayor, Deputy Mayor and Councillors in undertaking their official duties.

Previously, the Policy specified a reimbursement rate per kilometre for travel expenses. It is proposed to replace this provision with a reference to the Allowance Payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2026. This amendment will ensure that vehicle travel expenses are reimbursed in accordance with the applicable Determination, rather than specifying a fixed rate within the policy.

The Policy has also been updated to clarify the provisions relating to the remote area travel allowance. This allowance is payable for each eligible day that the Mayor, Deputy Mayor or Councillor travels to or returns for an eligible location more than 50 kilometres for their normal place of residence, calculated using the shortest practicable road distance.

The applicable daily allowance are:

Distance Travelled	Daily Allowance
More than 50km but no more than 100km	$50.60
More than 100km	$101.20

The maximum remote area travel allowance payable to an individual Mayor, Deputy Mayor or Councillor is $6,325 per financial year. Where possible, Councillors are encouraged to book a Council vehicle through the Governance Team for longer distance travel.

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives

6 STRONG AND EFFECTIVE GOVERNANCE
We will work hard to build models of governance that place delivering public value at their centre through effective financial management, well measured risk management, and implementation of effective community engagement practices.

6.1 Deliver responsible budget outcomes linked to strategy, that deliver value, innovation and rating fairness.

Budget Implications
Councillor expenses have been allocated in the Budget 2026/2027

Policy/Relevant Law
As per section 41(2) of *Local Government Act 2020* the policy includes;

(a) specific procedures to be followed in applying for reimbursement and in reimbursing expenses; and
(b) requirements prescribed by the regulations in relation to the reimbursement of expenses; and
(c) provides for the reimbursement of childcare costs where the provision of childcare is reasonably required for a Councillor or member of a delegated committee to perform their role; and
(d) have particular regard to expenses incurred by a Councillor who is a carer in a care relationship within the meaning of section 4 of the Carers Recognition Act 2012.

Sustainability Implications
Environmental, social and economic impacts have been considered in the development of the Council Expense and Support Policy.

Risk Assessment
The development of the Policy provides clarity and transparency for Councillors and delegated committee members.

Stakeholder Collaboration and Community Engagement
This policy was presented to the Councillors at the Council Briefing.

Gender Impact Assessment
Not required

RECOMMENDATION

That:

1. Council adopt the Council Expense and Support Policy

MOVED CR JOYCE
SECONDED CR PRESTON

That:

1. Council adopt the Council Expense and Support Policy

Cr Joyce and Cr Preston spoke for the motion.

CARRIED 5/0
5435/26

ATTACHMENTS
The Council Expense and Support Policy is provided as Attachment 3.4

Ararat Rural City

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Council Expenses and Support Policy

DOCUMENT CONTROL

Category Type: Policy
Type: Council
Responsible Officer: Chief Operating Officer

Last Review Date: 25 June 2024
Date Approved: 27 October 2026
Next Review Date: October 2028

Revision No: 10

Stakeholder Engagement:
Councillors
Chief Executive Officer
Chief Operating Officer

Council Expenses and Support Policy

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1 PURPOSE

This policy supports Councillors and members of delegated committees to perform their role, as defined in the *Local Government Act 2020*, by ensuring that expenses reasonably incurred in the performance of their roles are reimbursed. The policy also provides guidance on:

- Entitlements
- Processes for reimbursement
- Support available to Councillors and delegated committees
- Reporting requirements.

The policy is intended to ensure that Councillors and members of delegated committees are supported to perform their duties without disadvantage.

2 SCOPE

Section 41 of the Local Government Act 2020 provides that a Council must adopt and maintain an expenses policy in relation to reimbursement of out-of-pocket expenses of Councillors and members of delegated committees.

This Policy applies to:

- Councillors of the Ararat Rural City Council
- Members of delegated committees of Ararat Rural City Council

Councillors' duties are those performed by a Councillor as a necessary part of their role in achieving the objectives of Council.

These duties may include (but are not limited to):

- Attendance at meetings of Council and its committees
- Attendance at briefing sessions, workshop, civic events or functions convened by Council
- Attendance at conferences, workshop, training programs related to the role of Councillor, Mayor or Deputy Mayor
- Attendance at meetings, events or functions representing Council
- Duties in relation to constituents concerning Council business.

Members of delegated committees exercise powers of Councillors, under delegation. This policy also applies to those members in the course of undertaking their role as delegated committee members.

3 POLICY

Councillors and members of delegated committees are entitled, under section 40 of the *Local Government Act 2020* (the Act), to reimbursement of expenses reasonably incurred in the performance of their duties.

Council Expenses and Support Policy

Ararat Rural City

This policy ensures that the reimbursement of these expenses is in accordance with the Act and meets the Act's principles of public transparency; achieving the best outcomes for the municipal community; and ensuring the ongoing financial viability of the Council.

Councillors and members of delegated committees will be reimbursed for out-of-pocket expenses that are:

- Bona fide expenses **and**
- Have been reasonably incurred in the performance of the role of councillor; **and**
- Are reasonably necessary for the Councillor and member of a delegated committee to perform this role.

The Council commits to the following principles

- Reasonable expenses – Councillors and delegated committee members should not be out of pocket as a result of performing their Council functions and duties
- Proper conduct – reimbursement claimed by Councillors and delegated committee members must be expenses actually and necessarily incurred in performing their official Council functions and duties.
- Accountability and transparency – payment of any allowance, the reimbursement of expenses and the and the support provided to Councillors and delegated committee members must be accountable and transparent to the community
- Equity – there must be equitable access to expenses and facilities for Councillors and delegated committee members

4 REIMBURSEMENT OF EXPENSES

4.1 Carer and dependent-related expenses

Council will provide reimbursement of costs where the provision of childcare is reasonably required for a councillor or member of a delegated committee to perform their role (s 41(2)(c)).

This applies to the care of a dependent, while the councillor or delegated committee member is undertaking their official duties; and may include expenses such as hourly fees and booking fees, if applicable.

Council will provide reimbursement of costs where the provision of carer services is reasonably required when a councillor or delegated committee member who is a carer (see ***Definitions***) incurs reasonable expenses in the performance of their duties (s 41(2)(d)).

Payments for carer and childcare services will not be made to a person who resides with the councillor or delegated committee member; has any financial or pecuniary interest with the councillor or delegated committee member; or has a relationship with the councillor, delegated committee member or their partner.

4.2 Attendance and Travel Related Expenses

The Mayor and Councillors receive invitations in their role as advocates for Council and Regional Projects. Within the capacity of the Council's budget such attendance and associated costs will be funded by Council under the administration of the Mayor and Chief Executive Officer.

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Reimbursement for attendance at all other events, training opportunities, seminars and conferences, will require prior approval of the Mayor or Chief Executive Officer. A *"Conference – Seminar Attendance Application Form"* must be completed and submitted to the Mayor and Chief Executive Officer.

Attendance at any event overseas will require the approval of the full Council (air travel will be economy class). Interstate and overseas travel must be recorded in the Travel Register (Refer to the *International and Interstate Travel Policy and Application for International and Interstate Travel Form.)*

Any other reasonable expense incurred whilst performing duties as a Councillor will be reimbursed only after approval by the Mayor and Chief Executive Officer where practicable.

All claims for reimbursement of expenses are to be submitted monthly and within the financial year in which they are incurred (no later than 30 June).

No expenses will be reimbursed without the appropriate documentation/receipts. Council will retain records of all claims for audit purposes. When claiming reimbursement expenses Councillors must use the *"Councillor Request for Reimbursement of Expenses Form"*. The form must include details of expenses and the community benefit along with copies of receipts/tax invoices.

Travel Expenses will be reimbursed for the following:

- Ordinary and Special Council Meetings, Briefings and formal Community Asset Committee Meetings;
- Meetings, seminars, conferences, events or functions as agreed by the Mayor or Chief Executive Officer from time to time, or by resolution of Council
- Council civic and ceremonial official functions.

Travel expenses will not be paid for travel undertaken at the choice of the Councillor or to inspect resident's inquiries or complaints.

Accommodation and related expenses (excluding mini bar costs and alcohol costs) required for attendance at seminars, conferences or attendance at events/functions will be approved by the Mayor or Chief Executive Officer.

When claiming travel reimbursement expenses Councillors must use the *"Councillor Travel and Remote Travel Reimbursement Form"* . The form must include:

- Date of travel;
- Vehicle details;
- Destination;
- Odometer readings (start and finish);
- An explanation of the purpose of the business (ie function/event and the benefit to the community); and
- Signed confirmation of travel taken as part of role of Councillor.

All travelling expenses will be reimbursed in accordance with the Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2026.

The remote area travel allowance is payable for each day that a mayor, deputy mayor or councillor spends travelling to, or returning from, eligible location that is more than 50 kilometres from the location that they normally reside in, based on the shortest possible practicable road distance.

If the shortest possible practicable road distance between eligible location and the location that the mayor, deputy mayor or councillor normally resides in is more than:

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a) 50 kilometres and no more than 100 kilometres, the amount they are entitled to be paid per day is $50.60
b) 100 kilometres, the amount they are entitled to be paid per day is $101.20.

Each mayor, deputy mayor or councillor can receive no more that $6,325 in remote area travel allowance in any one financial year.

Where practicable, and by prior arrangement through the Governance Team, a Council pool vehicle will be made available to Councillors for travel outside the municipality where use of private vehicles or other means is not practicable.

The costs of a partner accompanying a Councillor on a Council business trip will be borne by the Councillor.

4.3 Exclusions

Any expense arising from a breach of road, traffic, parking or other regulations or laws, including Council Local Laws, will not be reimbursed or funded in any way by Council.

4.4 Other Expenses

Other expenses incurred by a Councillor or delegated committee member whilst performing duties may be claimable subject to prior approval by the Mayor or Chief Executive Officer.

The cost of a partner, spouse or companion accompanying a Councillor on a business trip must be borne by the person.

4.5 Reimbursement Claims Procedure

- All reimbursement claims must be made on the approved expense reimbursement form outlined above, which are available from the Governance Team
- Original receipts/tax invoices must be attached to all claims (credit card receipts will not be accepted)
- Claims must be lodged with the Governance Team by the last day of the month.
- Claims will be processed by the Governance Team with sign off by either the Mayor or Chief Executive Officer
- All reimbursements will be paid by electronic funds transfer within 21 days of a compliant claim form being submitted.

5 RESOURCES AND SUPPORT

5.1 Mayoral Car

The Mayor shall have access to a fully maintained vehicle (including servicing, fuel card and insurance).

The make and model of the Mayoral vehicle shall be in accordance with the Council's Procurement Policy or at the discretion of the Chief Executive Officer.

The Mayoral vehicle shall be available for use by the Mayor in the discharge of his or her duties as the Mayor for their term. The vehicle may be used for reasonable private use by the Mayor.

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The fuel card and an E-Tag are located in the Mayoral vehicle.

The Mayoral vehicle is required to be garaged off street.

An odometer reading will be requested each month.

The Mayor is required to nominate any family member or associate who may drive the vehicle when accompanying the Mayor.

In the event of the Mayor taking leave of official duties or the Mayor not requiring full use of the vehicle, the Mayoral vehicle should be housed at the Municipal Depot and be available for the Deputy Mayor and Councillors in carrying out official duties on behalf of the Mayor and Council. Bookings for the Mayoral vehicle can be made through the Governance Team.

5.2 Access to Council's Pool Vehicles

Council vehicles should be utilised for use on Council related business. Council vehicles can be booked through the Governance Team.

Use of Councillor private vehicles must be with prior approval by the Mayor or Chief Executive Officer.

5.3 Public Transport

Where possible the public transport network should be utilised to attend meetings and conferences.

5.4 Administrative Support

The Governance Team will provide secretarial support for the Mayor and Councillors. This includes:

- Diary Management;
- Responding to all correspondence;
- Responding to invitations;
- Bookings of conference registrations, travel arrangements and meeting rooms; and
- Processing Mayoral and Councillor Allowances and Councillor requests for Reimbursement of Expenses/Travel Claims.

5.5 Mayor's Office

A suitably equipped Mayoral office is available at the Municipal Officers, 59 Vincent Street, Ararat. The Mayoral office is all abilities accessible and is available during business hours only.

5.6 Office Access

Councillors are entitled to have access to the Municipal Offices during normal business hours.

Councillors must ensure that when they are within a staff-only area they avoid giving rise to the appearance that they may improperly influence Council staff decisions.

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Access to the Shire Hall building is only available on Tuesday for Council Meetings and on other days as scheduled in the Councillors calendar.

5.7 Office Equipment and Stationery

Councillors will be provided the following for use while conducting Council business:

- Mobile phone
- Tablet
- Printer and printer consumables
- Provision of an email address
- Business Cards
- Name badges

In line with Council's waste management policy, wherever possible Councillor correspondence and information will be provided via email or electronic distribution.

5.8 Mobile Phones and Tablets

Mobile phones and tablets purchased, maintained and provided by Council are to be used only for the conduct of Council related business.

All mobile phone handsets, tablets and service numbers are and shall be deemed Council property. All mobile handsets, tablets and services must be used in compliance with applicable licences, notices, contracts and agreements.

Due to the high incidence of mobile phone and tablet theft and misuse after loss, a mobile phone and tablet service must be cancelled immediately once it is determined missing.

Councillors are required to take adequate care and ensure that measures are taken to secure the mobile phone and tablet. This includes ensuring the mobile phone and tablet is not left unattended out of the workplace or in a vehicle. A Councillor may be responsible for any costs incurred if due care has not been taken of the allocated mobile phone and/or tablet.

The is imperative that the theft or loss be reported to the nearest police station and to Council as soon as possible.

Mobile Phones and Tablets must be PIN or fingerprint access enabled.

All Mayor and Councillors equipment must be returned to Council prior to election day without exception.

5.9 Customer Relationship Management System (CRMS)

Council receives many requests from residents. These may take the form of requests for information, requests for service, or comments on community issues, proposals for increases to Council facilities and services.

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A computerised Customer Relationship Management System has been established to record and manage responses to these enquiries.

Although most residents and visitors make requests by telephone, in person, at Council Customer Service Centres or by mail, they may also approach a Councillor and request that he or she seeks a response from Council staff on their behalf.

Councillors are encouraged to submit these requests for service directly to Chief Executive Officer or the Governance Team so that they will be recorded in the Customer Relationship Management System and followed up as soon as possible.

If you have any questions in relation to a request, please contact the Governance Team for assistance.

5.10 Correspondence

All incoming correspondence to Councillors must be registered through Council's Customer Relationship Management System (CRMS).

Any item of correspondence addressed to the Mayor and/or Councillors will be registered and directed to the appropriate officer. A copy of correspondence addressed to the Mayor and/or Councillors will be provided to the Mayor or Councillors as addressed.

Correspondence received directly by Councillors should be forwarded to the Governance Team as soon as practicable so normal process can take place.

Any item of correspondence addressed to a particular Councillor by name, which is marked either confidential or personal, will be opened by the Governance Team, registered and directed as appropriate.

5.11 Invitations

The Mayor in consultation with Councillors will determine which Councillor/s will attend events on his or her behalf. An electronic calendar invitation will be forwarded to the Councillor/s attending the function/event. Invitations will also be listed on the Councillors diary (which is sent out weekly on the email).

Councillors should advise Governance Team of any invitations received, so the Mayor can discuss attendance with all Councillors.

5.12 Use of Corporate Stationery and General Stationery

Council's letterhead stationery is used only for official Council business and can only be used for official replies prepared for a Councillor by the Governance Team and signed/approved by the Mayor or Chief Executive Officer.

Any other use of Council's letterhead should be discussed with the Chief Executive Officer.

Councillors shall, upon request, be supplied with general stationery held or obtained general for the organisation's requirements. Stationery may include but not necessarily be limited to: Copy paper, writing pads, notebooks, business cards and personal diary.

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5.13 Photocopying

Council related photocopying can only be carried out at the Municipal Offices upon authorisation by the Chief Executive Officer. Photocopying is not to be carried out at the Library, Visitor Information Centre or any other Council site. All photocopying will be carried out by an authorised officer.

5.14 Health and Wellbeing

In line with Ararat Rural City Council's commitment to promoting a healthy working environment, Councillors and delegated committee members are able to access (where required) Council's appointed confidential professional counselling service (EAP) to help resolve both personal and Council related problems or concerns that may impact on their capacity to effectively undertake their roles.

5.15 Insurance

Section 43 of the *Local Government Act 2020* provides:

A Council must indemnify and keep indemnified each Councillor, member of a delegated committee and member of a Community Asset Committee against all actions or claims whether arising during or after their term of office in respect of anything necessarily done or reasonably done or omitted to be done in good faith—

(a) in the performance of a duty or a function or the exercise of a power under this Act, the regulations or a local law or any other Act; or

(b) in the reasonable belief that the act or omission was in the performance of a duty or a function or the exercise of a power under this Act, the regulations or a local law or any other Act.

Council's insurance program provides coverage for Councillors and members of delegated committees under the following insurance policies

- Public Liability
- Professional Indemnity
- Councillors and Officers' liability
- Travel

5.16 Councillors Profiles on Website

A page on Council's website will be provided outlining Councillor's profiles. The content for each Councillor profile will include a photograph, contact details, personal history, hobbies, vision and Council appointments.

6 COUNCILLOR DEVELOPMENT

6.1 Induction Program

Upon commencement of each electoral term, a purpose designed induction program will be provided to all Councillors. Councillors must actively participate in the induction program of Council.

The induction program will include the following elements:

- Relationships Building – Councillors and senior staff, led by the Chief Executive Officer, have shared responsibility for the strategy, priorities, efficient resource use and overall performance of services delivered to the community. The strong working relationship is therefore critical;

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- Roles and Responsibilities – Understanding the separate but complementary roles of Council as a whole, Councillors, the Mayor and the Chief Executive Officer is fundamental to achieving outcomes for the local community;
- Councillor and Meeting Conduct – Equally important to decision making is the smooth functioning of the elected Council and the cooperation of Councillors. The induction program will provide information about and discussion of the law and procedures of meetings as well as the provisions of the Councillor Code of Conduct.
- Strategic Directions – As an early priority the incoming Council needs to review the strategic direction and major projects agreed by the previous Council and determine whether they will continue to be endorsed. The induction program will include briefings with sufficient detail to ensure that all Councillors have a common understanding of key policy areas, strategies, plans and ongoing projects.
- Values and Behaviours – The incoming Council is required to review and adopt a Councillor Code of Conduct within four months of the election. The induction program will provide the opportunity for Councillors to contribute to the review and adoption of the Councillor Code of Conduct.

Induction plans will be made available to candidates prior to a General Election.

6.2 Training and Conferences

Councillors will be given the opportunity to attend conferences and training sessions as they are important in enhancing the knowledge of Councillors and their ability to make contemporary, informed decisions.

The selection of the conference or training sessions should be based on its relevance to the responsibilities of the respective Councillor and any specific professional development needs.

6.3 Professional Development

Council is committed to the development of skilled, knowledgeable and dedicated Councillors. Council recognises the importance of Councillor training and education as an integral part of personal growth and organisational development in the performance of duties. Professional Development programs/courses are available to all Councillors.

Professional Development should be tested against the following criteria:

- Relevance in the Councillor's role and personal development needs;
- The desire of the Councillor to attend the course;
- The achievement of Council's Corporate aims and broad objectives;
- The efficient functioning of the council while absent from training;
- The availability of Councillor training funds;
- The consideration of time required for study; or
- The benefit to the community.

6.4 Councillor Training, Conference and Professional Development Reporting Requirements

Attendance at conference or professional development event will be subject to a report to Council. The report is to be written, tabled at a Council Meeting within 2 months of the conference or professional development event and may be a joint report if more than one Councillor attended.

The report should include:

- Details of course topic, content, location, date and duration;

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- Relevance of conference, workshop, training to Council's business and Councillor's personal development requirements;
- Total cost covering course, course material, travel, accommodation and any other expenses for the Councillor; and
- Benefits to the community from attendance.

7 MAYOR AND COUNCILLOR ALLOWANCES

The Mayor and Councillors are entitled to receive from the Council an allowance.

Councillors should obtain taxation advice from their accountant as these allowances are taxable and may therefore have individual tax implications. If a deduction is required, please contact the Governance Team.

It is the individual Councillor responsibility to notify Council of any changes to banking details, address or contact details. Council cannot be held responsible if errors occur due to lack of notification or incorrect details.

Mayoral and Councillors allowances are paid monthly by Electronic Funds Transfer.

8 MONITORING, EVALUATING AND REVIEW

8.1 Audit Committee

Quarterly reports of all Councillor and delegated committee member expenses will be provided to Council's Audit and Risk Committee.

The report will include:

- expenses incurred by Councillors during the quarter.
- reimbursement claims made by councillors during the quarter.
- reimbursements made by councillors during the quarter.

8.2 Website

The Councillor and Delegated Committee Member Expenses Report is published on the Council's website on a monthly basis. The report outlines the monthly and year to date amounts of expenses, which includes travel expenses, car mileage expenses (Mayoral car), carer and dependent related expenses, information and communication technology expenses and conference and training expenses (as per Local Government (Planning and Reporting) Regulations 2014 section 14(2)(db)).

8.3 Annual Report

The Annual Report shall include the amount paid or attributed to a Councillor and member of delegated committee and include travel expenses, car mileage expenses (Mayoral car), childcare expenses, information and Communication technology expenses and conference and training expenses.

8.4 Policy Monitoring and Review

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Council commits to monitoring processes and decision making to understand the overall success of the policy's implementation.

A period review of the policy will be undertaken to ensure any changes required to strengthen or update the policy are made in a timely manner.

9 ADMINISTRATIVE UPDATES

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

10 DEFINIITIONS

TERM	DEFINITION
Carer	A carer as defined under section 4 of the *Carers Recognition Act 2012*
Delegated committee	Delegated committees are defined under section 63 of the *Local Government Act 2020*
Expenses	Where pre-approved expenses are incurred by Councillors or members of delegated committees and meet the requirement of the Policy for reimbursement. *They must be accompanied by an official tax receipt.*

11 REFERENCES

Council Policies and Forms:

Governance Rules
Governance Framework
Public Transparency Policy
Councillors Code of Conduct
International and Interstate Travel Policy
Application for International and Interstate Travel Form
Travel register
Councillors Travel and Remote Travel Reimbursement Form
Conference/Seminar Attendance Application Form
Request for EFT Payment form

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Legislation:
Local Government Act 2020
Carers Recognition Act 2012
Charter of Human Rights and Responsibilities Act 2006
Freedom of Information Act 1982
Privacy and Data Protection Act 2014
Equal Opportunity Act 2010
Gender Equity Bill 2020

Other Documents:
Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2026.

3.5 MONTHLY PERFORMANCE REPORT – SEPTEMBER 2026

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER
DEPARTMENT: CEO'S OFFICE
REFERENCE: 32365

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY
The financial statements and performance indicators have been prepared for the period ended 30 September 2026.

Based on the information provided by responsible officers and managers Council's overall financial performance is in line with budget.

DISCUSSION
Council must establish and maintain a budgeting and reporting framework that is consistent with the principles of sound financial management.

Key Financial information:

Income Statement (Attachment 1)

The Income Statement measures how well Council has performed from an operating nature. It reports revenues and expenditure from the activities and functions undertaken, with the net effect being a surplus or deficit. Capital expenditure is excluded from this statement, as it is reflected in the Balance Sheet.

Attachment 1 shows that Council generated $20.961 million in revenue and $9.749 million in expenses to 30 September 2026. This has resulted in an operating surplus of $11.212 million for the three months ended 30 September 2026.

Income
Rates and charges account for 49% of the total budgeted income for 2026/27. Rates and charges are recognised when the rates have been raised, not when the income has been received. An amount of $18.476 million has been recognised as income for the three months ended 30 September 2026.

User fees account for 4.4% of the total budgeted income for 2026/27 and $0.582 million has been received to 30 September 2026. The majority of this relates to transfer station fees, fitness centre income and commercial waste management charges.

Non-recurrent Operating Grants total $0.175 million to 30 September 2026. Council has been successful in obtaining several grants that had not been budgeted for, as detailed in the table below. The amounts shown as unearned income will be treated as income in future accounting periods once the performance obligations of the grant have been met.

Non-Recurrent Operating Grants	Budget 2026/27 $'000	Income 2026/27 $'000	Unearned Income $'000
Ararat Housing Transition	-	-	300
Digital Twin Victoria	-	-	950

Free Public WiFi Services	-	-	1,289
Supported Playgroups	69	18	-
CALD Outreach Workers Initiative	133	133	-
Streatham CRO & Hub	-	-	270
Engage - Youth Events Activities & Happenings	55	-	-
Centenary Park Dog Park	-	-	75
Queen Street Housing Program	-	-	5,697
Ararat Hills Adventure Sports Precinct	-	-	400
Early Career Educators	-	-	103
Ararat Active Bike Network	-	-	128
Ararat City Tennis Sports Lighting and Accessibility	-	-	519
Moyston Multi-Use Court Upgrade	-	-	203
Other Minor Grants (under $30,000)	-	24	17
	257	**175**	**9,951**

Non-recurrent Capital Grants total $0.112 million to 30 September 2026, as detailed in the table below. The amounts shown as unearned income will be treated as income in future accounting periods once the performance obligations of the grant have been met.

Non-Recurrent Capital Grants	Budget 2026/27 $'000	Income 2026/27 $'000	Unearned Income $'000
Tiny Towns Fund - Buangor Recreation Reserve Pavillion Redevelopment	-	-	50
Pony Club Sports Arena	-	112	80
Queen Street Housing Program	-	-	1,638
TAC Safe Local Roads and Streets Program	-	-	470
Jack & Jill Kindergarten Upgrade	-	-	2
Buangor-Ben Nevis Road Upgrade	5,000	-	2,000
Other Minor Grants (under $30,000)	-	-	-
	5,000	**112**	**4,240**

Gain on disposal of property, plant & equipment totals $0.539 million which includes a parcel of Council land sold in July 2026.

Note

It is important to note the following:

1. The Grants Operating (recurrent) figure in the Original Budget was $9.122 million and in the Current Budget is recorded as $2.040 million, as $7.022 million was paid to Council in 2025/26 by the Victorian Local Government Grants Commission (VLGGC) for the 2026/27 financial year. Council has still received the expected VLGGC income, to be spent in 2026/27, however it will be reported over two financial years.
2. Unearned revenue received in prior years has been adjusted between the Original Budget and Current Budget with an additional $9.756 million for Grants Operating (non-recurrent) and $4.116 million for Grants Capital (non-recurrent) included in the Current Budget on the assumption that each of the grant projects will be completed during the 2026/27 financial year.
3. These changes in the budget, plus the note reported under expenses, create a change in the reported surplus position from a projected surplus of $4.624 million to a surplus of $4.261 million for 2026/27. The year-end variance is a surplus of $0.564 million when the actual year to date expenses are compared to the year to date budget.

Expenses

Employee Costs account for approximately 37.8% of the total budgeted expenditure for 2026/27. For the three months ended 30 September 2026 Council has incurred $2.753 million in employee costs. Council has also incurred capitalised salary costs of $0.086 million, which are included in capital works reporting rather than the income statement, as they are treated as part of the cost of creating or improving Council assets.

Materials and Services account for approximately 26.7% of the total budgeted expenditure for 2026/27. For the three months ended 30 September 2026, Council has incurred $4.032 million in materials and services costs. There are a number of projects, including those carried forward from 2025/26 that are expected to be completed before the end of the financial year.

Note
It is important to note the following:
There has been an increase in expenditure on materials and services from $9.078 million in the Original Budget to $16.238 million in the Current Budget for 2026/27. This has resulted from a carry forward amount of $7.160 million from the 2025/26 financial year surplus and unspent grant funds which will be used to complete the projects in 2026/27.

Balance Sheet (Attachment 2)
The Balance Sheet is one of the main financial statements and reports Council's assets, liabilities and equity at a given date, in this case 30 September 2026. Comparative figures have been provided as at 30 June 2026.

Council's current assets have increased by $10.230 million from $27.103 million as at 30 June 2026 to $37.333 million as at 30 September 2026. Cash and cash equivalents have decreased by $4.461 million from $21.266 million to $16.805 million. Trade and other receivables have increased by $15.197 million from $2.902 million as at 30 June 2026 to $18.099 million as at 30 September 2026.

Total liabilities have decreased from $22.042 million in 2025/26 to $19.681 million in 2026/27. Trade and other payables have decreased by $3.122 million and trust funds and deposits have increased by $0.556 million. Unearned income/revenue increased by $0.319 million, which includes grants received by Council, where in accordance with accounting standards, they are held as a liability until grant-related performance obligations have been met.

Statement of Cash Flows (Attachment 3)
The Statement of Cash Flows shows how changes in the Statement of Financial Position and Income Statement affect Cash and Cash Equivalents, and breaks down the analysis to operating activities, investing activities and financing activities.

The Cash and Cash Equivalents at the beginning of the financial year of $21.266 million have decreased by $4.461 million to $16.805 million as at 30 September 2026.

Net cash of $4.258 million was used in operating activities, $0.067 million was provided by investing activities, and $0.136 million was used in financing activities.

Investing activities includes payments for property, plant and equipment, and infrastructure.

Financial Performance Indicators (Attachment 4)
The Local Government Performance Reporting Framework requires Councils to report various performance indicators at the end of each financial year.

A full list of financial performance indicators is included in Attachment 4.

Indicator	30/06/2026	30/09/2026
Working capital *Measure - Current assets compared to current liabilities.* Expected values in accordance with the Local Government Performance Reporting Framework 100% to 400% Indicator of the broad objective that sufficient working capital is available to pay bills as and when they fall due. High or increasing level of working capital suggests an improvement in liquidity	130%	202%
Loans and borrowings *Measure - Loans and borrowings compared to rates.* Expected values in accordance with the Local Government Performance Reporting Framework – 0% to 70% Indicator of the broad objective that the level of interest-bearing loans and borrowings should be appropriate to the size and nature of a council's activities. Low or decreasing level of loans and borrowings suggests an improvement in the capacity to meet long term obligations	0.00%	0.00%
Indebtedness *Measure - Non-current liabilities compared to own source revenue* Expected values in accordance with the Local Government Performance Reporting Framework – 2% to 70% Indicator of the broad objective that the level of long-term liabilities should be appropriate to the size and nature of a Council's activities. Low or decreasing level of long-term liabilities suggests an improvement in the capacity to meet long term obligations	5.60%	6.14%
Rates concentration *Measure - Rates compared to adjusted underlying revenue* Expected values in accordance with the Local Government Performance Reporting Framework – 30% to 80% Indicator of the broad objective that revenue should be generated from a range of sources. High or increasing range of revenue sources suggests an improvement in stability	49.66%	88.64%
Expenditure level *Measure - Expenses per property assessment* Expected values in accordance with the Local Government Performance Reporting Framework $2,000 to $10,000 Indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of expenditure suggests an improvement in organisational efficiency	$4,974	$1,297
Indicator - Revenue level *Measure - Average residential rate per residential property assessment* Expected values in accordance with the Local Government Performance Reporting Framework - $700 to $2,000 Indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of rates suggests an improvement in organisational efficiency	$2,030	$2,088

Indicator	30/06/2026	30/09/2026
Indicator – Percentage of total rates collected The internal audit conducted in 2019 on Rates Revenue and Rate Debtor Management found no routine or regular reporting of large and long outstanding rates debtors. The outstanding Rates Debtors is reported in the Annual Financial report. As at 30 September 2026 the outstanding Rates Debtors totalled $16.979 million compared to $2.121 million as at 30 June 2026, an increase of $14.858 million. In percentage terms 19.1% of the rates raised have been collected at 30 September 2026 compared to 25.6% up to 30 September 2025. The increased percentage at 30 September 2025 included payments totalling $2.491 million received under the Victorian Government's Drought Support Package for Primary Producer Support Payments, which represented a 40% rate reduction on farm-rated properties. Outstanding rates are currently charged 10% interest. Council issues approximately 7,900 rate notices. In 2025/26 there were 2,495 assessments paying by instalments compared with 2,158 assessments in 2024/25.	89.9%	19.1%
Indicator – Asset Renewal & Upgrade *Measure - Asset renewal & Upgrade compared to depreciation* Expected range in accordance with the Local Government Performance Reporting Framework – 40% to 130% Assessment of whether council assets are being renewed or upgraded as planned. It compares the rate of spending on existing assets through renewing, restoring, replacing or upgrading existing assets with depreciation. Ratios higher than 1.0 indicate there is a lesser risk of insufficient spending on Council's asset base.	113.93%	27.08%

The Local Government Performance Reporting Framework provides "Expected ranges" for each indicator. The framework has been developed to consider results at the end of the financial year so some results during the year are outside the expected range due to the timing of receipts and payments.

Explanations are provided in Attachment 4 for those indicators that are outside the "expected ranges".

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives

6 STRONG AND EFFECTIVE GOVERNANCE
We will work hard to build models of governance that place delivering public value at the centre through effective financial management; well measured risk management; and implementation of effective community engagement practices

6.1 Deliver responsible budget outcomes, linked to strategy, that deliver value, innovation, and rating fairness

Budget Implications
Council's financial performance is in line with expectations.

Policy/Relevant Law
Section 97 – Quarterly Budget Report of the Local Government Act 2020 states:

1. As soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public.
2. A quarterly budget report must include–
    a. a comparison of the actual and budgeted results to date; and
    b. an explanation of any material variations; and
    c. any other matters prescribed by the regulations.
3. In addition, the second quarterly report of a financial year must include a statement by the Chief Executive Officer as to whether a revised budget is, or may be, required.

Sustainability Implications
There are no economic, social or environmental implications in relation to the item

Risk Assessment
Council is required to establish and maintain a budgeting and reporting framework that is consistent with the principles of sound management and this report assists Council in meeting that requirement.

Stakeholder Collaboration and Community Engagement
Council's financial performance reports will continue to be published monthly.

Gender Impact Assessment
This report provides Council with a summary of the organisation's financial performance and position as at the reporting date. No differential gender impacts have been identified and the report is considered to have a neutral impact from a gender equality perspective.

RECOMMENDATION

That:

1. The Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators for the period ended 30 September 2026 be received and adopted.

MOVED CR KAUR
SECONDED CR PRESTON

That:

1. The Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators for the period ended 30 September 2026 be received and adopted.

Cr Kaur and Cr Preston spoke for the motion.

CARRIED 5/0

ATTACHMENTS
Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators are provided as Attachment 3.5

Attachment 1
Comprehensive Income Statement for the three months ended 30 September 2026

	Original Budget	Current Budget	YTD Budget	YTD Actual	YTD Variance	Variance
Income	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	
Rates and charges	18,965	18,965	18,410	18,476	66	0%
Statutory fees and fines	293	293	73	76	3	4%
User fees	1,700	1,707	565	582	17	3%
Contributions - cash capital	-	-	-	5	5	0%
Contributions - cash operating	89	89	1	8	7	700%
Contributions - non-monetary assets	-	-	-	-	-	0%
Grants - operating (recurrent)	9,122	2,040	878	861	(17)	-2%
Grants - operating (non-recurrent)	257	10,013	64	175	111	173%
Grants - capital (recurrent)	2,591	2,591	-	-	-	0%
Grants - capital (non-recurrent)	5,000	9,116	216	112	(104)	-48%
Net gain/(loss) on disposal of property, plant and equipment	20	20	25	539	514	2056%
Other income	570	570	143	127	(16)	-11%
Fair value adjustments for investment property	-	-	-	-	-	0%
Share of net profits/(loss) of joint ventures	-	-	-	-	-	0%
Total income	**38,607**	**45,404**	**20,375**	**20,961**	**586**	
Expenses						
Employee costs	12,845	12,845	2,801	2,753	(48)	-2%
Materials and services	9,078	16,238	3,922	4,032	110	3%
Bad and doubtful debts	-	-	-	-	-	0%
Depreciation	11,089	11,089	2,772	2,744	(28)	-1%
Amortisation - right of use assets	459	459	115	115	-	0%
Borrowing costs	-	-	-	-	-	0%
Finance costs - leases	88	88	25	25	-	0%
Other expenses	424	424	92	80	(12)	-13%
Total expenses	**33,983**	**41,143**	**9,727**	**9,749**	**22**	0%
Surplus for the year	**4,624**	**4,261**	**10,648**	**11,212**	**564**	5%
Other comprehensive income						
Net asset revaluation increment	-	-	-	-	-	
Total comprehensive result	**4,624**	**4,261**	**10,648**	**11,212**	**564**	

Attachment 2
Balance Sheet as at 30 September 2026

	30/09/2026 $'000	30/06/2026 $'000
Assets		
Current assets		
Cash and cash equivalents	16,805	21,266
Trade and other receivables	18,099	2,902
Contract assets	2,360	2,614
Inventories	66	69
Non-current assets classified as held for sale	-	249
Prepayments	3	3
Total current assets	**37,333**	**27,103**
Non-current assets		
Trade and other receivables	3	3
Investments in joint venture	2,117	2,117
Property, plant and equipment, infrastructure	683,987	685,242
Right of use assets	1,210	1,325
Investment property	2,810	2,810
Total non-current assets	**690,127**	**691,497**
Total assets	**727,460**	**718,600**
Liabilities		
Current liabilities		
Trade and other payables	631	3,753
Trust funds and deposits	937	381
Unearned Income	14,198	13,879
Provisions	2,355	2,358
Interest-bearing loans and borrowings	-	-
Lease liabilities	344	455
Total current liabilities	**18,465**	**20,826**
Non-current liabilities		
Provisions	260	260
Interest-bearing loans and borrowings	-	-
Lease liabilities	956	956
Total non-current liabilities	**1,216**	**1,216**
Total liabilities	**19,681**	**22,042**
Net Assets	**707,779**	**696,558**
Equity		
Accumulated surplus	317,749	306,536
Reserves	390,030	390,022
Total Equity	**707,779**	**696,558**

Attachment 3
Statement of Cash Flows for the three months ended 30 September 2026

	Three months to 30/09/2026 Inflows/ (Outflows) $'000	Forecast Year End to 30/06/2027 Inflows/ (Outflows) $'000
Cash flows from operating activities		
Rates and charges	3,654	18,967
Statutory fees and fines	76	293
User fees	568	1,878
Grants - operating	1,170	4,297
Grants - capital	237	7,591
Contributions - monetary	119	89
Interest received	89	400
Dividends received	-	-
Trust funds and deposits taken	105	-
Other receipts	125	187
Net GST refund/payment	585	721
Employee costs	(3,241)	(12,845)
Materials and services	(7,520)	(17,148)
Trust funds and deposits repaid	(190)	-
Other payments	(35)	(424)
Net cash provided by/ (used in) operating activities	**(4,258)**	**4,006**
Cash flows from investing activities		
Payments for property, plant and equipment, infrastructure	(855)	(15,797)
Proceeds from sale of property, plant and equipment, infrastructure	788	870
Net cash provided by/ (used in) investing activities	**(67)**	**(14,927)**
Cash flows from financing activities		
Interest paid - lease liability	(25)	(88)
Repayment of lease liabilities	(111)	(455)
Net cash provided by/ (used in) financing activities	**(136)**	**(543)**
Net increase (decrease) in cash and cash equivalents	(4,461)	(11,464)
Cash and cash equivalents at the beginning of the financial year	21,266	21,266
Cash and cash equivalents at the end of the period	**16,805**	**9,802**

Attachment 4

Financial Performance Indicators for the three months ended 30 September 2026	Result	Material Variations
LIQUIDITY		
Dimension - Operating position		
Indicator - Adjusted underlying result		
Measure - Adjusted underlying surplus (or deficit)	53.23%	
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	**Outside Expected Range**	This indicator is high as the total amount of rates & charges have been recognised as income and the expenses are only for part of the financial year.
Expected range in accordance with the Local Government Performance Reporting Framework	-20% to 20%	
Indicator of the broad objective that an adjusted underlying surplus should be generated in the ordinary course of business. A surplus or increasing surplus suggests an improvement in the operating position		
Dimension - Liquidity		
Indicator - Working capital		
Measure - Current assets compared to current liabilities	202%	No material variation
[Current assets / Current liabilities] x100		
Expected range in accordance with the Local Government Performance Reporting Framework	100% to 400%	
Indicator of the broad objective that sufficient working capital is available to pay bills as and when they fall due. High or increasing level of working capital suggests an improvement in liquidity		
Indicator - Unrestricted cash		
Unrestricted cash compared to current liabilities	7.93%	
[Unrestricted cash / Current liabilities] x100	**Outside Expected Range**	The unrestricted cash indicator is slightly below the expected range due to Council awaiting payment of $2.359 million in grant funds spent in advance.
Expected range in accordance with the Local Government Performance Reporting Framework	10% to 300%	
Indicator of the broad objective that sufficient cash which is free of restrictions is available to pay bills as and when they fall due. High or increasing level of unrestricted cash suggests an improvement in liquidity		
OBLIGATIONS		
Dimension - Obligations		
Indicator - Loans and borrowings		
Measure - Loans and borrowings compared to rates	0.00%	No material variation
[Interest bearing loans and borrowings / Rate revenue] x100		
Expected range in accordance with the Local Government Performance Reporting Framework	0% to 70%	
Indicator of the broad objective that the level of interest bearing loans and borrowings should be appropriate to the size and nature of a council's activities. Low or decreasing level of loans and borrowings suggests an improvement in the capacity to meet long term obligations		
Loans and borrowings repayments compared to rates	0.00%	No material variation
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100		
Expected range in accordance with the Local Government Performance Reporting Framework	0% to 20%	

Financial Performance Indicators for the three months ended 30 September 2026	Result	Material Variations
Indicator - Indebtedness		
Measure - Non-current liabilities compared to own source revenue	6.14%	No material variation
[Non-current liabilities / Own source revenue] x100		
Expected range in accordance with the Local Government Performance Reporting Framework	2% to 70%	
Indicator of the broad objective that the level of long term liabilities should be appropriate to the size and nature of a Council's activities. Low or decreasing level of long term liabilities suggests an improvement in the capacity to meet long term obligations		
Indicator - Asset renewal and upgrade		
Measure - Asset renewal & Upgrade compared to depreciation	27.08%	
[Asset renewal expenses / Asset depreciation] x100	**Outside permissable Range**	This indicator is currently low because budgeted capital works are planned for delivery in future months.
Expected range in accordance with the Local Government Performance Reporting Framework	40% to 130%	
Indicator of the broad objective that assets should be renewed as planned. High or increasing level of planned asset renewal being met suggests an improvement in the capacity to meet long term obligations		
STABILITY		
Dimension - Stability		
Indicator - Rates concentration		
Measure - Rates compared to adjusted underlying revenue	88.64%	
[Rate revenue / Adjusted underlying revenue] x100	**Outside Expected Range**	This indicator is high due to the total amount of rates & charges being recognised as income with minimal government grants received to 30 September 2026.
Expected range in accordance with the Local Government Performance Reporting Framework	30% to 80%	
Indicator of the broad objective that revenue should be generated from a range of sources. High or increasing range of revenue sources suggests an improvement in stability		
Indicator - Rates effort		
Measure - Rates compared to property values	0.28%	No material variation
[Rate revenue / Capital improved value of rateable properties in the municipality] x100		
Expected range in accordance with the Local Government Performance Reporting Framework	0.15% to 0.75%	
Indicator of the broad objective that the rating level should be set based on the community's capacity to pay. Low or decreasing level of rates suggests an improvement in the rating burden		

Financial Performance Indicators for the three months ended 30 September 2026	Result	Material Variations
EFFICIENCY		
Dimension - Efficiency		
Indicator - Expenditure level		
Measure - Expenses per property assessment	$1,296.93	
[Total expenses / Number of property assessments]	**Outside Expected Range**	This indicator is below the expected range as there is only three months of expenses included in the calculation.
Expected range in accordance with the Local Government Performance Reporting Framework	$2,000 to $5,000	
Indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of expenditure suggests an improvement in organisational efficiency		
Indicator - Revenue level		
Measure - Average rate per property assessment	$2,087.93	
[Total rate revenue (general rates and municipal charges) / Number of property assessments]	**Outside Expected Range**	The average rate per property assessment is slightly above the expected range.
Expected range in accordance with the Local Government Performance Reporting Framework	$700 to $2,000	
Indicator of the broad objective that resources should be used efficiently in the delivery of services. Low or decreasing level of rates suggests an improvement in organisational efficiency		

SECTION 4 – INFORMATION REPORTS

4.1 COMMUNITY ENGAGEMENT PROGRAM – SEPTEMBER 2026

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER
DEPARTMENT: CEO'S OFFICE
REFERENCE: 32366

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY
Community Engagement Program is a series of quarterly engagement outreach activities that aims to provide community with opportunities to ask questions, raise concerns and meet with Councillors and key staff at the Council. This monthly report provides a regular update to issues raised or upcoming plans for engagement activities.

DISCUSSION
The latest round of community engagement sessions occurred between 14 to 18 September 2026 in Ararat, Buangor, Elmhurst, Lake Bolac, Moyston, Pomonal, Tatyoon and Willaura. In total 55 people attended across the eight session. The number of issues raised was 86, and so far 83 have been resolved or referred for action.

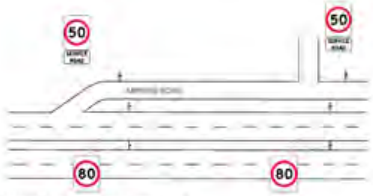
The next round of community engagement sessions are planned for 7-11 December 2026 in Ararat, Lake Bolac, Mininera, Streatham, Warrak, Wickliffe and Willaura.

Table 1. Issues raised in September 2026 and their progress.

#	Issues Raised	Progress as at 22 October 2026
	Ararat	
1	Gorse weeds are resprouting along the footpath at the end of Albert St to the Gordon St Recreation Reserve, it would be good to eliminate these weeds from the area.	Service request lodged to investigate and action, as appropriate.
2	There is a creek off Princes St between McGibbony St and Hakea St is full of gorse, can the weeds be removed?	The area appears to be land managed by the Department of Energy, Environment & Climate Action (DEECA). Service request lodged to DEECA via their online form: Contact us
3	Issue regarding the new raised pedestrian crossing on High St	Service request lodged to investigate and action, as appropriate.
4	Request for a footpath around the outside of the Gordon St Recreation Reserve along Gordon St and McGibbony Street	This request is unable to be accommodated in this financial year's budget. It will be considered as part of future project planning and budgeting.
5	Community members asked about a comment they saw on Facebook regarding a $3 million Mountain Bike project in Ararat.	Topic was discussed at the session, this was a project funded and meant to be delivered by the State Government from 2021. It is understood that the project faced substantial obstacles that ultimately prevented its delivery.
6	Along the bicycle lane on the Western Highway near the intersection of Minton St, there is a grate with holes that are wider than a bike tyre, can the grate over be rotated or	As the grate/drain is located on the Western Highway where the Department of Transport and Planning (DTP) is the road authority, a service request has been submitted to DTP via their

	modified to enable bikes to safely ride over it?	online form: Submit a report or enquiry to Transport Victoria : VicRoads
7	Several road safety concerns were raised for the Western Highway in the 80km/hour area heading towards Stawell, including speed limits and the need for additional turning lanes.	Safety conditions and speed limits on arterial roads such as the Western Highway are determined by DTP/VicRoads. Concerns have been lodged via their online form: Submit a report or enquiry to Transport Victoria : VicRoads
8	The hedges at Alexandra Oval are overgrown, and need maintenance	Service request lodged to investigate and action, as appropriate.
9	Request to have the hedge trees on the northern side of the Community Centre and netball courts removed because they are also overgrown and do not look to be in good shape.	Request lodged to investigate and action, as appropriate.
10	Safety at the crossing on Ingor St near the Post Office needs improvement	The Victorian Government have provided funding to Council through the Safe Local Roads and Streets Program to install a raised pedestrian crossing at this intersection. This project will be delivered this financial year.
11	Request to have more playground equipment, trees and park infrastructure at the small park between Banfield and View Point Streets.	Playground design considerations were discussed. Changing the small park to attract more children and young families to play in areas very close to roads increases risks. Community ideas were noted, and suitability and feasibility of the ideas will be considered as part of future project planning and budgeting.
12	Historical issues at the indoor pool were discussed, other attendees reported the issue had already been resolved.	No further action required.
13	The safety clip on the treadmill at the Ararat Fitness Centre is quite rusted, can it be replaced?	Request lodged for investigation and action, as appropriate.
14	Query about why some businesses seem to take a long time to open.	The general processes and considerations that businesses need to make were discussed. Council explained its role in the process and our commitment to proactively support businesses where possible
15	The status of the Aradale closure was discussed.	Updates from Melbourne Polytechnic and Eerie Tours were shared with the group. Outdoor tours have resumed since 25 September 2026.
16	The door on the public toilet on Barkly St next to the Bendigo Bank has either broken or been changed. It now opens outwards, making it harder for some to open	The public toilet on Barkly Street has recently been replaced. The door opens outwards in accordance with the National Construction Code. This is to support emergency access in the event a person falls and is against the door, and ensures sufficient clearance internally for movement when exiting.
17	It can be difficult to make turns at the intersection of the Western Highway with Lowe Street, it needs traffic lights.	Concerns have been lodged to DTP/VicRoads via their online form: Submit a report or enquiry to Transport Victoria : VicRoads
	Buangor	
18	Would like a review of the Buangor Township Plan (2016) to see what has been achieved and what next for the Buangor community	This is not able to be accommodated in this financial year's planned activities. It will be considered as part of future project planning and budgeting.

19	Would like to see the signage for the Buangor Avenue of Honour restored.	This is not able to be accommodated in this financial year's budget or works program. It will be considered as part of future project planning and budgeting.
20	There is a wooden bridge over the creek between the Buangor Primary School and the Recreation Reserve that needs some maintenance.	The bridge appears to be located in land managed by the Department of Energy, Environment & Climate Action (DEECA). Service request lodged to DEECA via their online form: Contact us
	Elmhurst	
21	Request for the Pyrenees Highway service road between Degraves and McKay St to be sealed	Request lodged for this road to be considered for sealing when Green St is OTTA sealed.
22	There is a large pothole on McKay St between the service road and the highway	Service request lodged for investigation and action, as appropriate.
23	Trucks are speeding through the town and even overtaking cars in the town centre	The Pyrenees Highway through Elmhurst is managed by DTP/VicRoads. Concerns have been reported via their online form: Submit a report or enquiry to Transport Victoria : VicRoads
24	Could Council bring a print out of the list of issues raised previously and their status?	Yes, this will be prepared for the next community engagement session in Elmhurst.
25	Safety at the intersection of Pyrenees Highway and Landsborough-Elmhurst Road was raised as a concern, especially when a train is passing through the rail crossing and causes a bank up of vehicles on the highway. Signage and vegetation also make it difficult to see vehicles approaching when trying to enter the highway from Landsborough-Elmhurst Road. A turning lane is also needed at this intersection.	The Pyrenees Highway through Elmhurst is managed by DTP/VicRoads. Concerns have been reported via their online form: Submit a report or enquiry to Transport Victoria : VicRoads
26	The large fallen pine tree on the side of the highway just outside of town is still there	Tree is located on the Pyrenees Highway in the 80km/hour zone, which is a VicRoads managed road. Issue has been reported again to VicRoads via their online form: Submit a report or enquiry to Transport Victoria : VicRoads
27	Hillary's Road is corrugated and needs to be graded	Service request lodged for investigation and action, as appropriate.
28	There is a large pothole on Green St near the Elmhurst Recreation Reserve	Service request lodged for investigation and action, as appropriate.
29	Darbyshire Road needs grading	Service request lodged for investigation and action, as appropriate.
30	The seat in front of the Post Office is facing the wrong way. The ground in front of it slopes down to the road too steeply. Can it be turned around?	Request lodged for investigation and action, as appropriate.
31	Can the roadside on Landsborough-Elmhurst Road be sprayed?	Service request lodged for investigation and action, as appropriate.
32	Compliment provided to the Council staff member who maintains the parks and gardens around Elmhurst.	Compliment received with thanks and has been passed on to the staff member.
33	There are still dirt mounds on the sides of Boundary Road, making it impossible for local residents to mow the roadsides.	Request lodged for investigation and action, as appropriate.

34	Timing of the next rural skip bin service was asked. Feedback was also given that the types of waste that could be disposed of was too restricted. Examples of waste they want to dispose of include old chairs, hard waste, a vacuum cleaner and old fridges.	Next Elmhurst temporary transfer station is opening on Saturday 7 and 14 November from 10am to 1pm. The promotional materials have been updated to make it clearer what can and cannot be accepted in the skip bin, which is limited by what is accepted at the landfill site.
	When the Wimmera River overflows, it floods a person's property. Can anything be done to stop the flooding?	This issue will require further investigation and liaison with the Catchment Management Authority.
35	Could there be a workshop for community & businesses on how to use AI tools?	This is not an area that councils have responsibility for. The feasibility and Council's capacity to incorporate this into existing programs has been considered and is not able to be delivered at this time.
36	Feedback given on how the Ararat Neighbourhood House food van was promoted	Communication of events and initiatives is always a challenge. The feedback will be passed to the Ararat Neighbourhood House.
37	When can food waste go into the green bins again?	The current Victorian Government due date for food organics to be disposed of in the green lid bin is 2030. Council are working through technical challenges to implement this sooner if possible.
38	Worm farms for food waste was suggested	The volume of food waste that is expected at the municipal scale will require a significantly large worm farm facility, which is not feasible.
39	Could Elmhurst have better Christmas decorations this year? A rotation of decorations from Ararat proposed.	Request lodged for investigation and action, as appropriate.
40	There are about a dozen children in Elmhurst now. Could the speed limit of the Pyrenees Highway through the town be reduced from 80km/hr to 60km/hr? A community member said they may start a petition.	This issue has been raised previously in Elmhurst. The Dept. Transport and Planning's Speed Zoning Policy and Speed Zoning Technical Guidelines were reviewed. The 80km/hr speed limit on the Pyrenees Highway through the township is consistent with the Policy and Guidelines, see image captured below from page 20 of the Guidelines:  Figure 4: Service road with signposted speed limit
41	Garbage truck drivers are still doing u-turns in a resident's driveway	This feedback has been provided to the team for action.
42	Community said there seems to be a garbage truck heading towards the Recreation Reserve multiple times a week, and this seems fairly too frequent for the likely volume of waste	Feedback has been provided to the relevant team for investigation and action, if required.
	Lake Bolac	
43	Lake Bolac Hall toilets, disability access and disability toilets are needed. Airlock, storage, improved hot water system, and other changes requested as well.	Council staff have met with a member of the Hall Committee and will continue to work towards accessibility and facility improvements at the Hall as part of future project planning and budgeting.

44	Hall roof leaking in places	Service request lodged for investigation and action, as appropriate.
45	Retaining wall at the Lake is going to fall apart and wanting Council to help with cost.	The lake surrounds and foreshore area are managed by the Department of Energy, Environment and Climate Action (DEECA). The Committee were encouraged to liaise with DEECA regarding the maintenance and management of the areas around the lake.
46	Request for sanitary bins to be placed in the toilets next to the yacht club.	Request lodged for investigation and action, as appropriate.
47	Overgrown grass at the triangle shaped area at the intersection South Beach Road and Frontage Road	Service request lodged for investigation and action, as appropriate.
48	Request on behalf of the Lake Bolac Foreshore Committee for Council to assist with slashing along the foreshore.	The lake surrounds and foreshore area are managed DEECA. Committee were encouraged to liaise with DEECA regarding the maintenance and management of the areas around the lake.
49	Query about timing of the kerb & channel works at the Lake Bolac supermarket	This is part of the capital works program for 2026/27 and is being delivered in house. Exact timing not yet confirmed however this will be delivered this financial year.
50	Request to remove the cypress trees on Montgomery Street. More of them are dying.	The cypress trees are quite large and there is added complexity being next to an arterial road. This request has been lodged for investigation and if this request can be achieved, it may take some time before this request is actioned.
51	Howlett Lane from McKenzie road - there is a section that goes around a swamp area and the road has been washed / chewed out and wanting to see if this can be fixed.	Service request lodged for investigation and action, as appropriate.
	Moyston	
52	Query about the Moyston Avenue of Honour restoration project	Query resolved during the engagement session. This project is in the early stages of planning and Council are continuing to liaise with the local community on the scope of this project.
53	When is roadside spraying occurring	Roadside spraying will be delivered progressively across the road network. Exact timeframes for each location may not be available as spraying will move to the next section as soon as the previous section is done.
54	Request for the walking track around the Moyston Recreation Reserve oval to be graded	Service request lodged for investigation and action, as appropriate
55	Drainage issue on School Street, towards Moyston-Rocky Point Road	Service request lodged for investigation and action, as appropriate
56	Person followed up on correspondence with Councillors	Council has liaised with the individual
57	Brooke Street drains need cleaning where the weeds have built up	Service request lodged for investigation and action, as appropriate
58	Graders are leaving an edge on the roads, creating a second drain	Feedback has been provided to the grader drivers and graded roads will be monitored for continuous improvement.
	Pomonal	
59	Water drainage issues in the Tennis Club building	Service request lodged for investigation and action, as appropriate

60	There appears to be "mushrooms" pushing up through the asphalt on the tennis courts	Service request lodged for investigation and action, as appropriate
61	Overflows from Millers Creek is going into a property	This issue will require further investigation and liaison with the Catchment Management Authority.
	Tatyoon	
62	Community advocated for the proposed new social room at Tatyoon Recreation Reserve	Funding options discussed. There is a Federal Government grant opening soon called the Growing Regions Program, however in previous rounds the co-contribution requirement was 50% of total project costs. Council would be unable to provide the cash co-contribution if this is the funding ratio, and the community's fundraising efforts is also unlike to reach the amount needed. Initial discussion occurred around maintaining the existing building. Further conversations will occur at the community level before any decisions about the existing community facilities are made.
63	Concerns raised about the cost and access to supply of water to keep the oval green over the summer.	Community members were liaising with GWMWater and expect that they will be connected by October. Council to monitor progress of the connection and assist if necessary.
64	The topic of windfarms and Council's position was raised.	This issue had been raised before and Council's position has not changed.
65	Many of the roads in the area need to be graded, there are potholes in many places. Prioritise the school bus routes.	Council have liaised with the school bus companies and obtained the current routes, these will be prioritised for grading and maintenance.
66	Request to slash and clear the roadside vegetation around school bus stops	Request lodged for investigation and action, as appropriate
67	Shape of the unsealed road in some places is causing water to pool in the middle of the road instead of draining to the sides	Feedback has been provided to the grader drivers and graded roads will be monitored for continuous improvement.
68	Rocky Hill Road is an example of an unsealed road that needs reshaping	Service request lodged for investigation and action, as appropriate
69	Coopers Road also needs work	Service request lodged for investigation and action, as appropriate
70	Burnett's Road needs maintenance	Service request lodged for investigation and action, as appropriate
71	Query about the Community Asset Committee facility maintenance grants	This has been resolved with the Community Asset Committee
72	Septic system at the Tatyoon clubrooms struggles on busy days at the Reserve	This will be considered as part of the planning for the maintenance of the existing facilities
73	Regarding roadside slashing, could Council go back to spraying?	Council uses a combination of slashing and spraying, depending on the nature of the roadside
74	The Maroona Community Asset Committee will be meeting again soon and have a few issues to discuss.	A Council representative will attend the meeting and assist the Committee with their issues.
	Willaura	
75	Some time back the resident received a letter regarding a potential Heritage overlay of Main Street, what was the outcome?	This query appears to be related to the Heritage Overlay 'HO243: Willaura Town Centre Heritage Precinct, 40-78 and 49-65 Main St, Willaura', which has been incorporated into the Ararat Planning Scheme.

76	Can Willaura have an off-leash dog park?	This appears to be the first time Council have received a request for a dog park in Willaura and there does not appear to be strong demand for this facility in this area, therefore this is unlikely to be considered for future delivery.
77	When would works for the footpath begin?	Design currently being completed to be able to go to tender. Expect commencement early next year.
78	Wanted us to know that there are roads that need works on prior to harvest e.g. Malim Road.	Council staff have contacted the resident to obtain a list of roads that require work.
79	The gravel road on Century Road needs a grade. The blue gravel on there is significantly better than other road material	Service request lodged for investigation and action, as appropriate. Feedback on the better road material is also noted with thanks.
80	Edgarley Estate Road, needs all the gravel brought off the sides, and in the table drains, back onto the road. Currently road is same height as the table drains so water does not run off.	Service request lodged for investigation and action, as appropriate.
81	Query regarding how Council engages with the Country Fire Authority (CFA) captains. The resident said that once upon a time, all the CFA captains would meet with Council.	Query resolved during the engagement session. Council regularly engages the CFA through the Emergency Management Coordinator and with other local emergency services through the Municipal Emergency Management Planning Committee (MEMPC) and the Municipal Fire Management Planning Committee (MFMPC).
82	Query regarding the timing of the Fire Prevention Notices last year being quite late in the year.	The Fire Danger Period for Ararat Rural City took effect from 15 December 2025, which was later than previous years. This impacted on the timing of the Fire Prevention Notices. Council expects that the Fire Danger Period should be earlier this year.
83	There is a heritage plaque on the bluestone building at the back of Sparrows lane that is faded and needs to be replaced. The residents are happy to pay for it but asked for help to find out what was originally on the plaque.	Investigations are continuing to locate the previous heritage plaque drawing/design files.
84	Follow up on the status of the installation of playground equipment at the Willaura Recreation Reserve.	Installation is planned to occur later this year.
85	Feedback regarding the Willaura Outdoor Pool over the 2025-26 summer season was provided during the session and a letter from the Willaura and District Community Development Group was given to Council	Feedback has been thoroughly considered for the upcoming 2026-27 summer season, and a written response has been sent to the Willaura and District Community Development Group.
86	The works that are starting with the Hospital and also when they get busier, that the speed limit on Delacombe Way needs to be reduced back further so that the trucks slow down a lot sooner and not grinding their gears as they come past the hospital as tradies etc will be turning in and out of that area	Delacombe Way is a Council managed road. Request lodged for investigation and action, as appropriate.

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives

6. STRONG AND EFFECTIVE GOVERNANCE
We will work hard to build models of governance that place delivering public value at their centre through effective financial management, well measured risk management, and implementation of effective community engagement practices.

6.3 Continuously improve Council's community engagement process and practices in line with deliberative engagement practices, while ensuring that Councillors' roles as elected community representatives are understood and reflected in decision-making.

Budget Implications
The Community Engagement Program 2026/2027 does not have any budget implications. This Program will be delivered within the existing resources and budget. The issues arising from the engagement sessions may have budget implications, these will be assessed on a case by case basis and may be considered for future budgets.

Policy/Relevant Law
Ararat Rural City Council's Community Engagement Policy

Sustainability Implications
The community engagement sessions will aim to coincide with other community events and activities, or locate the sessions in places where people may wish to visit. This is in recognition of the value of people's time and travel costs, and enables community members to achieve multiple activities in the one journey.

Risk Assessment
The Community Engagement Program 2026/27 included a risk analysis and mitigation measures. This is a low risk Program.

Stakeholder Collaboration and Community Engagement
This Program supports stakeholder collaboration and community engagement.

Gender Impact Assessment
During the September round of engagement sessions, there were 29 female and 26 male attendees.

RECOMMENDATION

That:

1. Council receives the Community Engagement Program September 2026 report

MOVED CR JOYCE
SECONDED CR R ARMSTRONG

That:
1. Council receives the Community Engagement Program September 2026 report

Cr Joyce and Cr R Armstrong spoke for the motion.

CARRIED 5/0
5437/26

ATTACHMENTS
There are no Attachments in relation to this item.

4.2 PRESTIGE MILL INFRASTRUCTURE PROJECT – SEPTEMBER 2026 UPDATE

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER
DEPARTMENT: CEO'S OFFICE
REFERENCE: 32367

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY
This report provides a regular update on the Housing Support Program – Community Enabling Infrastructure Stream (HSP-CEIS) funded project at 87 Queen St, also known as the former Prestige Mill site.

DISCUSSION

Recap
The HSP-CEIS grant helps to resolve the barriers that have previously prevented this site from being financially viable to develop into assets that could provide better value for the community, such as housing. The grant unlocks the site by funding the cost of enabling infrastructure for up to 90 new dwellings, including planning, detailed designs, construction costs for roads, footpaths, kerb & channel, drainage, as well as costs for utility infrastructure such as power, water, sewerage, and NBN. The grant does not fund the cost to build the homes, however with the major barriers removed, private investment into housing will become viable.

Progress Update



Demolition Works at Queen Street
Demolition and sorting of rubble and soil continues on site. Passers-by may notice different types of machinery being used at various times. All works are continuing to be undertaken under strict environmental and safety regulations and in accordance with WorkSafe Victoria and the Environment Protection Authority requirements.

Construction of New Infrastructure
The engineering and civil design work for the roads, footpaths, kerb and channel, and utilities has been continuing in preparation for when the site is cleared and new infrastructure is able to be built. The estimated timeframe for the construction of new enabling infrastructure is expected to commence in late 2026.

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives

1. GROWING OUR PLACE
We will create the settings to support growth across our municipality through an improved planning scheme, actively pursuing new housing options and exploring models for in-migration.

1.2 Support innovative housing models that work to overcome market failure and create the capacity to increase the population of Ararat Rural City.

Budget Implications
This project is funded by a $7.3 million grant from the Federal Government's Housing Support Program: Community Enabling Infrastructure Fund.

Policy/Relevant Law
Not applicable

Sustainability Implications
Not applicable

Risk Assessment
Demolition works are progressing in line with risk assessment and mitigation measures, ensuring that all identified hazards are being effectively managed and safety protocols are strictly followed.

Stakeholder Collaboration and Community Engagement
Council officers have liaised closely with the site owners on this project. Project updates for the broader community are provided on Council's Engage Ararat website.

Gender Impact Assessment
N/A

RECOMMENDATION

That:

1. Council receives the Prestige Mill Infrastructure Project – September 2026 Update

MOVED CR R ARMSTRONG
SECONDED CR JOYCE

That:

1. Council receives the Prestige Mill Infrastructure Project – September 2026 Update

Cr R Armstrong and Cr Joyce spoke for the motion.

CARRIED 5/0
5438/26

ATTACHMENTS
There are no attachments relating to this item

4.3 ANNUAL PLAN 2026/27 – SEPTEMBER 2026 UPDATE

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER
DEPARTMENT: CEO'S OFFICE
REFERENCE: 32368

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY
Each financial year Council produces an Annual Plan which provides a series of actions aimed at operationalising the Council's strategic intent. The Annual Plan 2026/2027 covers the second year of the Council Plan 2025-29, and references other Council plans and strategies where the action contributes to or aligns with other strategic documents. This report provides a monthly update on progress against these actions.

DISCUSSION
The Annual Plan 2026/2027 contains 54 actions. Progress on these actions are summarised below.

Status	Number of Actions
Complete	3 (+1)
In progress 51-99%	7 (+4)
In progress 0-50%	33 (-5)
Not Started	0
Ongoing	11

Further details on each action is provided in the table below.

Actions	Progress	Officer Comment
1. GROWING OUR PLACE		
1.1 Develop a strategic land use planning framework with annual targets to support sustainable urban growth.		
1.1.1 Champion coordinated planning between housing development and major project delivery to support a well-timed, market-responsive supply pipeline.	In progress 0-50%	One of the Regional Worker Accommodation Fund Round 2 projects in Ararat is nearing completion and are liaising with the contractors working on the Western Highway duplication for worker housing
1.1.2 Position the municipality to attract investment in sustainable industries, including agribusiness, circular economy and tourism, to grow the local economy over the long term.	In progress 51-99%	This work is being undertaken as part of the Ararat Planning Scheme Review, which has encountered an unforeseen delay. Council officers are continuing to work closely with the Victorian Government's Regional Planning Hub to complete this action.
1.1.3 Advance policy and strategic planning work to promote well-planned, thoughtful infill and townhouse style housing that makes efficient use of existing infrastructure.	In progress 0-50%	This has commenced as part of the Ararat Planning Scheme Review, with further work to continue after the Review is complete.
1.2 Support innovative housing models that work to overcome market failure and create the capacity to increase the population of Ararat Rural City.		
1.2.1 Advocate for investment in enabling infrastructure to unlock development-ready land and support housing and employment growth.	In progress 0-50%	Council continues to support local proposals submitted to Regional Development Victoria's Industrial Trunk Infrastructure Fund
1.2.2 Encourage and support the activation and adaptive reuse of underutilised land and buildings to deliver additional housing supply.	In progress 0-50%	Planning assistance and advice is being provided to landowners and developers who are interested in delivering housing in underutilised buildings and areas of land

Actions	Progress	Officer Comment
1.2.3 Foster partnerships between developers and community organisations to deliver diverse, community-responsive housing solutions.	In progress 0-50%	Council is continuing to engage with community housing providers and other organisations on finding solutions to meet affordable and social housing needs. Council's EOI to the NHIF-CT program has been invited to full application stage.
1.3 Work with other levels of government, business, educational institutions and not-for-for profits to develop programs to increase in-migration to Ararat Rural City to grow our population.		
1.3.1 Elevate Ararat as the leading destination for lifestyle and work-from-home movers by showcasing the Ararat Digital Hub & Co-Working Space to visitors and tourists	Complete	This action was completed at the August 2026 Council Meeting. We will continue to seize other opportunities to boost this visitor stream throughout the year.
1.3.2 Improve family liveability, local workforce participation and early childhood education outcomes in Lake Bolac by delivering a new childcare centre	Ongoing	Council officers are continuing to liaise with potential childcare providers to deliver this project
1.3.3 Strengthen partnerships across local community, health, education, and State and Federal Governments to attract, expand and sustain migrant settlement capacity in Ararat Rural City	In progress 0-50%	The CALD Outreach and settlement support team continue to work with local employment agencies, community and health services, education and service providers, and local volunteer groups to support settlement capacity and activities
2. BUILDING ROBUST LOCAL ECONOMIES		
2.1 Partner with Federation University Australia to deliver the Ararat Jobs and Technology Precinct with a focus on engaging with local agribusiness, industry and community.		
2.1.1 Partner with Federation University, industry and government to develop and progress a strategic roadmap to expand the Precinct as a regional innovation hub.	In progress 0-50%	Initial engagement with Federation University has occurred to frame the scope and development of the roadmap.
2.1.2 Activate the Precinct as a knowledge hub through delivery of a series of public research talks and events	In progress 0-50%	Planning and identification of research topics and institutions that has begun, with a focus on areas that would generate discussion and local value.
2.1.3 Drive the expansion of TAFE course delivery at the Precinct to meet emerging regional skills needs and support local industry growth.	Ongoing	The 3rd face to face session of the Ararat Best Start Workshop Series has been delivered on 19 August at the Ararat Jobs and Technology Precinct
2.2 Work with other levels of government, local business, and private investors to develop a business park within Ararat Rural City, focused on agricultural value adding and advanced manufacturing, potentially leveraging "behind the meter" power.		
2.2.1 Engage with Invest Victoria, Regional Development Victoria and private sector partners to develop plans for the ARCC Circular Economy Precinct.	Ongoing	Council is working with Invest Victoria, Regional Development Victoria and a number of private sector partners to make a case for a state significant circular economy hub in Ararat
2.2.2 Support Valorify P/L to develop a biogas plant in Ararat which uses straw as the major input.	Ongoing	Council continues to strongly support Valorify P/L.
2.2.3 Accelerate the evolution of the Ararat Renewable Energy Park into a regional hub for renewable and circular economy industries through targeted investment attraction and strategic partnerships	Ongoing	Ongoing collaboration and engagement through the Central Highlands Regional Partnerships as well as Council's own investment attraction activities will continue to contribute towards transforming the Ararat Regional Energy Park into a regional hub
2.3 Engage with Grampians Wimmera Mallee Tourism and local businesses to improve the quality of experience and drive growth in high yield tourist outcomes.		
2.3.1 Collaborate with Grampians Wimmera Mallee (GWM) Tourism to curate, package and promote Ararat Rural City's unique visitor experiences to increase visitation, length of stay and visitor spend.	In progress 51-99%	GWM Tourism and Council has established a strong collaborative partnership to support the tourism sector in Ararat Rural City. This has so far produced and promoted itineraries for Ararat and Pomonal (links below). Council will continue to work with GWM Tourism to promote other key destinations in the municipality. • Ararat's Past in the Present • Follow that feeling to Pomonal

Actions	Progress	Officer Comment
2.3.2 Identify and implement targeted initiatives that increase visitation and visitor yield by analysing spending trends and market data	In progress 0-50%	Analysis of visitor spending data is underway to obtain insights and develop recommendations for targeted initiatives.
2.3.3 Enhance the attractiveness, accessibility and activation of town centres to improve visitor experiences, increase dwell time, and encourage local spending	In progress 0-50%	Wooden bench seats have been varnished following community feedback. Willaura Main St footpath upgrade are in planning for delivery this financial year.
3. PRESERVING OUR ENVIRONMENT		
3.1 Position Ararat Rural City Council as a prime mover in driving circular economy policy in waste management, including local processing and management of recyclables, and in use of renewable energy for Council purposes.		
3.1.1 Assess the feasibility and strategic value of becoming a sub-regional leader in the processing and management of recyclable materials	In progress 0-50%	Preliminary assessment underway, with background research and key considerations being identified
3.1.2 Explore opportunities to recover additional reusable and recyclable materials from the general waste stream to increase diversion from landfill	In progress 0-50%	Current material flows and potential improvement opportunities are being reviewed to inform future initiatives.
3.1.3 Pursue funding opportunities to install solar and battery systems across community facilities to strengthen disaster resilience and enhance sustainability.	In progress 0-50%	A grant application to install solar and battery systems at community sports facilities was submitted to the Game On grant program on 13 July 2026.
3.2 Develop innovative energy solutions utilising locally produced waste		
3.2.1 Investigate options to use municipal FOGO waste to generate energy for council facilities and reduce operating costs	In progress 0-50%	Early-stage scoping underway to understand feasibility, feedstock availability and potential biodigester options being assessed
3.2.2 Identify and quantify high-volume waste streams that may be suitable for waste-to-energy solutions to attract commercial development opportunities	In progress 0-50%	The previous years' waste data is being reviewed to better understand waste volumes and composition
3.2.3 Advocate for greater policy confidence and support for renewable gas generation	Ongoing	Council continues to advocate for this as part of its 2026 Advocacy Priorities
3.3 Partner with local organisations and scientific experts to implement the Environment Strategy 2024-34, with a focus on circular economy, emissions reduction and sustainable management of Council assets.		
3.3.1 Review emergency management processes, policies and procedures with vulnerable community members to support adaptation and mitigation to climate change risks	In progress 51-99%	Council's Emergency Management Coordinator attended the Disability Action Plan Working Group meeting on 7 October 2026 to discuss how to support people with disabilities and their carers during bushfires and floods. CALD Outreach Officer has also participated in training in preparation for the upcoming bushfire season.
3.3.2 Work with Ararat Landcare Group and other groups to increase canopy cover in urban streets	In progress 0-50%	Ararat Landcare Group and Council's Sustainability Officer have commenced engagement and planning on how to increase canopy cover.
3.3.3 Investigate opportunities to embed the use of recycled and reused materials in the construction and maintenance of council assets	In progress 0-50%	Opportunities are being considered for old concrete and other infrastructure waste materials
4. DEVELOPING AND MAINTAINING KEY ENABLING INFRASTRUCTURE		
4.1 Ensure that asset development and renewal during the planning period matches that identified in Council's Asset Plan 2025-2035.		
4.1.1 Upgrade the pool surface at the Lake Bolac and Willaura swimming pools	In progress 0-50%	The forecasted weather conditions from now until the start of the summer swimming season is highly likely to be unfavourable (ie rain, cooler temps). To avoid the risk of the outdoor pool not being ready in time for summer, these works have been delayed until after the outdoor pool season and are now planned for March 2027.

Actions	Progress	Officer Comment
4.1.2 Upgrade public amenities and increase the number of accessible facilities	In progress 0-50%	Pre-construction planning for the Moyston Recreation Reserve public toilet upgrade is in progress
4.1.3 Deliver the Local Roads Data Reconciliation Project	In progress 0-50%	This project is in progress
4.2 Work directly with asset users to manage and develop new and existing assets.		
4.2.1 Partner with Grampians Community Health to progress plans and advocate for the A&J McDonald Community Centre Redevelopment	Ongoing	This project is identified as one of six on Council's 2026 Advocacy Priorities, and Council continues to work closely with Grampians Community Health
4.2.2 Advocate for the delivery of priority projects identified in the Alexandra Sports Precinct Masterplan, including a new indoor sports facility and Olympic pool upgrade	Ongoing	The indoor sports facility project is identified as one of six on Council's 2026 Advocacy Priorities.
4.2.3 Reconvene the Rural Roads Group to identify strategically critical freight routes for future major upgrades	In progress 0-50%	A review of the previous terms of reference has commenced
4.3 Deliver infrastructure outcomes that support economic growth, are mindful of intergenerational equity and enhance community wellbeing and safety. These approaches will explore strategic use of debt to fund long-term assets and ensure Council's financial sustainability.		
4.3.1 Deliver safety treatments and hazard removal on high-risk rural corridors	In progress 0-50%	Rural road safety upgrades will be delivered as part of the road projects identified in the Capital Works program
4.3.2 Improve safety at high-risk intersections and protect vulnerable road users in townships	In progress 0-50%	A range of high-risk intersections will be upgraded this financial year with support from the Victorian Government's Safe Local Roads and Streets Program
4.3.3 Deliver the 2026/27 Capital Works Program	In progress 0-50%	Refer to the Capital Works report.
5. ENHANCING COMMUNITY LIFE		
5.1 Open up Council's arts and culture assets to greater community participation, ownership and engagement in decision-making		
5.1.1 Enhance and expand education outreach activities at Ararat Gallery TAMA to increase engagement, visitation and participation.	In progress 51-99%	The outreach with schools is resulting in an increase in engagement by students, including beyond Ararat Rural city. Beaufort Secondary College VCE Art Making and Exhibiting students visited the Ararat Gallery TAMA in September, and there were numerous activities for kids during the spring school holidays.
5.1.2 Engage with community organisations and groups to identify opportunities to activate underutilised community spaces, such as the Gum San Great Hall	Complete	There have been multiple bookings for the Gum San Great Hall since the carpet upgrade, including first aid training, school assemblies, school holiday programs, etc. This underutilised space has effectively been activated and its usage is increasing.
5.1.3 Strengthen regional promotion of major Ararat Town Hall events and Art Gallery TAMA exhibitions through Visit Grampians to maximise attendance and drive increased tourism and visitation.	Complete	This action was completed at the August 2026 Council Meeting. Ararat Town Hall events and Art Gallery TAMA are now featuring prominently on Visit Grampians website.
5.2 Develop models of volunteering that recognise, support and properly utilise the skills that community volunteers bring to community life.		
5.2.1 Empower young people to shape their own futures and contribute to the future of the municipality through programs such as the YEAH Crew and through the Crazy Ideas College	Ongoing	The YEAH Crew delivered their inaugural Youth Ignite 2026 event on Saturday 17 October 2026 at the Alexandra Oval Precinct, welcoming over 200 attendees. There were free buses available from Lake Bolac, Willaura, Maroona, Pomonal, Moyston, Buangor and Elmhurst.

Actions	Progress	Officer Comment
5.2.2 Strengthen social connection and inclusion by promoting and improving access to volunteering opportunities	In progress 0-50%	Local community events and opportunities to join Community Asset Committees have been the focus of Council's promotional activities in September
5.2.3 Celebrate and acknowledge the contributions of volunteers to show our appreciation, foster community pride, and encourage greater participation in volunteering	In progress 51-99%	Another round of the Council's Community Support Grants opened on 14 September and closed 11 October 2026. Australia Day nominations have also opened with four categories: Citizen of the Year, Young Citizen of the Year, Volunteer of the Year and Community Leader of the Year.
5.3 Partner with community groups, not-for-profits, and Traditional Owner organisations to develop Ararat Rural City into a more inclusive, welcoming, tolerant and diverse community.		
5.3.1 Partner with Traditional Owner organisations to support the development of First Nations–led enterprises, contributing to economic self-determination, shared regional prosperity, and advancing meaningful reconciliation	Ongoing	Ararat Rural City Council staff attended an information session for local government with the Victorian Government and Barengi Gadjin Land Council on supporting reconciliation, and improving the cultural and economic wellbeing of Traditional Owners.
5.3.2 Advocate for a Changing Places facility in Ararat	Ongoing	Engagement with the Disability Action Plan Working Group is underway to confirm the preferred location and assessing its feasibility
5.3.3 Deliver and support multicultural events and initiatives that strengthen inclusion, cross-cultural understanding, and stronger community connection	In progress 51-99%	The first of two multicultural events has been delivered with Welcoming Week in Sept 2026. Council officers have begun working with numerous community groups and organisations to deliver Harmony Day in March 2027
6. STRONG AND EFFECTIVE GOVERNANCE		
6.1 Deliver responsible budget outcomes linked to strategy, that deliver value, innovation and rating fairness.		
6.1.1 Improve data accuracy and actionability through data cleansing to support cost-effective asset management and decision-making on future upgrades	In progress 0-50%	Additional traffic counters have been purchased and deployed, which will gather important data for informed decision making on prioritising roads for upgrades.
6.1.2 Develop and implement a Smart Cities Strategy that delivers optimised services and cost efficiencies	In progress 0-50%	An assessment of the possible areas to focus on for optimisation is being undertaken
6.1.3 Develop a ten-year plan for development and redevelopment of key community assets, including funding models and strategic approaches to advocacy	In progress 0-50%	This action has commenced with the identification of key community assets and priorities
6.2 Ensure appropriate risk management is applied to Council and organisational decisions. Council's internal function is applied to areas of perceived risk.		
6.2.1 Strengthen cyber security as a core strategic risk priority to support organisation resilience, data protection and business continuity.	In progress 0-50%	Cyber security uplift activities are being scoped and prioritised
6.2.2 Assess priority Councils assets for climate change readiness, and identify adaptation actions to improve resilience safety and service continuity	In progress 0-50%	Initial review underway to identify priority assets, climate-related risks and potential adaptation measures
6.2.3 Drive a strategic, risk-based approach to internal controls and planning, with a clear focus on high-risk areas to support robust oversight, accountability and long term organization resilience.	In progress 0-50%	Work underway to prioritise high-risk areas and inform upcoming planning activities
6.3 Continuously improve Council's community engagement process and practices in line with deliberative engagement practices, while ensuring that Councillors' roles as elected community representatives are understood and reflected in decision-making.		
6.3.1 Develop digital and permit applications forms to provide more options for community to interact with Council at times and in ways that suit them	In progress 51-99%	The development of new digital forms is in progress, with a number of new online forms expected to be made available from November 2026.

Actions	Progress	Officer Comment
6.3.2 Convene a community asset forum to support evidence-based budget planning and align investment with community-identified needs and priorities	In progress 0-50%	Event planning has commenced
6.3.3 Explore innovative approaches to community engagement in planning new and upgraded public spaces to ensure user insight and everyday use are captured in the design	In progress 0-50%	A broad mix of engagement activities were implemented as part of the Disability Action Plan engagement process. Their effectiveness is being reviewed alongside the development of the Plan

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives
The Annual Plan 2026/27 aligns with all strategic objectives of the Council Plan 2025-29

Budget Implications
The Annual Pan 2026/2027 does not have any additional budget implications. All actions in the Annual Plan have been budgeted in the 2026/2027 Budget or have no additional resourcing requirements.

Policy/Relevant Law
Section 90 of the Local Government Act 2020 requires that Council produces a Council Plan for a minimum of a four year period. The Annual Plan is a document related to operationalising the Council Plan.

Sustainability Implications
The Annual Plan provides specific actions that will be undertaken for the key theme 5. Preserving Our Environment.

Risk Assessment
Implementing the Annual Plan has some inherent risks around project and program delivery on time, at cost and at an acceptable quality. These risks are managed through careful budget monitoring, a focus on effective project management and appropriate stakeholder engagement. Council has a commitment to improved performance across all of these areas.

Stakeholder Collaboration and Community Engagement
Stakeholders and community groups will be engaged during the development and delivery of the actions, where applicable.

Gender Impact Assessment
The Annual Plan 2026/27 was developed with consideration of Council's obligations under the Gender Equality Act 2020 (Vic). The Plan includes a range of actions that promote equitable access to services, community participation, accessibility, inclusion, health and wellbeing outcomes for all members of the community, including women, people of different genders, people with disability, young people, multicultural communities and First Nations peoples.

RECOMMENDATION

That:

1. Council receives the Annual Plan 2026/27 – September 2026 report

MOVED CR JOYCE
SECONDED CR KAUR

That:

1. Council receives the Annual Plan 2026/27 – September 2026 report

Cr Joyce and Cr Kaur spoke for the motion.

CARRIED 5/0
5439/26

ATTACHMENTS
There are no Attachments relating to this item.

4.4 2026/2027 CAPITAL WORKS PROGRAM – SEPTEMBER 2026

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER
DEPARTMENT: CEO'S OFFICE
REFERENCE: 32369

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY
The Council has approved its 2026/2027 Capital Works Program as a fundamental component of the current budget. With a substantial capital works investment totaling $15.797 million, the budget primarily targets infrastructure enhancements.

Key initiatives include:

- Pomonal Recreation Reserve Walking Track
- Buangor Ben Nevis Road Construction – Stage 1
- Projects that make up part of the Safer Local Roads and Street Program
- Reconstruction of Birdswing Road in conjunction with Northern Grampians Shire Council
- Upgrade of Footpaths, Drainage, and Kerb and Channel.
- Design and Construction of Moyston Willaura Road Bridge
- Construction of a major culvert at Barton Bridge.

These projects underscore the Council's commitment to improving local infrastructure and fostering community development in the 2026/2027 fiscal year.

DISCUSSION
Council's 2026/2027 Capital Works Program continues our shift to reintroduction of larger road and bridge construction projects. The program's budget has substantial state and federal funding targeting road construction and safety initiatives.

The focus for 2026/2027 remains on renewing and updating Council assets, leveraging in-house capabilities, and supporting local employment and contractors, and the tender of works with the expectation of possible budget savings in a softening construction market.

Key areas include:

- Enhanced roads reseal program.
- Urban drainage improvements
- Footpath network upgrades
- Major urban road gravel to seal program
- Continued implementation of OTTA seals across Councils road network
- Reconstruction of Buangor Ben Nevis Road
- Roads to Recovery funded projects (Moyston-Willaura Bridge and Stevens Crescent Reconstruction)
- Safe Local Roads and Street funding projects

Budget Status:
As of 30 September 2026, 11% of the budget is expended.

PROPERTY CAPITAL PROJECTS	Budget	Funding Amount	Council Contribution	Community Contribution	Previous Years Expenditure	Committed Expenditure (26/27)	Expended (26/27)	Overall Total	%	Notes
Property Capital General	**$950,000**		$950,000							
Gum San Carpet Replacement							$20,813	$20,813	100%	Works are complete
Paint – Lake Bolac Pool										
Paint – Willaura Pool							$244	$244		
Buangor Cobb & Co. Windows and Heating						$18,600				Replacement of rotted timber windows with like for like.
Ararat Tennis Club – Disabled Toilets										
Ararat Fitness Centre Roof Laserlight Replacement & Flooring Upgrade						$30,356	$7,840	$38,196		Basketball Courts have been sanded and relaqured. To repair roof leaking issue over basketball courts.
Girdlestone Street Residence Renovation						$9,254	$18,167	$27,422		Painting, Rewiring & Carpeting
Ararat Pony Club – Covered Sports Area *(Play our Way Program)*	**$1,490,000**	$1,490,000			$1,250,803		$113,208	$1,364,011	90%	The design and construction of the undercover arena has been awarded to MKM Constructions works are to commence 16 February 2026. Lighting installation has been awarded to Matt Peel Electrical – this includes the installation of 3-phase power. Fire Services works are being completed with Maude Street access the final part of the project
Centenary Park – Dog Park *(Open Space for Everyone Program)*	**$112,000**	$100,000	$12,000		$95,108		$61,924	$157,033	132%	The project costs have run over for this job as there have been under ground issues and water connection that was not originally included in the project costs.
Buangor Sports Pavilion Redevelopment *(Tiny Towns Program)*	**$631,000**	$50,000	$581,000 ($220k Property Capital) ($361k Property Reserve)		$213,177		$55,811	$268,988	34%	Works have commenced on-site with demolition and electrical works complete, new slabs are being laid and internal framing has commenced.

Jack and Jill Kindergarten Redevelopment *(Building Blocks improvement grants program)*	**$745,000**	$745,000			$668,744		$35,886	$704,631	95%	All internal works have been completed. Gutter and fascia have been upgraded to the building. A shade structure has been completed.
Ararat City Tennis Sports Lighting Installation and accessibility upgrade *(Regional Community Sports Infrastructure Fund)*	**$700,000**	$560,000	$120,000 ($20,000 from Tennis Australia)	$20,000	$224,624	$279,347	$40,075	$544,046	78%	Tenders for Civil, Lighting and Fencing have been awarded under Council Delegation. All sports lighting work has been completed.
Moyston Multi-Use Court Upgrade *(2025-26 Local Sports Infrastructure Fund – Community Facilities)*	**$300,000**	$225,000	$75,000		$1,329	$14,220	$7,982	$23,531	7%	Detailed designs are currently being completed to be able to go out to tender.
Moyston Netball & Tennis Changeroom Design *(2025-26 Local Sports Infrastructure Fund – Planning)*	**$25,000**	$18,750	$6,250		$241		$2,354	$2,595	9%	Tender for architect is under evaluation
Ararat Library Lighting and Exterior Upgrade. *(Living Libraries Infrastructure Program 2024-25)*	**$51,026**	$51,026			$51,691		$860	$52,551	103%	Works are now complete
TOTAL – PROPERTY CAPITAL	**$5,004,026**	**$3,239,776**	**$1,744,250**	**$20,000**	**$2,504,147**	**$351,777**	**$365,164**	**$3,204,059**		

PLANT & EQUIPMENT	**Budget**	**Committed/ Contracted**	**Expended 26/27**	**%**	**Notes**
Vehicle Purchases	**$240,000**		$232,097	97%	
Major Plant Purchases	**$260,000**				
Fixtures, Fittings & Furniture	**$45,000**		$5,720	13%	
Book stock - Library Book Replacement	**$45,000**		$12,822		
TOTAL - PLANT & EQUIPMENT			**$250,639**	**42%**	

ROADS AND INFRASTRUCTURE PROJECTS	Budget	Funding Amount	Council Contribution	Previous Years Expenditure	Committed Expenditure (26/27)	Expended 26/27	Overall Total	%	Notes
Gravel Road Sheeting, Widening & Alternative Sealing	**$1,800,000**		$1,800,000	NA		$60,073	$60,073	**3%**	*Resheeting work has been undertaken in various locations through the municipality. Including Yarram Gap, Moyston Dunkeld Road, Waterhole Road, Quarry Road.*
Reseal Program	**$1,000,000**		$1,000,000	NA	$958,414	$4,163	$962,578	**4%**	*Works commenced in late September.*
Urban Road – Gravel to Seal	**$1,000,000**		$1,000,000	NA		$188,066	$188,066	**19%**	*Works currently ongoing from 25/26:* - *Alexandra Avenue (in conjunction with SLRSP Funding)* - *Coral & McNeil Street (Early June Commencement)* - *Maude Street (in conjunction with Pony Club Project)*
ROAD RECONSTRUCTION PROGRAM									
Buangor Ben Nevis Road *(Roads to Recovery 24/25 & 25/26)*	**$3,143,000**		$2,143,000 (24/25) $1,000,000 (25/26)	$498,159		$19,618	$517,778		*Stage One of Road works are expected to commence in the coming months inline with the bridge works, to be undertaken by internal crew*
Buangor Ben Nevis Road – Bridge Strengthening				$198,139	$81,071	$37,040	$316,250		*Works have been completed to allow for traffic flow*
Buangor Ben Nevis Road *(SILRP Funding 25/26)*	**$6,250,000**	$5,000,000	$1,250,000						
Mt William Road *(HSVPP Funding 24/25)*	**$6,250,000**	$5,000,000	$1,250,000	$5,549,659		$135,341	$5,685,000	91%	*Final 2km of sealing will be undertaken in mid October.*

ROADS AND INFRASTRUCTURE PROJECTS	Budget	Funding Amount	Council Contribution	Previous Years Expenditure	Committed Expenditure (26/27)	Expended 26/27	Overall Total	%	*Notes*
Road Reconstruction Program 26/27	**$1,457,000**								
Stevens Crescent (R2R)				$15,466		$3,302	$18,768		*Designs are being finalised*
View Point Street (Banksia to Temple) (R2R)				$21,612		$7,576	$29,189		*Designs are being finalised*
View Point Street (High to Lambert) (R2R)				$16,585		$7,951	$24,536		*Designs are being finalised*
Green Hill Lake Drive									*Designs are in progress*
Ararat Active Bike Network *(Active Transport Fund)*	**$399,000**	$266,000	$133,000	$122,386		$119,059	$241,446		*Original scope of works is complete*
Major Patching	**$100,000**		$100,000		$83,565	$26,587	$110,153	110%	*Major patching works are expected to commence in October 26. The overspend is from late invoices for the 25/26 FY.*
Bridges	**$1,200,000**					$1,551	$1,551		
Bellellen Road Floodway (R2R)				$24,542		$2,100	$26,642		Investigation Works being undertaken
Moyston Willaura Road Bridge (R2R) *Design and Construct*				$595		$40	$635		Technical Reporting being undertaken
Footpath Renewal Program	**$400,000**		$400,000			$64,904	$64,904	8%	Albert Street Footpath between Currajong Ave and Grano Street is now complete.
Urban Drainage Works	**$750,000**		$750,000			$15,225	$15,225	<1%	*Works on the drainage at the rear of our SES property will take place when the weather dries.*
Kerb and Channel	**$300,000**		$300,000			$20,106	$20,106	4%	*The tender for K&C in Lake Bolac on the Mortlake Ararat Road came in well over budget and will be undertaken in house.*

ROADS AND INFRASTRUCTURE PROJECTS	Budget	Funding Amount	Council Contribution	Previous Years Expenditure	Committed Expenditure (26/27)	Expended 26/27	Overall Total	%	*Notes*
Queen Street Housing Support Program (Housing Support Program – Community Enabling Infrastructure)	**$7,380,000**	$7,380,000		$1,090,597		$381,063	$1,471,660	20%	*Demolition and site clean up are ongoing*
SAFE LOCAL ROADS AND STREETS PROGRAM									
View Point, Tobin & Taylor St Intersections	**$224,000**	$224,000		$22,842		$2,062	$24,904	10%	*Project is out to tender*
Ingor Street – Raised Crossing	**$110,000**	$110,000		$20,731		$1,859	$22,590	19%	*Project is out to tender*
King Street – Raised Crossing	**$110,000**	$110,000		$22,900	$41,000	$7,464	$71,364	58%	*Tenders have been awarded to SHS Civil. Works to be undertaken outside of school term.*
Moore & Princes Street Intersection	**$131,000**	$131,000		$21,090		$3,921	$25,012	18%	*Project is ready for tender.*
Vincent Street & Alexandra Avenue – Raised Crossing	**$321,000**	$321,000		$27,706		$3,900	$31,606	9%	*Project is ready to tender*
Queen & Moore Street Roundabout	**$548,000**	$548,000		$31,213		$2,074	$33,287	6%	*Project is out to tender.*
George Road Raised Crossing (Ararat West)				$5,896		$65	$5,961		*New initiative for the SLRSP to include a permanent raised crossing at George Road. Awaiting final approval for funding.*
Barkly Street Raised Crossing (IP43)						$3,120	$3,120		*Final painting has been completed.*
TOTAL - ROADS CAPITAL	**$32,873,000**	**$19,818,500**	**$10,639,371**	**$7,715,255**	**$1,164,050**	**$1,118,230**	**$9,975,535**		

FUNDED PROJECTS – MISCELLANEOUS (NOT CAPITALISED)	Budget	Funding Amount	Council Contribution	Previous Years Expenditure	Committed Expenditure (26/27)	Expended (26/27)	Overall Total	%	Notes
Unlocking Ararat North East *(Streamlining for Growth 22/23)*	**$85,000**	$85,000		$39,393	$19,691		$59,085	70%	*Beveridge Williams is undertaking the works for this project. They are working with our Planning Department and Strategic Project Lead to progress the outcomes of the funding.*
Ararat City Tennis Sports Lighting Installation and accessibility upgrade – Participation Initiative. *(Regional Community Sports Infrastructure Fund)*	**$50,000**	$50,000		NA				0%	*This grant was received in July 2025 and will run in conjunction with the infrastructure project for Sports Lighting and accessibility upgrades.*

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives
The key financial drivers align strongly with the thrust of the Council Plan 2025-2029, particularly the following:

4.1 Ensure that asset development and renewal during the planning period matches that identified in Council's Asset Plan 2025-2035.
4.2 Work directly with asset users to manage and develop new and existing assets.
4.3 Deliver infrastructure outcomes that support economic are mindful of intergenerational equity and enhance community wellbeing and safety. These approaches will explore strategic use of debt to fund long-term assets and ensure Council's financial sustainability.
6.1 Deliver responsible budget outcomes, linked to strategy, that deliver value, innovation, and rating fairness.

Budget Implications
The 2026/2027 Capital Works Program represents a significant element of Council's 2026/2027 Budget. In the current civil construction market, it is essential that Council manages capital works expenditure carefully to ensure budget outcomes are met.

Policy/Relevant Law
The 2026/2027 Capital Works Program complies with the program funded in the 2026/2027 Budget.

Sustainability Implications
There are no environmental sustainability implications. Council is mindful of considering new innovative approaches to improve its sustainability and environmental footprint as part of the Capital Works program.

Risk Assessment
The 2026/2027 Capital Works Program was developed as a mitigation of the financial risks associated with market volatility currently being experienced in the civil and building construction sectors.

Innovation and Continuous Improvement
Development of the 2026/2027 Capital Works Program represented an agile response to market conditions. A capacity to rework strategy based on a changing environment is a critical element in developing an innovative organisation.

Stakeholder Collaboration and Community Engagement
The 2026/2027 Capital Works Program has been developed as an element of the 2026/2027 Budget. There was extensive community engagement undertaken prior to adoption.

Gender Impact Assessment
Gender Impact Assessments will be undertaken on a project basis.

RECOMMENDATION

That:

1. That Council receive the Capital Works Program – September 2026 report.

MOVED CR PRESTON
SECONDED CR KAUR

That:

1. That Council receive the Capital Works Program – September 2026 report.

Cr Preston and Cr Kaur spoke for the motion.

CARRIED 5/0
5440/26

ATTACHMENTS
There are no Attachments relating to this item

4.5 COMMUNITY SUPPORT GRANTS – SEPTEMBER/OCTOBER 2026

RESPONSIBLE OFFICER: CHIEF EXECUTIVE OFFICER
DEPARTMENT: CEO'S OFFICE
REFERENCE: 32370

OFFICER DIRECT OR INDIRECT CONFLICT OF INTEREST:

Officers providing advice to Council must disclose any Conflict of Interest.
No person involved in the preparation of this report has a Conflict of Interest requiring disclosure.

EXECUTIVE SUMMARY
Council received 12 applications for the September/October 2026 Community Support Grants Program. Applications were assessed by a panel comprising the CEO and one community representative. A second community representative was unable to attend due to a late apology.
Following the assessment process, eight applications were approved for funding of a total of $20,628.00 awarded in this round, with all successful applicants receiving the full amount requested. Four applications were not recommended for funding.

DISCUSSION
The Community Support Grants Program is designed to support community organisations in delivering projects and events that provide measurable benefits to the community. Applicants are required to demonstrate a contribution to their project through either cash or in-kind support.

In accordance with the Community Support Grants Guidelines, funding is not available for capital works or major maintenance of buildings and facilities, general administration costs, wages, insurance, debt payments, projects funded through other Council programs, projects that have already commenced, ongoing recurrent activities, trade shows and conferences, politically or religiously focused activities, or fundraising-related expenses such as prizes, trophies, travel, accommodation and catering.

Council received 12 applications for the September/October 2026 Community Support Grants Program. Applications were assessed by a panel comprising the CEO and one community representative, with a second community representative unable to attend due to a late apology. Following assessment against the program objectives, eligibility requirements and funding guidelines, eight applications were recommended for funding, with all successful applicants receiving the full amount requested.

The successful applications are detailed below.

Community Organisation	Purpose	Amount awarded
Ararat Car Club	King of the Hill Climb event. Grant approved, subject to the organisation demonstrating its co-contribution prior to payment. The group will also be encouraged to consider strategies to support the event's long-term sustainability, growth and financial viability.	**$5000**
Ararat City Band Inc.	Modernising Ararat City Band's Administrative Systems and Digital archiving which includes organisaing volunteer records, and secure storage of their extensive music library	**$1540**
Ararat Interested Parties (AIP)	Purchase of portable equipment and event signage (e.g. a gazebo, tables, chairs, A-frames and promotional printing) to support rehearsals and performances in a range of locations, including summer events. AIP would be required to share event photos with Council and promote supported activities through its social media channels.	**$1578**

Ararat Mens Shed	This project includes upgrading the front entrance to clean up the front area and lay some weed matting and gravel to improve safety and street appeal, purchasing additional Men's Shed member T-shirts with our logo on, and acquiring three vacuum cleaners to improve cleanliness and safety in the workshop and shed areas.	**$3000**
Grampians Soaring Club	Funding will support the installation of a reliable Wi-Fi network and battery backup system, providing members, students and visitors with consistent internet access across the clubhouse, operations building and main hangar.	**$3000**
Moyston Progress Association	Funding will support the installation of a Snapshot Sign at Moyston, providing clear and welcoming signage for visitors entering the township. The project has been identified by Moyston Progress through the Community Action Plan and is ready for delivery, with a one-week implementation timeframe.	**$510**
WestVic Academy of Sport	The Ararat Para Sport Discovery Day 2027 will provide inclusive para sport opportunities in the local community, reducing travel barriers and increasing participation for people with disability. As a condition of funding, any equipment purchased must remain within the Ararat Rural City municipality for ongoing community use, preferably through donation to a local NDIS provider or an organisation such as Pinnacle.	**$3000**
Wimmera Mallee Umpires Association	Electronic Communications for Football Umpires will support the purchase of communication systems for umpires officiating in the Wimmera and Horsham District football competitions. Following a successful trial in 2026, the devices demonstrated clear benefits in teamwork, decision-making and game management, helping umpires keep pace with the speed and demands of modern football.	**$3000**
	TOTAL AWARDED	**$20,628.00**

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives

5 ENHANCING COMMUNITY LIFE
We will work with the communities of Ararat Rural City to maintain social cohesion, support community activity and cultural life, and enhance safety

Budget implications
The grants were awarded within existing budgetary allocations

Policy / Relevant Law
Community & Event Support Guidelines

Sustainability Implications
There are no economic, social or environmental implications in relation to the item

Risk Assessment
Risks have been assessed and understood by the grants committee. No unmanaged risks identified at this time.

Stakeholder Collaboration and Community Engagement
The outcome of each grant was made in conjunction between one external panel member and the Chief Executive Officer.

Gender Impact Assessment
Assessment panel consists of all female members. Gender equality implications of the grant applications were considered as part of the assessment.

RECOMMENDATION

That:

1. That Council receive the Community Support Grants – September/October 2026 report.

MOVED CR JOYCE
SECONDED CR PRESTON

That:

1. That Council receive the Community Support Grants – September/October 2026 report.

Cr Joyce and Cr Preston spoke for the motion.

CARRIED 5/0
5441/26

ATTACHMENTS
There are no attachments relating to this item.

SECTION 5 – COMMITTEE MINUTES/REPORTS

There are no Committee Minutes/Reports

Ararat Rural City

SECTION 6 – INFORMAL MEETINGS

6.1 COUNCIL BRIEFINGS

AUTHOR'S TITLE: **CHIEF EXECUTIVE OFFICER**
DEPARTMENT **CEO'S OFFICE**
REFERENCE: **32371**

OFFICER'S DECLARATION OF INTEREST
Officers providing advice to Council must disclose any conflict of interest.

No person involved in the preparation of this report has a conflict of interest requiring disclosure.

EXECUTIVE SUMMARY

The Governance Rules state that if there is a meeting of Councillors that:

1. is scheduled or planned for the purpose of discussing the business of *Council* or briefing Councillors;
2. is attended by at least one member of Council staff; and
3. is not a *Council meeting*, *Delegated Committee* meeting or *Community Asset Committee* meeting,

the *Chief Executive Officer* must ensure that a summary of the matters discussed at the meeting are:

   a. tabled at the next convenient *Council meeting*; and
   b. recorded in the minutes of that *Council meeting*.

DISCUSSION
As a requirement of the Governance Rules, a summary of matters discussed at the Council Briefings held since the last Council Meeting are presented to Council and will be recorded in the minutes.

INFORMAL MEETINGS
Council Briefing held on 20 October 2026

Matters discussed at the briefing:

- S6 - Instrument of Delegation - Members of Staff
- Pitch Towaway Zones
- Councillor Expenses and Support policy
- Annual Report
- Monthly Performance Report – September 2026
- Sponsorship Request – Ararat Community Enterprise
- Moore Street/Queen Street Roundabout Contract
- View Point Street, Taylor Street and Tobin Street – Pedestrian Safety Upgrades Contract
- Setting of Council Meeting Dates 2026/27
- A&J McDonald Centre Redevelopment
- Monthly Community Engagement Report
- Monthly Progress Report – Prestige Mill Infrastructure Project Update – September 2026
- Monthly Progress Report – Council Plan – Annual Plan
- Capital Works Program – September 2026
- Community Support Grants – September/October 2026
- Building approvals
- Planning approvals under delegation

KEY CONSIDERATIONS

Alignment to Council Plan Strategic Objectives
The report supports the strategic objective of the Council Plan 2025-2029:

6. STRONG AND EFFECTIVE GOVERNANCE
We will work hard to build models of governance that place delivering public value at their centre through effective financial management, well measured risk management, and implementation of effective community engagement practices.

6.3 Continuously improve Council's community engagement process and practices in line with deliberative engagement practices, while ensuring that Councillors' roles as elected community representatives are understood and reflected in decision-making.

Financial
There are no financial impacts for the receiving of Informal Meetings of Councillors.

Policy/Relevant Law
Reporting of Informal Meetings is in line with the requirements of the Governance Rules.

Risk Assessment
Following the requirements of the Governance Rules will ensure that Council meets its legislative requirements.

Stakeholder Collaboration and Community Engagement
A summary of matters discussed at the Council Briefings are presented for community information.

RECOMMENDATION

That

1. the Informal Meetings of Councillors Report be received.

MOVED CR KAUR
SECONDED CR PRESTON

That

1. the Informal Meetings of Councillors Report be received.

No Councillors spoke for or against the motion.

CARRIED 5/0
5442/26

ATTACHMENTS
The Summary of Council Briefings are provided as Attachment 6.1.

Councillor Briefing Agenda

Ararat Rural City

Date: Tuesday 20 October 2026
Commencement: 5:00 pm
Location: Council Chamber, Shire Offices

Councillors:	Cr Bob Sanders Cr Peter Joyce Cr Teli Kaur Cr Luke Preston Cr Bill Waterston
Officers:	Chief Executive Officer, Phuong Au Chief Operating Officer, Chandra Willmott Infrastructure Lead, Rebecca Rodger
Apologies:	Cr Jo Armstrong
Absent:	Cr Rob Armstrong

Disclosure of Conflict of Interests

Disclosure of Interests are to be made immediately prior to any relevant item being discussed ***(Local Government Act 2020 - Section 131 and Chapter 5, Section 6 of the Governance Rules)***.

1. Matters to be considered

1.1	S6 - Instrument of Delegation - Members of Staff
1.2	Pitch Towaway Zones
1.3	Councillor Expenses and Support policy
1.4	Annual Report
1.5	Monthly Performance Report - September 2026
1.6	Sponsorship Request - Ararat Community Enterprise
1.7	Moore Street/Queen Street Roundabout Contract
1.8	View Point Street, Taylor Street and Tobin Street - Pedestrian Safety Upgrades Contract
1.9	Setting of Council Meeting Dates 2026/27
1.10	A&J McDonald Centre Redevelopment

2. For noting

2.1	Monthly Community Engagement Report
2.2	Monthly Progress Report - Prestige Mill Infrastructure Project Update - September 2026
2.3	Monthly Progress Report - Council Plan - Annual Plan
2.4	Capital Works Program - September 2026
2.5	Community Grants - September/October 2026
2.6	Building Approvals
2.7	Planning Approvals under Delegation

Phuong Au

SECTION 7 – NOTICES OF MOTION

A *notice of motion* must be in writing signed by a Councillor and be lodged with or sent to the *Chief Executive Officer* no later than 12.00pm (noon) and at least six (6) days prior to the Council Meeting to allow sufficient time for the *Chief Executive Officer* to include the *notice of motion* in agenda papers for a *Council meeting*.

There were no Notices of Motion received.

SECTION 8 – URGENT BUSINESS

Items cannot be admitted as urgent business other than by resolution of *Council* and only then if it:

1 relates to or arises out of a matter which has arisen since distribution of the *agenda*; and
2 cannot safely or conveniently be deferred until the next *Council meeting*.

8.1 PROCEDURAL MOTION TO ADMIT URGENT BUSINESS ITEM

The CEO, Phuong Au reported a matter of urgent business regarding the leave of absence for Cr Jo Armstrong. Mayor Bob Sanders put the motion forward.

MOVED CR JOYCE
SECONDED CR KAUR

That:

Council admit an item of urgent business regarding the leave of absence for Cr Jo Armstrong.

No Councillors spoke for or against the motion.

CARRIED 5/0
5443/26

8.2 LEAVE OF ABSENCE FOR CR JO ARMSTRONG

MOVED CR R ARMSTRONG
SECONDED CR JOYCE

That:

1. Council approve a leave of absence for Cr Jo Armstrong from 28 October 2026 to 30 November 2026 (inclusive).

No Councillors spoke for or against the motion.

CARRIED 5/0
5444/26

SECTION 9 – CLOSE SESSION (CONFIDENTIAL)

In accordance with section 66(2)(a), 3(1) *Confidential Information* (a) of the Local Government Act 2020, the following agenda items are listed for consideration in the confidential section:

- Item 9.1 – Construction of Roundabout – Queen Street & Moore Street, Ararat (Safer Local Roads & Streets Program)
- Item 9.2 - View Point Street, Taylor Street and Tobin Street – Pedestrian Safety Upgrades Contract (Safer Local Roads & Street Program)

6:25PM - CLOSURE OF COUNCIL MEETING TO THE PUBLIC

The Open Council Meeting will now be closed, but members of the public are welcome to rejoin the Council Meeting following the recommencement of the meeting.

RECOMMENDATION

That the meeting be closed to members of the public pursuant to section 66(2)(a) of the Local Government Act 2020 to consider confidential reports.

MOVED CR JOYCE
SECONDED CR PRESTON

That the meeting be closed to members of the public pursuant to section 66(2)(a) of the Local Government Act 2020 to consider confidential reports.

No Councillors spoke for or against the motion.

CARRIED 5/0
5445/26

6:32PM - OPEN COUNCIL MEETING RECOMMENCEMENT

RECOMMENDATION

That the Open Council Meeting recommence.

MOVED CR JOYCE
SECONDED CR KAUR

That the Open Council Meeting recommence.

No Councillors spoke for or against the motion.

CARRIED 5/0
5448/26

Gallery invited to return to Council Chamber.

Ararat Rural City

LIFTING OF CONFIDENTIALITY OF CLOSED SESSION RESOLUTIONS

RECOMMENDATION

That:

1. The confidentiality of the report and decision in relation to Confidential Agenda Item 9.1 and 9.2 not be lifted on adoption of the motion.

MOVED CR JOYCE
SECONDED CR KAUR

That:

1. The confidentiality of the report and decision in relation to Confidential Agenda Item 9.1 and 9.2 not be lifted on adoption of the motion.

CARRIED 5/0
5449/26

Meeting closed at 6:33pm

I HEREBY CERTIFY THAT PAGES 14103 - 14386 INCLUDING PAGES 970 - 976 OF THE CLOSED SESSION ARE CONFIRMED AND ARE A TRUE AND CORRECT RECORD.

MAYOR – CR BOB SANDERS