



WELLINGTON
SHIRE COUNCIL

Agenda Ordinary Council Meeting

Tuesday 19 August 2025, commencing at 5:00 PM

Meeting to be held at

Wellington Centre – Wellington Room, Foster Street, Sale

via MS Teams

or stream online at <https://www.youtube.com/@wellingtonshire>

ORDINARY MEETING OF COUNCIL
TABLE OF CONTENTS

0.1. TABLE OF CONTENTS2

1. APOLOGIES5

2. DECLARATION OF CONFLICT/S OF INTEREST5

3. CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING/S.....5

 3.1. ADOPTION OF MINUTES OF PREVIOUS COUNCIL MEETING5

4. BUSINESS ARISING FROM PREVIOUS MEETINGS6

5. ACCEPTANCE OF LATE AND URGENT ITEMS6

6. NOTICE/S OF MOTION6

7. RECEIVING OF PETITION OR JOINT LETTERS.....6

 7.1. OUTSTANDING PETITIONS6

8. INVITED ADDRESSES, PRESENTATIONS OR ACKNOWLEDGEMENTS6

9. QUESTION/S ON NOTICE6

 9.1. OUTSTANDING QUESTION/S ON NOTICE6

10. MAYOR AND COUNCILLORS REPORT7

 10.1. MAYOR AND COUNCILLORS REPORT7

11. DELEGATES REPORT.....10

12. CHIEF EXECUTIVE OFFICER.....11

 12.1. CHIEF EXECUTIVE OFFICER REPORT11

13. GENERAL MANAGER CORPORATE SERVICES13

 13.1. ASSEMBLY OF COUNCILLORS REPORT13

 13.2. COUNCIL PERFORMANCE REPORT - JUNE 202519

 13.3. INTENTION TO DISPLAY DRAFT DOMESTIC ANIMAL MANAGEMENT PLAN 2026 -
 202929

 13.4. REMUNERATION COMMITTEE MINUTES73

13.5. FUTURE WELLINGTON: ADOPTION OF COUNCIL PLAN 2025-29, FINANCIAL PLAN, ASSET PLAN, MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN - LIVE WELL IN WELLINGTON.	77
13.6. ADOPTION OF THE REVENUE AND RATING PLAN 2025-2029	256
14. GENERAL MANAGER DEVELOPMENT	285
14.1. MONTHLY PLANNING DECISIONS - JUNE 2025	285
15. GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT	295
15.1. 2026-001 DUKE STREET RECONSTRUCTION WORKS YARRAM - STAGE 2	295
15.2. 2026-002 KERB AND CHANNEL RECONSTRUCTION	299
15.3. 2026-008 GRAVEL ROAD RESHEETING PROGRAM – EAST	303
15.4. 2026-009 GRAVEL ROAD RESHEETING PROGRAM – SOUTH	307
16. FURTHER GALLERY AND ONLINE COMMENTS	311
17. IN CLOSED SESSION	312

COUNCIL MEETING INFORMATION

Members of the public gallery should note that the Council records and publishes Council meetings via YouTube to enhance the accessibility of Council meetings to the broader Wellington community. These recordings are also published and archived on Council's Website for viewing by the public. Recordings may be used for publicity or information purposes.

Members of the public in attendance at the Council meeting who wish to communicate with the Council regarding an agenda item or any other matter should advise the Mayor, ideally prior to the meeting starting, to ensure that their submission is called at the appropriate time during the meeting.

Would gallery visitors, Councillors and invited online attendees please ensure that mobile phones and other electronic devices are turned off or in silent mode for the duration of the meeting.

MISSION STATEMENT

Working together to make a difference. We listen and lead to provide quality services that improve life for all.

ACKNOWLEDGEMENT OF COUNTRY

“Wellington Shire Council acknowledges our offices are located on the traditional lands of the Gunaikurnai nation. We pay our deep respects to their Elders past, present and future and acknowledge their ongoing cultural and spiritual connections to their land and waters.”

1. APOLOGIES

2. DECLARATION OF CONFLICT/S OF INTEREST

3. CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING/S

3.1. ADOPTION OF MINUTES OF PREVIOUS COUNCIL MEETING

ACTION OFFICER: MANAGER GOVERNANCE

OBJECTIVE

To adopt the minutes of the Ordinary Council Meeting of 5 August 2025.

RECOMMENDATION

That Council adopt the minutes and resolutions of the Ordinary Council Meeting of 5 August 2025.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

4. BUSINESS ARISING FROM PREVIOUS MEETINGS

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

5. ACCEPTANCE OF LATE AND URGENT ITEMS

6. NOTICE/S OF MOTION

7. RECEIVING OF PETITION OR JOINT LETTERS

7.1. OUTSTANDING PETITIONS

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

8. INVITED ADDRESSES, PRESENTATIONS OR ACKNOWLEDGEMENTS

9. QUESTION/S ON NOTICE

9.1. OUTSTANDING QUESTION/S ON NOTICE

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			

10. MAYOR AND COUNCILLORS REPORT

10.1. MAYOR AND COUNCILLORS REPORT

ACTION OFFICER: MAYOR SCOTT ROSSETTI

RECOMMENDATION

That the Mayor and Councillors report be noted for July 2025.

JULY 2025

DATE	EVENT	ATTENDEES
1 July	Photo Op: Mayor and Deputy Mayor: The Picnic Spot, Sale Library, Port of Sale.	Mayor Rossetti and Deputy Mayor Madeley.
2 July	Photo Op - Blores Hill - Emergency Markers. Gippsland New Energy Conference – Launch. CEO also in attendance. Youth Council July Meeting.	Mayor Rossetti Mayor Rossetti and Deputy Mayor Madeley. Deputy Mayor Madeley
3 July	CarbonNet Community Reference Group Meeting.	Cr Stephens
5 July	Yarram RSL – Plaque Unveiling. Seaspray Surf Life Saving Club Presentation.	Cr Stephens Cr Wells
7 July	Ramahyuck NAIDOC Week Flag Raising. Committee for Wellington International Women's Day Event coordination meeting. CEO also in attendance. Maffra Recreation Reservice Committee meeting.	Mayor Rossetti Deputy Mayor Madeley Cr Wells
8 July	Councillor Community Conversation and Volunteer Thank You Lunch (Heyfield/Maffra). Mayor & Deputy Mayor Catch Up.	Mayor Rossetti, Deputy Mayor Madeley, Cr Ripper and Cr Bannerman. Mayor Rossetti and Deputy Mayor Madeley.
12 July	Seaspray Ratepayers meeting.	Deputy Mayor Madeley
14 July	Meeting with Minister Lily D'Ambrosio. CEO also in attendance.	Mayor Rossetti

DATE	EVENT	ATTENDEES
16 July	Meeting with Rob Christie, Bendigo Bank Maffra. CEO also in attendance. Uniting Homelessness pop up event. Small Crime Round Table with Darren Chester MP.	Cr Stephens Deputy Mayor Madeley Deputy Mayor Madeley
18 July	One Gippsland: Closed Mayoral and Councillor Discussion. One Gippsland - Board Meeting. CEO also in attendance. One Gippsland - Local Government Meeting. CEO also in attendance. Women Empowering Change workshop. Betty's 101st birthday at Ashleigh House.	Mayor Rossetti Mayor Rossetti Mayor Rossetti Deputy Mayor Madeley Deputy Mayor Madeley
19 July	An evening with Rosie Batty - Yarram Says NO to Family Violence.	Deputy Mayor Madeley and Cr Stephens.
21 July	35 Year Staff Service Morning Tea. CEO also in attendance.	Mayor Rossetti
22 July	Meeting with RAAF Base Executive and tour of the base. CEO also in attendance. Mayor & Deputy Mayor Catch Up. Aqua Energy Redevelopment Project Reference Group Meeting. Sale Rotary Meeting. Meeting review/preparation for upcoming PAEC Inquiry into Fraud and Corruption Controls in Local Government.	Mayor Rossetti, Deputy Mayor Madeley, Cr Ripper, Cr Bannerman, Cr Stephens, Cr Wells, Cr Tatterson and Cr Foat. Mayor Rossetti and Deputy Mayor Madeley. Deputy Mayor Madeley and Cr Tatterson. Mayor Rossetti Mayor Rossetti
24 July	Yarram Public Open Space Strategy Meeting. Strzelecki Koala IWG Meeting. Star of the South CAG Meeting.	Cr Stephens Cr Stephens Cr Bannerman

DATE	EVENT	ATTENDEES
25 July	Meeting with Acting CEO GLaWAC. CEO also in attendance.	Deputy Mayor Madeley
	Nakunbalook Art Show Opening.	Deputy Mayor Madeley
25 July	Rural Councils Victoria Committee Meeting.	Cr Bannerman
26 July	Seaspray Committee Meeting.	Cr Wells
28 July	PAEC Inquiry into Fraud and Corruption Controls in Local Government.	Mayor Rossetti
29 July	Councillor Professional Development Day.	Mayor Rossetti, Deputy Mayor Madeley, Cr Ripper, Cr Bannerman, Cr Lowe, Cr Stephens (online), Cr Tatterson, Cr Wells and Cr Foat.
30 July	Australian Citizenship Ceremony (morning session).	Mayor Rossetti and Cr Foat.
	Australian Citizenship Ceremony (afternoon session).	Mayor Rossetti
	International Women's Day planning group meeting.	Deputy Mayor Madeley
31 July	Wellington Municipal Emergency Management Committee meeting to review Community Emergency Risk Assessment Placemat.	Cr Stephens
	RCV Forum, Yarrawonga.	Cr Wells

11. DELEGATES REPORT

12. CHIEF EXECUTIVE OFFICER

12.1. CHIEF EXECUTIVE OFFICER REPORT

ACTION OFFICER: CHIEF EXECUTIVE OFFICER

RECOMMENDATION

That the Chief Executive Officer's report be received for July 2025.

JULY 2025

DAY	EVENT AND ATTENDEES
2 July	Attended Gippsland New Energy Conference – Launch. Mayor Rossetti and Deputy Mayor Madeley also in attendance.
3 July	Attended Council CEO Emergency Management Forum.
4 July	Catch up with Alistair Parker, CEO VicGrid. Bi-monthly meeting with Sara Rhodes-Ward, RDV Gippsland. Catch up with Lyndel Moore, Regional Manager Gippsland, Regional Arts Victoria. Follow up conversation with Rebecca Duncan (Senior Advisor to Minister McBain) regarding RPPP funding application.
7 July	Attended MAV Regional Meeting – Gippsland. Committee for Wellington International Women's Day Event coordination meeting. Deputy Mayor also in attendance.
8 July	Councillor Community Conversation and Volunteer Thank You Lunch (Heyfield/Maffra).
14 July	Attended meeting with Minister Lily D'Ambrosio. Mayor Rossetti also in attendance.
16 July	Attended Leadership Coaching Session. Meeting with Rob Christie, Bendigo Bank Maffra. Cr Stephens also in attendance. Attended Department of Transport Planning Strategic Liaison meeting.
18 July	One Gippsland: Closed CEO Discussion. One Gippsland - Board Meeting.

DAY	EVENT AND ATTENDEES
	<p>Mayor Rossetti also in attendance.</p> <p>One Gippsland - Local Government Meeting. Mayor Rossetti also in attendance.</p>
21 July	<p>35 Year Staff Service Morning Tea. Mayor Rossetti also in attendance.</p> <p>Attended MAV CEO Connect Meeting.</p> <p>West Sale Airport EOI Response Consortia.</p>
22 July	<p>Meeting with RAAF Base Executive and a tour of the base. Councillors also in attendance.</p> <p>Attended Objective Leader Program Session.</p>
23 July	Meeting with Fiona Weigall, CEO East Gippsland.
25 July	<p>Attended Wellington PSA Community Safety Initiative meeting.</p> <p>Attended meeting with Acting CEO GLaWAC. Deputy Mayor also in attendance.</p>
30 July – 1 August	Local Government Chief Officers Group Forum.

13. GENERAL MANAGER CORPORATE SERVICES

13.1. ASSEMBLY OF COUNCILLORS REPORT

ACTION OFFICER: MANAGER GOVERNANCE

PURPOSE

To report on all assembly of Councillor records received for the period 28 July to 10 August 2025.

RECOMMENDATION

That Council note and receive the attached Assembly of Councillor records for the period 28 July to 10 August 2025.

BACKGROUND

Section 80A of the *Local Government Act 1989* required a written record be kept of all assemblies of Councillors, stating the names of all Councillors and Council staff attending, matters considered and any conflict of interest disclosures made by a Councillor. These records were required to be reported at an ordinary meeting of the Council and recorded in the minutes. Under the new *Local Government Act 2020*, this requirement is no longer provided for however, in accordance with good governance, Council will continue to provide records of assemblies of Councillors to ensure that the community are kept informed of Councillors activity and participation.

Following is a summary of all Assembly of Councillor records received for the period 28 July to 10 August 2025.

ATTACHMENTS

1. Assembly of Councillors - 29 July 2025 Councillor Professional Development Day [13.1.1 - 2 pages]
2. Assembly of Councillors - 5 August 2025 Council Day [13.1.2 - 2 pages]

OPTIONS

Council has the following options:

1. Note and receive the attached assembly of Councillors records; or
2. Not receive the attached assembly of Councillors records.

PROPOSAL

That Council note and receive the attached assembly of Councillors records during the period 28 July to 10 August 2025.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

The reporting of written records of assemblies of Councillors to the Council in the prescribed format complied with Section 80A of the *Local Government Act 1989* however, without prescription under the *Local Government Act 2020*, Council will continue to provide these records in accordance with good governance.

COUNCIL POLICY IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL PLAN IMPACT

While this report does not meet a specific Council Plan strategic outcome, it aligns with good governance.

RESOURCES AND STAFF IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNITY IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENVIRONMENTAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENGAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

ASSEMBLY OF COUNCILLORS AND OFFICERS IN ATTENDANCE – COUNCILLOR PROFESSIONAL DEVELOPMENT DAY

Councillor Professional Development Day – 29 JULY 2025			
COUNCILLOR	ATTENDANCE	OFFICERS IN ATTENDANCE	
<i>Cr Scott Rossetti (Mayor)</i>	YES	Carly Bloomfield	Manager Governance
<i>Cr Cindy Madeley (Deputy Mayor)</i>	YES	Phillip Phillipou	Acting General Manager Corporate Services
<i>Cr Catherine Bannerman</i>	YES	Chris Hastie	General Manager Built and Natural Environment
<i>Cr Liz Foat</i>	YES	Andrew Pomeroy (item 1.3, 1.4 and 1.5)	General Manager Development
<i>Cr Edward Lowe</i>	YES	Emilie Davine (item 1.1 and 1.2)	Manager People and Capability
<i>Cr Garry Stephens (Online)</i>	YES	Jess Saunders (items 1.1, 1.2, 1.3 and 1.4)	Coordinator Governance and Risk
<i>Cr Carmel Ripper</i>	YES		
<i>Cr John Tattersson</i>	YES		
<i>Cr Geoff Wells</i>	YES		
CONFLICTS OF INTEREST NOTED*			
NIL			

* In accordance with Rule 18.5 of the Wellington Shire Council Governance Rules a Councillor who has a conflict of interest must not participate in discussion of matters that will come before Council for a decision, or if a decision will be made by a member of staff acting under delegation.

Session details – 29 JULY 2025		
ITEM NO.	WORKSHOP TITLE	PRESENTERS
1.1	COUNCILLOR HOMEPAGE	<ul style="list-style-type: none"> Jessica Saunders, Coordinator Governance and Risk Conflict of Interest: NIL
1.2	INTRODUCTION TO PULSE	<ul style="list-style-type: none"> Emilie Davine, Manager People and Capability Conflict of Interest: NIL

**ASSEMBLY OF COUNCILLORS AND OFFICERS IN ATTENDANCE – COUNCILLOR
PROFESSIONAL DEVELOPMENT DAY**

Session details – 29 JULY 2025		
ITEM NO.	WORKSHOP TITLE	PRESENTERS
1.3	FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> • Ian Carroll, Manager Corporate Finance • Peta Crawford, Coordinator Accounting and Payroll Conflict of Interest: NIL
1.4	COUNCILLOR DECISION MAKING, INTEGRITY AND CONDUCT	<ul style="list-style-type: none"> • Kate Oliver, Partner and Practice Team Leader - Maddocks Conflict of Interest: NIL
1.5	LEADING FOR GENDER EQUITY	<ul style="list-style-type: none"> • Kate Graham, Chief Executive Officer – Gippsland Women's Health • Sarah Corbell, Manager Learning and Development – Gippsland Women's Health Conflict of Interest: NIL

ASSEMBLY OF COUNCILLORS AND OFFICERS IN ATTENDANCE - COUNCIL DAY

COUNCIL WORKSHOPS – 5 AUGUST 2025			
COUNCILLOR	ATTENDANCE	OFFICERS IN ATTENDANCE	
<i>Cr Scott Rossetti (Mayor)</i>	YES	David Morcom	Chief Executive Officer
<i>Cr Cindy Madeley (Deputy Mayor)</i>	YES	Phillip Phillipou	Acting General Manager Corporate Services
<i>Cr Catherine Bannerman</i>	YES	Chris Hastie	General Manager Built and Natural Environment
<i>Cr Liz Foat (Apology)</i>	NO	Ashley Smirl	Acting Manager Economic Development
<i>Cr Edward Lowe</i>	YES		
<i>Cr Garry Stephens</i>	YES		
<i>Cr Carmel Ripper</i>	YES		
<i>Cr John Tattersson</i>	YES		
<i>Cr Geoff Wells</i>	YES		
CONFLICTS OF INTEREST NOTED*			
NIL			

* In accordance with Rule 18.5 of the Wellington Shire Council Governance Rules a Councillor who has a conflict of interest must not participate in discussion of matters that will come before Council for a decision, or if a decision will be made by a member of staff acting under delegation.

WORKSHOP DETAILS – 5 AUGUST 2025		
ITEM NO.	WORKSHOP TITLE	PRESENTERS
1.1	THE HON. DARREN CHESTER MP – COUNCILLOR BRIEFING	<ul style="list-style-type: none"> <i>The Hon. Darren Chester MP</i> <i>Conflict of Interest: NIL</i>
1.2	FUTURE WELLINGTON: CONSIDERATION OF FEEDBACK FOR THE DRAFT COUNCIL PLAN 2025-29, FINANCIAL PLAN, ASSET PLAN AND MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN	<ul style="list-style-type: none"> <i>Billie-Jo Thorburn, Performance and Reporting Coordinator</i> <i>Gemma Elston, Coordinator Social Connection and Inclusion</i> <i>Conflict of Interest: NIL</i>

ASSEMBLY OF COUNCILLORS AND OFFICERS IN ATTENDANCE - COUNCIL DAY

WORKSHOP DETAILS – 5 AUGUST 2025		
ITEM NO.	WORKSHOP TITLE	PRESENTERS
1.3	DRAFT DOMESTIC ANIMAL MANAGEMENT PLAN	<ul style="list-style-type: none"> • Carly Bloomfield, Manager Governance • Peter Thompson, Coordinator Local Laws <p>Conflict of Interest: NIL</p>
1.4	GIPPSLAND CRITICAL MINERALS BRIEFING	<ul style="list-style-type: none"> • External: Ryan Leslie, Project Director Community and Stakeholder Engagement – Gippsland Critical Minerals Briefing <p>Conflict of Interest: NIL</p>
1.5	THE MIDDLE OF EVERYWHERE – UPDATE	<ul style="list-style-type: none"> • Ashley Smirl, Acting Manager Economic Development • Michael Kewish, Acting Coordinator Marketing, Events and Tourism <p>Conflict of Interest: NIL</p>
1.6	SHINING A LIGHT ON HIDDEN HOMELESSNESS	<ul style="list-style-type: none"> • Erin O'Neill, Coordinator Human Resources <p>Conflict of Interest: NIL</p>

13.2. COUNCIL PERFORMANCE REPORT - JUNE 2025

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

PURPOSE

For Council to receive and note the June 2025 Council Performance Report.

RECOMMENDATION

That Council receive and note the June 2025 Council Performance Report as attached.

BACKGROUND

The June 2025 Council Performance Report comprises an interim overview of Council finances. This includes an Income Statement, a Balance Sheet with commentary regarding any major variances, information on cash balances, the level of rates outstanding and a progress update on Council's Capital Works program.

Sections 97(1) and 97(2) of the *Local Government Act 2020* (the Act) requires that at least every three months, the Chief Executive Officer must ensure that a statement comparing budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to Council at a Council meeting which is open to the public.

ATTACHMENTS

1. Interim Finance Report - June 2025 [13.2.1 - 8 pages]

OPTIONS

Following consideration of the attached June 2025 Performance Report, Council can resolve to either:

1. Receive and note the June 2025 Council Performance Report; or
2. Not receive and note the June 2025 Council Performance Report and seek further information for consideration at a later Council meeting.

PROPOSAL

That Council receive and note the attached June 2025 Council Performance Report.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

Provision of a monthly financial report to the community facilitates accountability and transparency and ensures that Council and management are able to make informed decisions in a timely manner.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

Sections 97(1) and 97(2) of the *Local Government Act 2020* requires that at least every three months, the Chief Executive Officer must ensure that a statement comparing budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to Council at a Council meeting which is open to the public.

COUNCIL POLICY IMPACT

The June 2025 Council Performance Report has been prepared in the context of existing Council policies.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 4 “Services and Infrastructure” states the following strategic outcome:

Strategic Outcome 4.1: *"A financially sustainable, high performing organisation."*

This report supports the above Council Plan strategic outcome.

RESOURCES AND STAFF IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNITY IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENVIRONMENTAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENGAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.



INTERIM JUNE 2025 QUARTERLY FINANCE SUMMARY

INCORPORATED IN QUARTERLEY PERFORMANCE
REPORT

INTERIM OPERATING RESULT STATEMENT
For the period ending 30 June 2025

	YEAR TO DATE			FULL YEAR 2024-25		
	Actual	Adopted Budget	Variance	Forecast	Adopted Budget	Variance
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Income						
Rates and charges	73,111	72,234	877	73,136	72,234	902
Statutory fees & fines	920	1,064	(144)	1,018	1,064	(46)
User fees	10,699	10,565	134	11,886	10,565	1,321
Grants - operating	32,688	20,501	12,187	22,666	20,501	2,165
Grants - capital	13,305	15,562	(2,257)	13,324	15,562	(2,238)
Contributions - operating (monetary)	502	393	109	378	393	(15)
Contributions - capital (monetary)	54	2,399	(2,345)	38	2,399	(2,361)
Contributions - non monetary	2,671	500	2,171	2,137	500	1,637
Other income	8,630	6,944	1,686	7,117	6,944	173
Net gain on disposal of property, infrastructure, plant & equipment	(1,085)	(1,398)	313	1,978	(1,398)	3,376
Total Income (Inc capital income)	141,495	128,764	12,731	133,677	128,764	4,913
Expenditure						
Employee costs	37,689	37,384	(305)	36,250	37,384	1,134
Materials and services	41,703	40,690	(1,013)	44,008	40,690	(3,318)
Bad and doubtful debts	6	15	9	15	15	-
Depreciation and amortisation	34,587	34,379	(208)	34,130	34,379	249
Borrowing costs	135	172	37	172	172	-
Finance cost leases	4	120	116	5	120	115
Other expenses	1,005	719	(286)	852	719	(133)
Total Expenditure	115,129	113,479	(1,650)	115,431	113,479	(1,952)
Surplus for the year	26,366	15,285	11,081	18,246	15,285	2,961

Note: Council must report publicly against the original adopted budget on a quarterly basis. The following provides an explanation of the differences between the adopted budget and the interim results (as at 31 July 2025). These interim results have been produced to conform with all accounting standards and reporting obligations but are still subject to audit by Victorian Auditor General in August 2025. Subject to any final adjustments from the audit.

Commentary below to explain the timing of components of this variance:

Annual Summary - Actuals vs Adopted Budget

Council's 2024/25 provisional surplus variance is made up of:

	<u>ACTUAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>
Operating	\$9.7	(\$4.2)	\$13.9
Capital	\$16.7	\$19.5	(\$2.8)
	<u>\$26.4</u>	<u>\$15.3</u>	<u>\$11.1</u>

Operationally, the major variances are:

Advance receipt of the 2025/26 Victorian Grant Commission allocation in June 2025	\$9.5 million
Additional operating grants received/recognised during 2024/25	\$2.7 million
Higher other income mainly represents interest earned on investments during the year been higher than expected.	\$1.8 million
Additional rates and charges raised from supplementary notices	\$0.9 million
Additional spending on contractors and materials expenses (mainly on infrastructure projects)	(\$1.0 million)
	<u>\$13.9 million</u>

Capital, the major variances are:

Capital grants not received/ recognised during the year	(\$2.2 million)
Additional contributions (non monetary) - recognised towards new subdivision land assets	\$1.7 million
Less capital monetary contributions received during the year	(\$2.3 million)
	<u>(\$2.8 million)</u>

Surplus variance for the year

\$11.1 million

Note: Timing of capital works can often distort the comprehensive result/surplus of any Council. Positive surplus should always be cautiously assessed and reported in light of shifting project timelines.

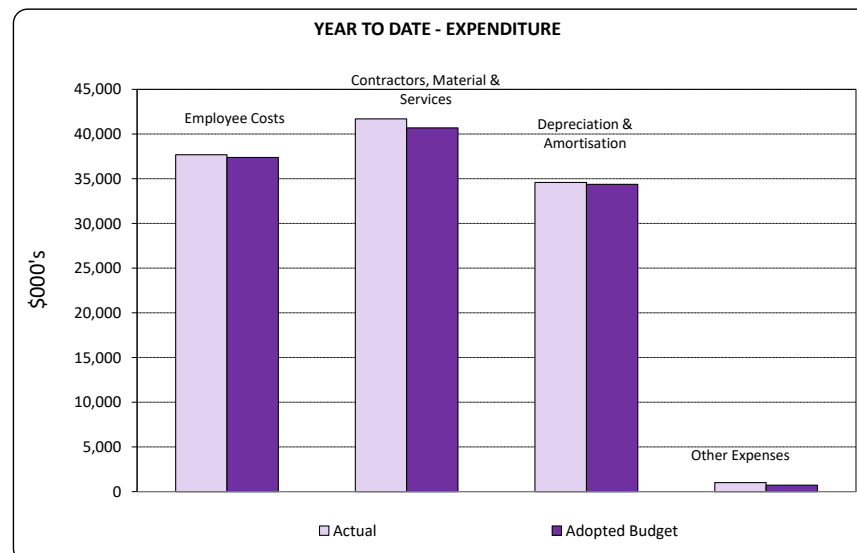
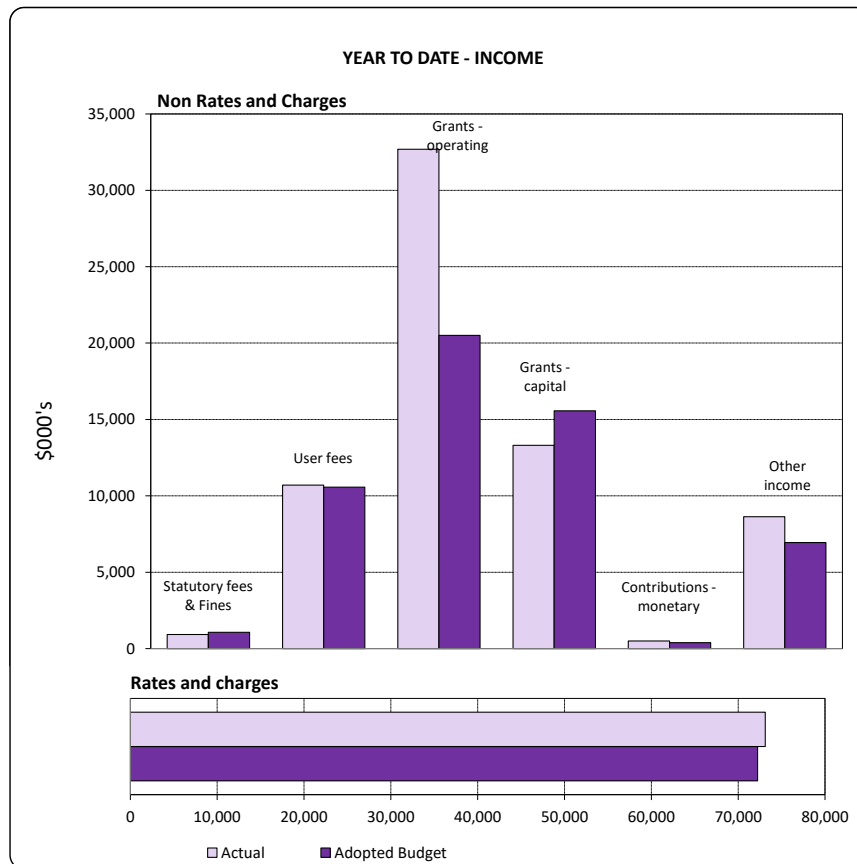
A summary of major variances that have occurred to date include:**Income**

- **\$0.88 million** **Rates & charges** -The favourable variance represents additional supplementary rates \$0.39M and garbage charges \$0.16M raised since the 2024/25 budget adoption, mainly due to increased demand for new residential developments throughout the Shire. Special Charge Schemes have contributed to raise \$0.23M through Longford Central Township and Seaspray schemes.
- **\$12.19 million** **Grants (operating)** - The positive variance mainly include the advance receipt of the 2025/26 Victorian Grant Commission allocation of \$9.5M in June 2025. Natural disaster grant claims received during the year for past events occurred amounts to approximately \$2.5M.
- **(\$2.26 million)** **Grants (capital)** - The reduction in capital grants is a result of non receipt of funding towards Sale Early Years - Gibson's Road community facility project (\$4.0M), Cameron Sporting Club Redevelopment (\$0.9M) and LED lighting program (\$0.4M) due to unsuccessful grant applications. This is partly offset by the receipt of natural disaster funding for capital infrastructure restoration works for past events of \$3.6M.
- **(\$2.26 million)** **Contributions - Capital (monetary)** - The variance represents external contributions not received for Gibsons and Cobains Roundabout project of (\$2.1M) as budgeted.
- **\$2.17 million** **Contributions - capital (non monetary)** - Gifted assets recognised during the year mainly for roads, drainage, footpaths and land.
- **\$1.69 million** **Other income** - Other income mainly represents interest earned on investments being higher than expected for the year due to competitive market rates generating additional income.

Expenditure

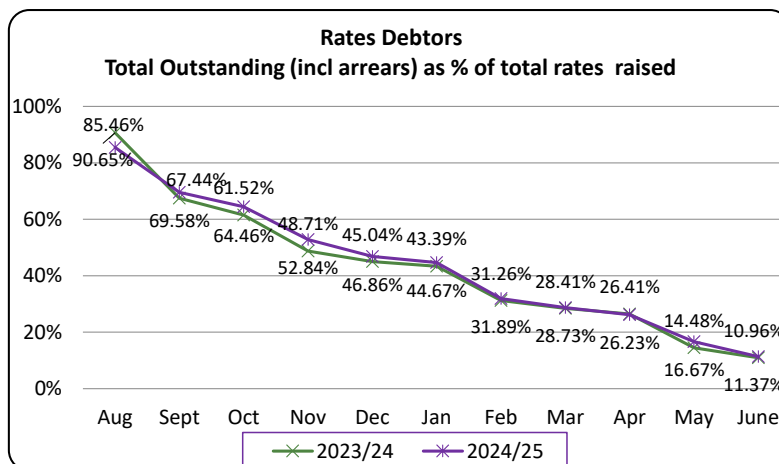
- **(\$1.06 million)** **Contractors, materials and services variance includes:**
All variances listed below are related to the timing of expenditure and are not expected to impact the year end results;
 - a. **(\$1.5M)** - Expenditure incurred on landfill rehabilitation works, which were unbudgeted. As part of the year end process these costs will be apportioned against the landfill provisions set aside for future development of the landfills.
 - b. **(\$0.65M)** - Contractor expenses associated with reconstruction work for past natural disaster events. The majority of the expenses will be claimable once the works are fully completed.
 - c. **\$0.91M** - Underspends in consultancy expenses mainly for shared services, strategic planning, economic development and sustainability programs that were budgeted for the year.

JUNE 2025 COMPONENTS AT A GLANCE



BALANCE SHEET**As at 30 June 2025**

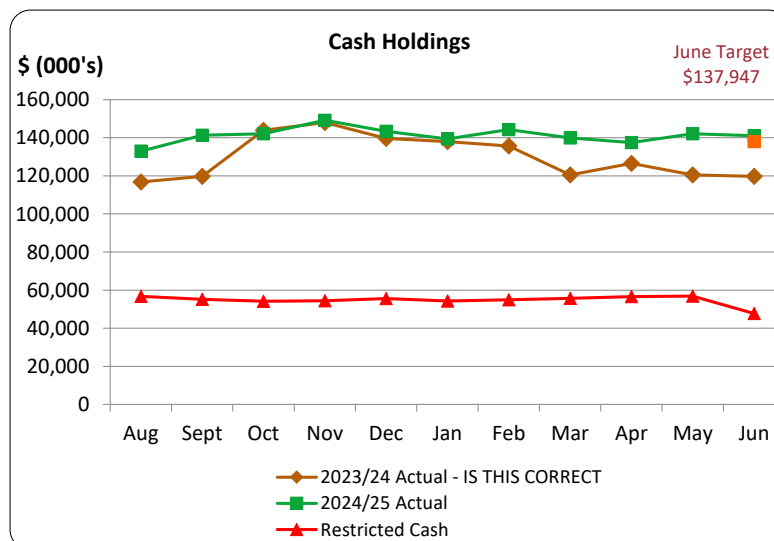
Actual		Actual	Forecast	Adopted Budget
June 24		June 25	June 25	June 25
\$000's		\$000's	\$000's	\$000's
Assets				
134,651	Total Current Assets	157,023	138,966	134,568
1,410,550	Total Non Current Assets	1,434,406	1,445,706	1,484,874
1,545,201	Total Assets	1,591,429	1,584,672	1,619,442
Liabilities				
28,416	Total Current Liabilities	28,964	28,377	32,784
20,646	Total Non Current Liabilities	21,704	20,068	23,328
49,063	Total Liabilities	50,668	48,445	56,112
1,496,139	Net Assets	1,540,761	1,536,227	1,563,330



The rate debtors outstanding at the end of June 2025 were \$10.3M (11.4%) compared to June 2024 of \$8.3M (10.9%).

Council has introduced a new rates payment platform called "Payble" allowing ratepayers to pay rate instalments weekly, fortnightly, monthly, quarterly or in full.

Overall an excellent effort to raise and collect over \$72.0M in 2024/25 financial year.



Council cash holdings at the end of June 2025 are \$141.1M, higher than June 2024 of \$119.7M, due to receipt of new or additional grant funding and delayed expenditure.

Current cash holdings include \$47.7M in restricted funds: \$11.1M to cover reserves, \$33.1M to cover provisions and trusts, \$3.5M associated with carried forwards.

The balance is generally working capital for ongoing operations.

Restricted cash is money that is reserved for specific purposes and therefore not available for general business use.

CAPITAL EXPENDITURE PROGRAM FOR THE PERIOD ENDING 30 JUNE 2025

	PERIOD ENDING 30 June 2025			
	Actual	Year End Forecast	Adopted Budget	Actual Variance to Adopted
	\$000's	\$000's	\$000's	\$000's
Property	15,188	15,880	29,479	(14,291)
Infrastructure	22,294	23,841	33,685	(11,391)
Plant and Equipment	3,687	3,568	4,454	(767)
Intangibles	208	508	910	(702)
Grand Total	41,377	43,797	68,528	(27,151)

	PERIOD ENDING 30 JUNE 2025			
	Actual	Year End Forecast	Adopted Budget	Actual Variance to Adopted
	\$000's	\$000's	\$000's	\$000's
Renewal	30,436	31,333	40,753	(10,317)
Upgrade	6,022	6,875	12,986	(6,964)
Expansion	4,919	5,589	14,789	(9,870)
New Assets	-	-	-	-
Grand Total	41,377	43,797	68,528	(27,151)

Capital Works Summary - Financial Year Ending 30 June 2025

A significant capital works program has been undertaken with many achievements and

- expenditure across the Shire of \$41.3M.

The multi year Aqua Energy Sale - Redevelopment works continued with \$13.3M in works being completed in the 24/25 Financial year. The project is expected to be completed in September 2025.

- Construction of the Lansdowne Street and Macarthur Street Roundabout.
- Capital Sealed Roads & Kerb & Channel Works \$12.2M .
- Footpath & Cycleways projects \$1.4M.
- Capital improvement works on Buildings and Recreation Facilities \$3.5M.
- Capital Unsealed Road Works \$2.5M.

The budgeted capital works not completed in 2024/25 of (\$27.2M) largely results from:

- 1) Projects delayed due to extended community consultation or liaison with other authorities, (\$12.0M).
- 2) Unsuccessful grant applications, (\$10.0M).
- 3) Contractor and materials unavailability (\$5.0M)

June 2025 Quarterly Highlights

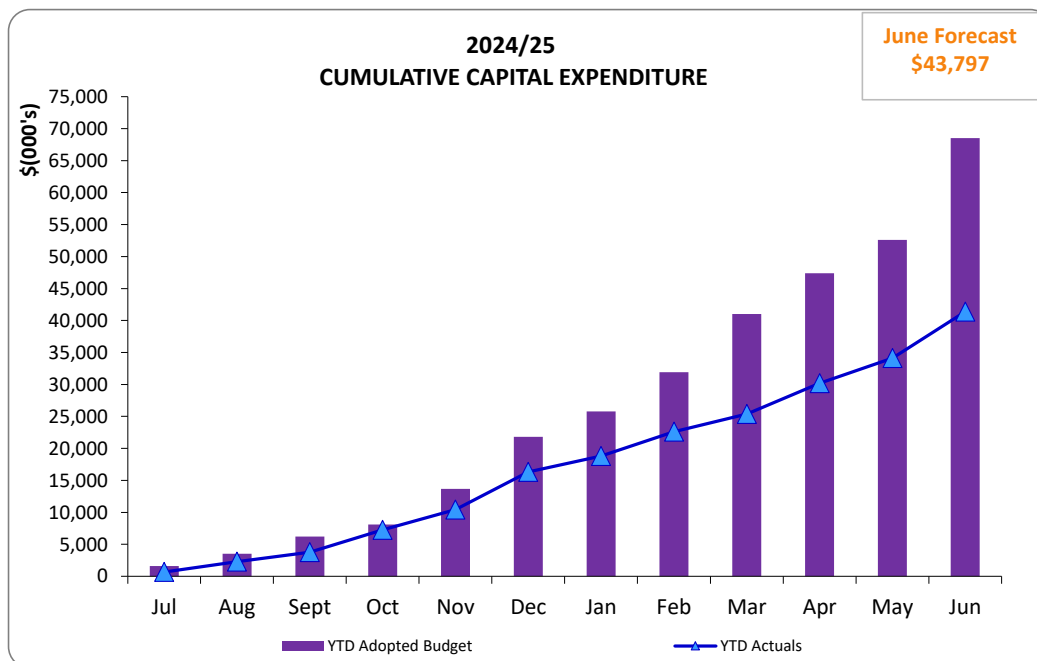
- Coongulla Special Charge Scheme works continued and are expected to be completed in July 2025.

CAPITAL EXPENDITURE PROGRAM FOR THE PERIOD ENDING 30 JUNE 2025

- Yarram Court House Roof repair works were completed in June 2025.
- Gippsland Maritime Museum Port Albert refurbishment works were finalised in June 2025.
- Urban Path works were completed in June 2025.
- Yarram Pool Water Treatment Plant works continued and are expected to be completed in November 2025 before the opening of the Rural pools for the summer season.

A number of delayed projects are being carried over into 2025/26. Overall, 4 projects are in preplanning and 9 projects are underway to be completed in the next financial year.

A total of 92 projects have reached practical completion for the 2024/25 financial year.



13.3. INTENTION TO DISPLAY DRAFT DOMESTIC ANIMAL MANAGEMENT PLAN 2026 - 2029

ACTION OFFICER: MANAGER GOVERNANCE

PURPOSE

To seek Council's approval to undertake community engagement on the draft Domestic Animal Management Plan 2026–2029 for a period of four weeks.

RECOMMENDATION

That Council approve a four week period of community engagement for the draft Domestic Animal Management Plan 2026–2029, to be conducted from Thursday 28 August 2025 to Wednesday 24 September 2025.

BACKGROUND

It is a requirement of the *Domestic Animals Act 1994*, that every Council in Victoria develops and implements a four-year Domestic Animal Management (DAM) Plan.

The Domestic Animal Management Plan must identify activities and actions to address the following:

- Set out a method for evaluating whether the animal control services provided by Council are adequate;
- Promote and encourage responsible pet ownership;
- Ensure compliance with the *Domestic Animals Act 1994* and relevant regulations;
- Outline programs for the training of authorised officers;
- Outline programs, services and strategies which the Council intends to pursue;
- Minimise the risk of attacks by dogs on people and animals;
- Address over-population and high euthanasia rates for dogs and cats;
- Encourage the registration and identification of dogs and cats;
- Minimise the potential for dogs and cats to create a nuisance;
- Effectively identify all dangerous dogs, menacing dogs and restricted breed dogs;
- Review existing orders and local laws that relate to cats and dogs;
- Ensure compliance by all registered Domestic Animal Businesses; and
- Provide periodic evaluation of any program, service, strategy or review outlined under the plan.

Wellington Shire Council's current Domestic Animal Management Plan expires in December 2025.

A new draft Domestic Animal Management Plan has been developed which addresses the required activities and actions, with an emphasis on:

- Increasing pet registration compliance;
- Reducing instances of dog attacks; and
- Providing support to pet owners affected by domestic violence and emergencies.

The community engagement period will offer the community and stakeholders the opportunity to contribute to shaping the Domestic Animal Management Plan 2026–2029. Engagement on the draft plan will be facilitated through Council's online platform, 'Your Wellington, Your Say'.

After the four-week community engagement period, all feedback received will be analysed and assessed to determine which elements should be incorporated into the final Domestic Animal Management Plan.

ATTACHMENTS

1. Draft Domestic Animal Management Plan 2026-2029 [**13.3.1** - 41 pages]

OPTIONS

Council has the following options available:

1. Approve a four week period of community engagement for the draft Domestic Animal Management Plan 2026–2029; or
2. Request further review and revision of the draft Domestic Animal Management Plan 2026–2029, prior to considering a proposal for community engagement at a future Council meeting.

PROPOSAL

That Council approve the release of the draft Domestic Animal Management Plan 2026–2029 for public consultation for a period of four weeks.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

The financial implications of implementing the actions outlined in the draft Domestic Animal Management Plan 2026–2029 can be accommodated within existing budget allocations.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

In accordance with the *Domestic Animals Act 1994*, every Council in Victoria must develop and implement a four-year Domestic Animal Management Plan. Council's current Domestic Animal Management Plan is due to expire in December 2025 with a new one required to be adopted no later than 4 December 2025.

COUNCIL POLICY IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 3 “Liveability and Wellbeing” states the following strategic outcome:

Strategic Outcome 3.2: *"An actively engaged community."*

The Council Plan 2021-25 Theme 4 “Services and Infrastructure” states the following strategic outcome:

Strategic Outcome 4.2: *"Services deliver operating efficiencies and best value."*

This report supports the above Council Plan strategic outcomes.

RESOURCES AND STAFF IMPACT

Relevant staff were consulted throughout the development of the draft Domestic Animal Management Plan and have had the opportunity to contribute to the review.

COMMUNITY IMPACT

Wellington Shire Council’s new draft four-year Domestic Animal Management Plan 2026-2029 details the domestic animal services provided to the community, the qualifications and training of staff, and the programs and strategies Council will use to promote responsible pet ownership throughout the municipality.

ENVIRONMENTAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENGAGEMENT IMPACT

Council is facilitating a community engagement process in respect of the draft Domestic Animal Management Plan. This will be facilitated on Council’s online community engagement and communication tool ‘Your Wellington, Your Say’.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

DOMESTIC ANIMAL MANAGEMENT PLAN 2026-29



Contents

1.0: INTRODUCTION	3
1.1 Executive Summary	3
1.2 Purpose and Primary Objective of the Domestic Animal Management Plan (DAM Plan)	3
1.3 Process applied in Developing the DAM Plan	4
1.4 Wellington Shire Demographic Snapshot	4
1.5 Wellington Shire Council Animal Management Staffing.....	6
1.6 Context and Current Situation.....	7
2.0: TRAINING OF AUTHORISED OFFICERS	10
2.1 Current Situation.....	10
2.2 Current Training	10
2.3 Planned Training.....	12
2.4 Our Plan.....	12
3.0: PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION	13
3.1 Current Situation.....	13
3.2 Our Orders, Local Laws, Council Policies & Procedures	16
3.3 Our Plan	16
4.0: PROGRAMS TO ADDRESS OVERPOPULATION AND HIGH EUTHANASIA RATES	17
4.1 Current Situation.....	17
4.2 Our Orders, Local Laws, Council Policies & Procedures.....	19
4.3 Our Plan.....	19
5.0: REGISTRATION AND IDENTIFICATION	20
5.1 Current Situation.....	20
5.2 Our Orders, Local Laws, Council Policies & Procedures.....	21
5.3 Our Plan	22
6.0: NUISANCE PETS.....	23
6.1 Current Situation.....	23
6.2 Our Orders, Local Laws, Council Policies & Procedures	24
6.3 Our Plan	26
7.0: DOG ATTACKS	27
7.1 Current Situation.....	27
7.2 Our Orders, Local Laws, Council Policies & Procedures	30

7.3 Our Plan	31
8.0: DANGEROUS, MENACING AND RESTRICTED BREED DOGS	32
8.1 Current Situation.....	32
8.2 Our Orders, Local Laws, Council Policies & Procedures.....	32
8.3 Our Plan	33
9.0: DOMESTIC ANIMAL BUSINESSES	34
9.1 Current Situation.....	34
9.2 Our Orders, Local Laws, Council Policies & Procedures.....	35
9.3 Our Plan	35
10.0: ANIMALS IN EMERGENCIES	37
10.1 Current Situation	37
10.2 Our Orders, Local Laws, Council Policies & Procedures.....	37
10.3 Our Plan.....	38
11.0: REVIEW OF DOMESTIC ANIMAL MANAGEMENT PLAN	39
11.1 Current Situation.....	39
11.2 Our Orders, Local Laws, Council Policies & Procedures.....	39
11.3 Our Plan.....	39

1.0: INTRODUCTION

1.1 Executive Summary

Wellington Shire Council (Council) recognises that pet ownership has positive benefits for the community. Responsible pet ownership makes a valuable contribution towards our community's wellbeing and adds to social connectivity. This is more pronounced with children and the elderly where pets play a more prominent part in their lives. They provide opportunities for active pursuits, companionship to those who may feel lonely or isolated and independence for those with a disability or illness.

Following a boom in pet ownership at the outset of the COVID-19 pandemic, Australia's pet ownership rate has stabilised, however we have one of the highest rates of pet ownership per household in the world. Approximately 48% of households own dogs and 33% own cats.¹

The issue of balancing pet ownership and the rights of the individual to enjoy the environment is a challenge. The adequate control of animals can often be a source of conflict between neighbours, particularly in urban areas.

The *Domestic Animals Act 1994* (the Act) regulates domestic animal management within Victoria. It is a requirement that every Council develops and implements a Domestic Animal Management Plan (DAM Plan).

1.2 Purpose and Primary Objective of the Domestic Animal Management Plan (DAM Plan)

Balancing the benefits of pet ownership and the rights of individuals to enjoy their environment without disruption remains an ongoing challenge. Consideration has been given to both pet owners and those who do not own pets when developing this plan.

The primary objective is to provide a strategic plan to guide the community towards the goal of responsible pet ownership and to assist Wellington Shire to achieve a professional, consistent and proactive approach to domestic animal management practices.

The DAM Plan identifies current activities and future actions to address the following issues as required by s68A of the Act:

- Set out a method for evaluating whether the animal control services provided by Council are adequate;
- Promote and encourage responsible pet ownership;
- Ensure compliance with the *Domestic Animals Act 1994* and relevant regulations;
- Outline programs for the training of authorised officers;
- Outline programs, services and strategies which the Council intends to pursue;
- Minimise the risk of attacks by dogs on people and animals;
- Address over-population and high euthanasia rates for dogs and cats;
- Encourage the registration and identification of dogs and cats;
- Minimise the potential for dogs and cats to create a nuisance;
- Effectively identify all dangerous dogs, menacing dogs and restricted breed dogs;
- Review of existing orders and local laws that relate to cats and dogs;
- Ensure compliance by all registered Domestic Animal Businesses;

¹ Animal Medicines Australia 2022

- Provide periodic evaluation of any program, service, strategy or review outlined under the plan.

1.3 Process applied in Developing the DAM Plan

The DAM plan was developed by Wellington Shire Council's Local Laws team, following a series of structured activities undertaken throughout its planning and implementation phases.

Action	Actioned By	Date
Review effectiveness of 2021-2025 Plan using available data.	Coordinator Local Laws	March 2025
Draft 2026-2029 Plan incorporating results from 2021-2025 Plan review.	Coordinator Local Laws	April-May 2025
Release document for public comment.	Council	August 2025
Engage with the Community by: <ul style="list-style-type: none"> • Seeking submissions to draft document. • Engaging with internal and external agencies, such as RSPCA, Animal Welfare Victoria, Victorian Animal Aid Trust, Animal Care Australia and Committees of Management, seeking feedback. 	Coordinator Local Laws	August 2025
Compile results of community engagement.	Coordinator Local Laws	September 2025
Update Plan to reflect and incorporate feedback	Coordinator Local Laws	September 2025
Review Final document	Manager Governance	October 2025
Present final document to Council for adoption	Coordinator Local Laws	November 2025
Forward to Animal Welfare Victoria and place on Council's website	Coordinator Local Laws	December 2025

1.4 Wellington Shire Demographic Snapshot

Wellington Shire is the third largest shire in Victoria by land area (10,811 square kilometres). The shire is a mixture of rural and urban areas, with an estimated population of 46,124².

Wellington Shire is a unique environment, which encompasses coastal areas, the Gippsland Lakes, agricultural land, areas of cultural and environmental significance, undeveloped land and urban areas. The largest towns in the area are Sale, Maffra, Yarram, Stratford, Rosedale and Heyfield.

² Australian Bureau of Statistics ERP 2023



Wellington Shire

With 18,890 households in the Shire³ it is estimated that approximately 48% households own one or more dogs at an average of 1.3 dogs per household and 33% of households own one or more cats at an average of 1.6 cats per household⁴. This is significantly higher than pre-pandemic surveys. (40% dogs, 27% cats).

With those figures in mind, it is estimated there are 11,787 dogs and 9,973 cats in the Shire. Unfortunately, the number of registered dogs and cats (particularly cats) is significantly less than the estimated population. Registration and identification of dogs and cats will be discussed further in Part 3 of this Plan.



³ Australian Bureau of Statistics 2023

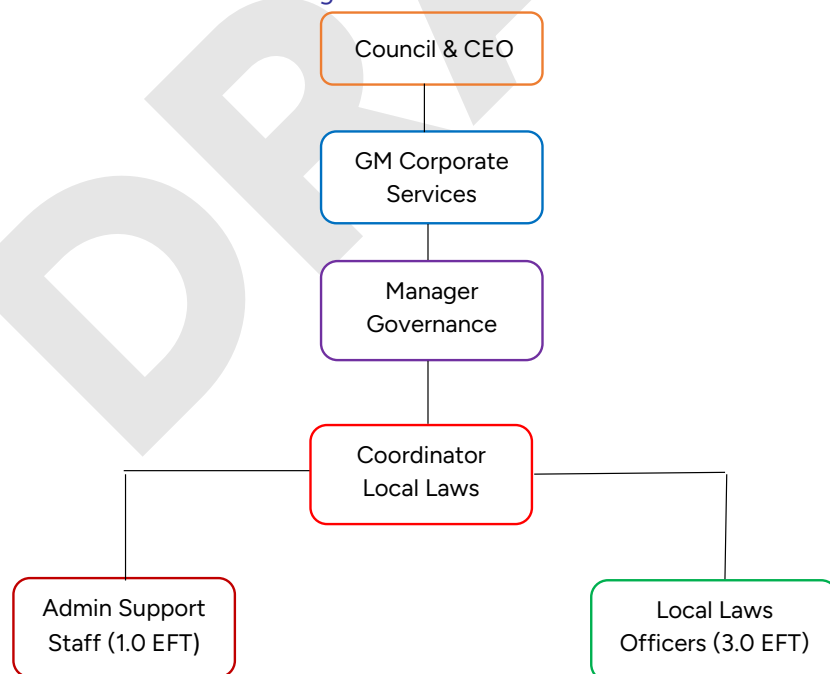
⁴ Animal Medicines Australia 2022

1.5 Wellington Shire Council Animal Management Staffing

To meet legislative requirements, Wellington Shire Council employs Local Laws Officers, who are authorised under section 72 of the *Domestic Animals Act 1994* and are included in Council's Governance business unit.



Organisational Structure



Local Laws Officers deal with a variety of issues apart from animal management. For the purpose of this Plan, the equivalent of three officers are dedicated to domestic animal management matters.

1.6 Context and Current Situation

The Wellington Shire Council local laws team provide a broad range of services to ensure it meets its legislative responsibilities relating to animal management. They include, but are not limited to:

- Responding to and investigating customer requests/complaints relating to domestic animals;
- Promoting responsible pet ownership;
- Managing the Wellington Shire Pound and Animal Shelter;
- Maintaining the domestic animal, restricted breed and declared dog registers;
- Managing wandering, nuisance, unwanted/surrendered animals;
- Assisting with the feral cat population;
- Investigating dog attacks;
- Conducting patrols in popular dog walking areas;
- Registering and inspecting Domestic Animal Businesses (DABs);
- Providing a 52-week, 24/7 emergency service;
- Providing suitably trained and qualified staff;
- Maintaining collaborative relationships with partner organisations, such as – Royal Society for the Prevention of Cruelty to Animals (RSPCA), Victoria Police, Victorian Animal Aid Trust, Animal Welfare Victoria, veterinary clinics and other stakeholders, with a view to a multi-agency approach to animal management.

Summary of Key Services:

Current Program	Service Level
Identification and Registration	All dogs and cats are required to be registered by 10 April each year. As of 30 June 2025, the number of animals registered within Wellington Shire was: Dogs: 7,426 Cats: 1,850
Wellington Shire Pound and Animal Shelter	Consists of a facility that can accommodate 38 dogs and 36 cats. The facility is located at 111 Hopkins Road Fulham, about 5km west of Sale. It is managed under contract by Victorian Animal Aid Trust, who provide the following services: <ul style="list-style-type: none"> • Agents for the registration of pets; • Receive dogs and cats, contact known owners, place photographs on the website, house animals until released, rehouse or disposal of

Current Program	Service Level
	<p>animals due to ill health, welfare issues or where there is failure to rehouse;</p> <ul style="list-style-type: none"> • Provide short term care for animals whose owners are temporarily unable to care for them due to illness or situations involving domestic violence. This allows owners to focus on recovery or safety while knowing their animals are being looked after in a secure and compassionate environment. • Provide secure housing of seized dogs, pending prosecution; • Provide monthly statistics to Wellington Shire. <p>During the 2024-2025 financial year, 572 lost or surrendered animals were received at the Pound and Shelter. 341 were reunited with their owners and 200 were successfully rehomed.</p> <p>16 dogs were seized pending prosecution in the Magistrates Court of Victoria.</p>
Domestic Animal Businesses	<p>There are 20 Domestic Animal Businesses registered with Wellington Shire. All are monitored to ensure compliance with the relevant Codes of Practice. Currently, these include:</p> <ul style="list-style-type: none"> 5 Breeding/Rearing Establishments 2 Pounds and Animal Shelters 5 Dog Training Establishments 2 Pet Shops 6 Boarding Establishments
Domestic Animal Complaints	<p>During the 2024-2025 financial year, local laws staff have responded to 1,286 domestic animal complaints, with an average initial response time of 1.3 days.</p> <p>Complaints varied from wandering cats/dogs, nuisance animals, reports of dog attacks or rushes, animal welfare concerns, requests to surrender pets and reports of non-compliance with the relevant Codes of Practice. While matters can be reported during standard business hours, Council also provides a 24-hour service to respond to urgent issues.</p>

Current Program	Service Level
Restricted Breed/Declared Dog Identification and Monitoring	<p>Restricted Breed and Declared dogs are identified, declared and monitored in accordance with Part 3A of the <i>Domestic Animals Act 1994</i>.</p> <p>Current Count as of 8/7/2025 : Declared Dangerous Dogs 2 Declared Menacing Dogs 4</p>
Responsible Pet Ownership	<p>Wellington Shire has developed a very comprehensive responsible pet ownership education resource section on its website. Regular animal management articles are published in local newspapers, on social media and Council's website.</p>
Animals in Emergencies	<p>Through the Wellington Shire Council Emergency Animal Welfare Plan, we support and provide safe refuge to pets and their owners in times of emergency, such as fires or floods.</p>

2.0: TRAINING OF AUTHORISED OFFICERS

2.1 Current Situation

Wellington Shire Council employ six full-time Local Laws officers, all authorised in accordance with:

- Section 72 of the *Domestic Animals Act 1994*;
- Section 18 of the *Prevention of Cruelty to Animals Act 1986*; and
- Section 313 of the *Local Government Act 2000*.

For the purpose of this plan, three full-time equivalent positions are dedicated to domestic animal management, however additional staff are utilised for planned operations such as annual and unannounced domestic animal business inspections, pet registration checks, animal welfare investigations and emergency situations.

Wellington Shire Council recognises the importance of skilled and qualified staff, as such, individual training plans are developed as part of the professional development and performance appraisal processes.

A dedicated Coordinator Organisational Development is employed to oversee the delivery of initial and ongoing training, in addition to targeted professional development opportunities.

2.2 Current Training

The table below outlines the current training opportunities available to local laws staff and their participation.

Subject	Frequency	Officer 1	Officer 2	Officer 3	Officer 4	Officer 5	Officer 6
Initial Induction Training	At commencement of employment	✓	✓	✓	✓	✓	✓
Cert IV in Animal Control & Regulation	Once	✓					
Animal Welfare Victoria Animal Management Officer Seminar	Annually	✓	✓	✓	✓	✓	✓
Child Safe Standards	Annually 2 yearly	✓	✓	✓	✓	✓	✓
Human Rights	3 yearly	✓	✓	✓	✓	✓	✓
Prevention of Workplace Bullying and Harassment	Annually	✓	✓	✓	✓	✓	✓

Subject	Frequency	Officer 1	Officer 2	Officer 3	Officer 4	Officer 5	Officer 6
Record Keeping & Privacy	2 yearly	✓	✓	✓	✓	✓	✓
Fraud and Corruption Awareness	2 yearly	✓	✓	✓	✓	✓	✓
Situational Awareness	2 yearly	✓	✓	✓	✓	✓	✓
Use of Firearms	As required	✓	✓	✓	✓	✓	✓
Use of Extendable Batons	As required	✓	✓	✓	✓	✓	✓
Task Specific Training*	As required	✓	✓	✓	✓	✓	✓
Industry Training**	As required	✓	✓	✓	✓	✓	✓
Occupational Health & Safety Training	Annually	✓	✓	✓	✓	✓	✓
Gippsland Community Leadership Program	Once			✓			

*Such as Conducting Investigations, Preparing Briefs of Evidence, Statement Taking, Acting on Non-Compliance, Dealing with Nuisance Dogs, 4x4 Operation & Recovery.

**Such as Managing Cats & Dogs in Shelters/Pounds, Dog Bite Prevention, Canine Anatomy.

2.3 Planned Training

Wellington Shire Council is committed to providing ongoing training and professional development opportunities for Local Laws staff. A staff development and training plan is developed annually, in consultation with individual staff and their supervisor.

2.4 Our Plan

OBJECTIVE 1

To maintain a trained, experienced and engaged workforce by developing and maintaining individual training, professional development and performance plans for all local laws staff

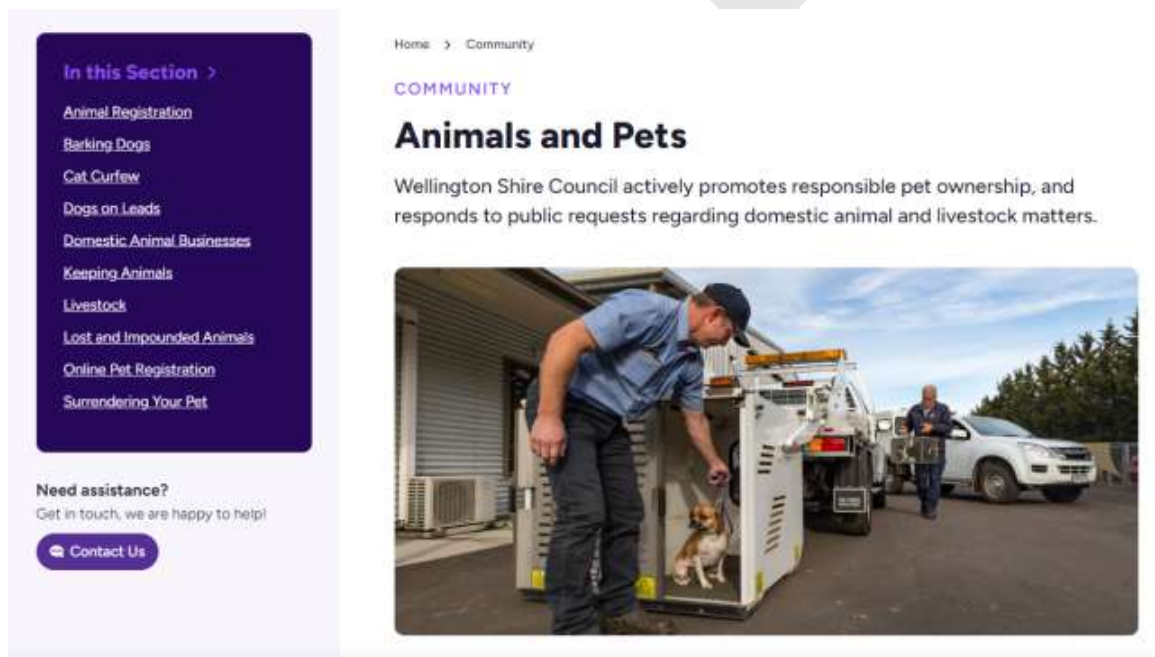
Activity	Frequency	Evaluation
1) Conduct individual performance and development plans, identifying any training or development requirements.	Annually, with six-monthly reviews	Completion of individual performance and development plans, recorded in Council's learning management system.
2) Investigate further communication, conflict resolution and professional development training opportunities.	As required	Increased training and professional development opportunities as recorded in Council's learning management system.
3) Hold regular local laws team meetings in order to encourage a consistent and professional approach to animal management matters.	Monthly	Minutes recorded.

3.0: PROGRAMS TO PROMOTE AND ENCOURAGE RESPONSIBLE PET OWNERSHIP AND COMPLIANCE WITH LEGISLATION

3.1 Current Situation

Wellington Shire, though its website, provides pet owners with information and resources designed to promote responsible pet ownership, such as:

- Online Animal Registration
- Dealing with Barking/Nuisance Dogs
- Cat Curfew
- Dogs on Leads
- Keeping Animals
- Lost and Impounded Pets
- Surrendering Your Pet
- Domestic Animal Businesses



Short videos, produced in collaboration with a local veterinarian provide cat owners with guidance on cat containment and wellbeing, and address frequently asked questions about the cat curfew.



Regular articles are published in the local print media and social media to remind pet owners of their responsibilities. Topics include:

- Registering pets
- Cleaning up after dogs
- Cat curfew reminders
- Advantages of microchipping and desexing
- Looking after pets in hot weather



Following extensive community consultation, a 24-hour cat curfew was introduced in January 2023, which requires all cat owners in Wellington Shire to confine their cats to their property.

In the twelve months since the cat curfew came into effect, **81** fewer domestic cats were collected while at large, compared to the twelve-month period directly prior to the curfew.



Wellington Shire Council

October 31, 2024 · 🌐

🐾 Hey, cat parents! Did you know Wellington has a 24/7 cat curfew?

From day to night, our feline friends need to stay in their cosy castles! Why? Because it helps protect them from harm and keeps our wildlife safe.

Since the curfew began in 2023, 81 fewer cats have been collected and complaints are down by 68 compared to the same time in previous years! These reductions show the positive impact of our community's dedication to keeping cats safe and protecting native wildlife.

Thanks for doing your part, keep up the great work 💙

3.2 Our Orders, Local Laws, Council Policies & Procedures

Legislative	<i>Domestic Animals Act 1994</i> <i>Domestic Animals Regulations 2015</i> <i>Prevention of Cruelty to Animals Act 1986</i>
Council Orders	<i>24-hr Cat Curfew gazetted 19.1.2023</i> <i>Dogs to be Placed on Leads in Nominated Areas gazetted 11.10.2017</i>
Local Law	<i>Wellington Shire Council Community Local Law 2021, Part 6:</i> Keeping of Animals: 6.1 limits the number of animals on properties based on planning zones 6.2 Regulates the type, location and cleanliness of animal shelters 6.3 Requires dog walkers to carry dog litter bags & pick up after their dogs
Procedures	<i>Wellington Shire Council Offence Management Guidelines</i>
Plans	<i>Wellington Shire Council Plan 2025-29 Strategic Objective One: Healthy Connected Communities</i>

3.3 Our Plan

OBJECTIVE 2

Continue to promote and encourage responsible pet ownership and compliance with legislation

Activity	Frequency	Evaluation
1) Conduct regular reviews of Council's website to ensure all responsible pet ownership information is current and correct	Six-monthly or as required	All responsible pet ownership information on Council's website is current and correct
2) Continue to educate cat owners about the benefits of the 24-hour cat curfew	Quarterly or as required	Reduction in the number of impounded domestic cats
3) Continue to publish regular responsible pet ownership articles in print and social media	Quarterly or as required	At least one responsible pet ownership article released for print or social media quarterly

4.0: PROGRAMS TO ADDRESS OVERPOPULATION AND HIGH EUTHANASIA RATES

4.1 Current Situation

Wellington Shire Council has a contract with Victorian Animal Aid Trust (Animal Aid) for the provision of pound and animal shelter services on behalf of Council. The contract commenced on 1 August 2022 and is for a five-year period with provision for two, two-year extensions.

Animal Aid is a leader in providing care for lost, injured, abandoned or surrendered animals until they can be successfully rehomed, no matter how long it takes.

The current contract requires Animal Aid to comply with the *Code of Practice for the Management of Dogs and Cats in Shelters and Pounds*. Six monthly audits are conducted by Council staff to ensure compliance with the service specifications and to ensure all animals' health and welfare requirements are addressed.

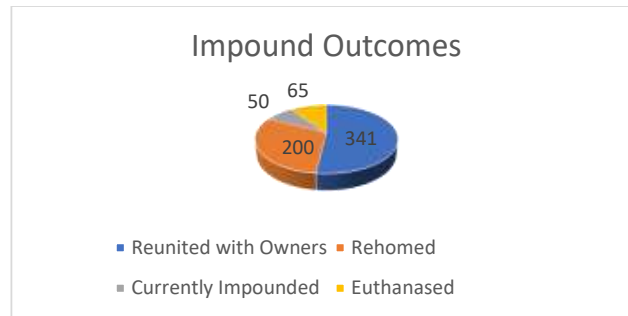
In June 2020, Wellington Shire entered into a section 84Y of the *Domestic Animals Act 1994* agreement with the Maffra Animal Clinic. The purpose of the agreement was to facilitate the rehoming of cats and kittens surrendered directly to the clinic.

Wellington Shire Council welcomes the direction set by the Animal Welfare Victoria *Victorian Cat Management Strategy 2025-2035*. While the Council is already implementing several key elements of the strategy, such as cat containment, promoting feline welfare, encouraging responsible ownership, and managing the impacts of feral cat populations, it recognises that effective cat management requires a collaborative approach. Council looks forward to working with other stakeholders across the sector to strengthen outcomes for cats and the broader community.

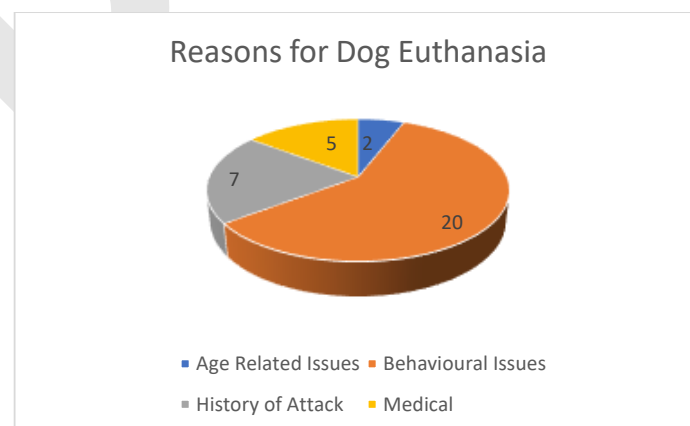
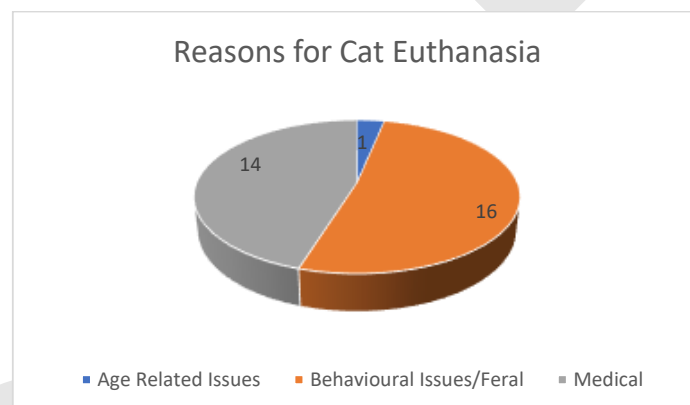


Through the outstanding work of Victorian Animal Aid Trust, unclaimed cats and dogs have an increased prospect of successful rehoming.

During the 2024-2025 financial year, **656** lost or surrendered animals were received at the Pound and Shelter. The chart below shows the outcomes of impounded animals.



Unfortunately, **65** animals were euthanised during the same period. The charts below outline the reasons for euthanasia:



4.2 Our Orders, Local Laws, Council Policies & Procedures

Legislative	<i>Domestic Animals Act 1994</i> <i>Code of Practice for the Management of Dogs and Cats in Shelters and Pounds</i>
Council Orders	<i>24-hr Cat Curfew gazetted 19.1.2023</i>
Local Law	<i>Wellington Shire Council Community Local Law 2021, Part 6: Keeping of Animals</i>
Procedures	<i>Wellington Shire Council Offence Management Guidelines</i> <i>Wellington Shire Feral Cat Trap Hire Process</i> <i>Wellington Shire Council Pet Surrender Process</i>
Strategies	<i>Wellington Shire Council Plan 2025-29 Strategic Objective One: Healthy Connected Communities</i>
Other	<i>Provision of Pound and Shelter Services contract between Wellington Shire Council and Victorian Animal Aid Trust.</i>

4.3 Our Plan

OBJECTIVE 3

Reduce overpopulation and euthanasia rates of unwanted cats and dogs by maintaining feral cat and pet rehoming programs

Activity	Frequency	Evaluation
1) Continue to actively promote the Animal Aid pet adoption program through Council's website and local media	Ongoing	Link to Animal Aid adoptions published on Council's website
2) Promote responsible pet ownership, particularly the importance of desexing and keeping pets contained to properties	Quarterly or as required	At least one responsible pet ownership article released via social or local media quarterly
3) Continue with the feral cat trapping program	As required	Adequate stock of traps and booking system maintained.
4) Identify opportunities for collaboration with stakeholders such as Government departments to improve cat management practices and outcomes.	As opportunities arise	Opportunities for collaboration explored. Maintain currency with developments in the Victorian Cat Management Strategy. Participate in any industry sessions or surveys

5.0: REGISTRATION AND IDENTIFICATION

5.1 Current Situation

Domestic animal registration is conducted in accordance with Part 2 of the *Domestic Animals Act 1994*.

Council data indicates the compliance rate for dog registration is 73% compared with the estimated population of 11,787, and a compliance rate for cat registration of 21% compared with an estimated population of 9,973.

Estimated Number of Dogs 11,787	Estimated Number of Cats 9,973
Number of Registered Dogs 7,426	Number of Registered Cats 1,850

While cat and dog registrations have increased over the past four years, the compliance rate has dropped from 93% for dog registrations and 30% for cat registrations⁵. An increase in pet ownership based on post pandemic surveys has decreased the compliance rate. Cat registrations is an area of concern.

Many households are experiencing an increase in living costs. Households with government payments as their main source of income saw the largest rise in living costs (3.2%) in the second quarter of 2025, particularly in the areas of rents, food and health costs.⁶

It is recognised that in some cases; pet owners need to make difficult choices when managing household budgets. Pet registration is one area that can fall by the wayside when owners are attempting to manage competing financial priorities.

Balancing the needs of pet owners, their pets and the legal requirement to register pets is challenging. Wherever possible, Council will work with pet owners to assist them meet their registration obligations.

⁵ Refer 1.4: Wellington Shire Demographic Snapshot

⁶ Australian Bureau of Statistics May 2025

5.2 Our Orders, Local Laws, Council Policies & Procedures

Legislative	<i>Domestic Animals Act 1994</i> <i>Domestic Animals Regulations 2015</i>
Local Law	<i>Wellington Shire Council Community Local Law 2021, Part 6: Keeping of Animals.</i>
Procedures	<i>Wellington Shire Council Offence Management Guidelines</i> Domestic Animal Registration/Renewal processes Impounding of Unregistered Cats & Dogs processes Release of Impounded Animals to Identified Owners process
Other	Service Delivery Contract between Wellington Shire Council and Victorian Animal Aid Trust (requirement that all animals are registered before release)

Council's current compliance activities include:

- Annual pet registration renewal process
- Follow-up with owners of unregistered pets after 10 April each year
- Door knocks in areas identified as having a low pet registration rate
- Foot patrols of popular dog walking areas, checking registration compliance
- Impounding unregistered cats and dogs found at large
- Notices to Comply for identified unregistered animals
- Infringement notices issued to owners of unregistered animals
- Prosecution in the Magistrates' Court of Victoria for unpaid infringements
- Registration of all animals before release from the pound
- Inspections of records of Domestic Animal Business to ensure compliance with registration requirements.

5.3 Our Plan

OBJECTIVE 4

To increase the number of pet registrations within Wellington Shire Council each year for the duration of this Plan, with a continued emphasis on increasing compliance amongst cat owners.

Activity	Frequency	Evaluation
1) Continue to promote responsible pet ownership, including registration through Council's website, social and local media	Quarterly	At least one responsible pet ownership article released quarterly
2) Conduct annual pet registration renewal process	April each year	Annual pet registration renewal process completed
3) Follow up on lapsed registrations	As required, from mid-April each year	Follow ups completed and recorded
4) Conduct targeted door knocks in areas identified with high levels of non-compliance	As required, from mid-April each year	Door knocks and letter drops completed and recorded.
5) Follow up on change of pet ownership notifications	As required	Follow ups completed and recorded
6) Adopt a consistent enforcement approach aimed at encouraging owners to register their pets	As required	Number of Notices to Comply, infringements and prosecutions for unregistered animals
7) Ensure no unregistered animal is released from the pound	Ongoing	All animals are registered before being reunited with their owners, or rehomed

6.0: NUISANCE PETS

6.1 Current Situation

During the 2024-2025 financial year, Local Laws staff have responded to **1,286** domestic animal related complaints, with an average initial response time of **1.3** days.

Complaints can be broadly categorised as follows:

- Wandering/stray cats/dogs
- Barking dogs
- Unregistered cats/dogs
- Excess animals on residential premises
- Abandoned pets
- Aggressive dogs
- Dog excrement

Complaints Received
1,286

Average Response Time
1.3 Days

Since the 24-hr cat curfew was introduced to Wellington Shire in July 2023, Council has experienced a 20% reduction in the number of domesticated cats impounded. Complaints relating to wandering/nuisance cats also reduced. Over the first 12 months of the curfew, **81** fewer domestic cats were collected, compared with the 12 months directly preceding the cat curfew. This declining trend continues.



Wellington Shire Council recognises that dogs that bark excessively can become a source of friction between neighbours and others enjoying the local environment.

Council has a dedicated page on its website providing information on:

- Why dogs bark
- Neighbourhood communication
- Lodging a complaint with Council
- Council action
- Tips for dog owners to reduce barking.

During the 2024-2025 financial year, approximately 85% of barking dog complaints were resolved after Council's first contact with the dog owner. Further enforcement options, including notices to abate the nuisance, infringements and prosecutions in the Magistrate's court are available if required.



6.2 Our Orders, Local Laws, Council Policies & Procedures

Legislative	<i>Domestic Animals Act 1994</i>
Council Orders	<i>24-hr Cat Curfew gazetted 19.1.2023</i> <i>Dogs to be Placed on Leads in Nominated Areas gazetted 11.10.2017</i>
Local Law	<i>Wellington Shire Council Community Local Law 2021, Part 6: Keeping of Animals</i> 6.3: Requirement to carry animal litter device 6.4: Animal nuisance (excessive noise/smells)
Procedures	<i>Wellington Shire Council Offence Management Guidelines</i> Nuisance (Barking) Dog Process

	Feral Cat Trap Hire Process After-Hours Response to Animal Complaints Process Impounding of Stray Cats and Dogs Process
Strategies	Wellington Shire Council Plan 2025-29 Strategic Objective One: Healthy Connected Communities
Other	Provision of Pound and Shelter Services contract between Wellington Shire Council and Victorian Animal Aid Trust.

Council's current compliance activities include:

- Ensuring all nuisance complaints are acknowledged, recorded and actioned
- Feral/trespassing cat trapping program available to all residents
- Wandering cats and dogs collected. Appropriate action taken
- Verbal warnings, notices to comply and if necessary, infringements issued to owners of wandering pets
- Unannounced inspections and/or stand-off monitoring of properties identified as having ongoing nuisance complaints
- Prosecution through the Magistrates' Court and the seeking of Court abatement or removal orders for nuisance dogs.

To support engagement and education among pet owners, Council has implemented a three staged approach to managing wandering or at-large cats and dogs.

1. If the animal is registered and has no prior history of being at large, where possible the animal will be returned to the owner.
2. If the animal is registered and there has been one previous incident of being at large, where possible the animal will be returned to the owner, and a verbal or written warning will be issued.
3. If the animal is registered and there is a history of the animal being at large on more than two previous occasions, the animal will be impounded, and an infringement notice will be issued to the owner.

Unregistered animals found at large are impounded, requiring the owner to register the animal and pay the appropriate release fee before release.

6.3 Our Plan

OBJECTIVE 5

Continue to encourage responsible pet ownership throughout Wellington Shire by responding to, investigating and acting on animal nuisance reports in a timely and effective manner.

Activity	Frequency	Evaluation
1) Actively enforce Council's cat curfew.	As required	Number of compliance actions taken
2) Continue to work closely with owners of nuisance/barking dogs to ensure a lasting solution	As required	Reviewed on a case-by-case basis
3) Continue to promote responsible pet ownership through Council's website, social and local media	Quarterly	At least one responsible pet ownership article released quarterly
4) Ensure dog bag dispensers are regularly stocked and maintained	As required	Regular inspections to ensure dispensers are serviceable and stocked
5) Ensure responsible pet ownership brochures are readily available and issued when required	Annually	Sufficient stock is ordered and available
6) Regularly review the information on Council's website regarding nuisance animals and the cat curfew to ensure currency	Six-monthly	Council's website contents reviewed to ensure it is up to date

7.0: DOG ATTACKS

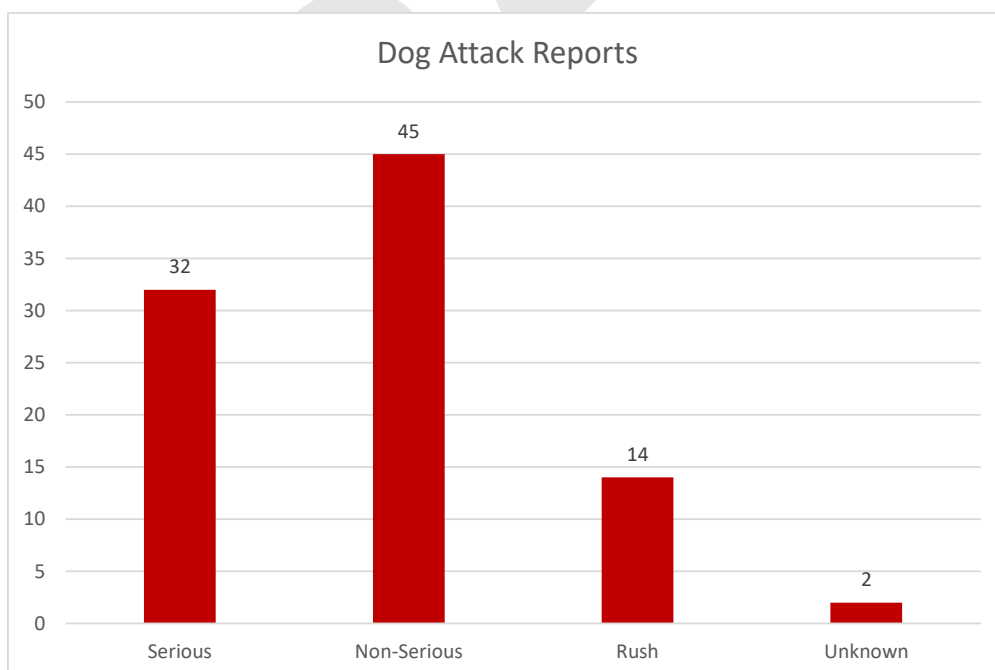
7.1 Current Situation

For the period 17 April 2024 – 16 April 2025, **93** dog attack reports were received and investigated by council.

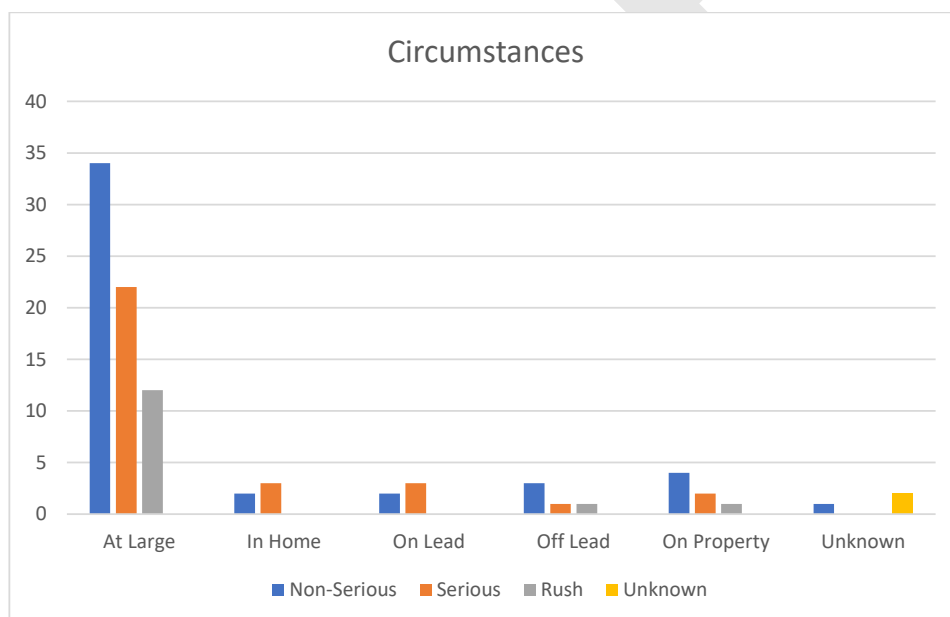
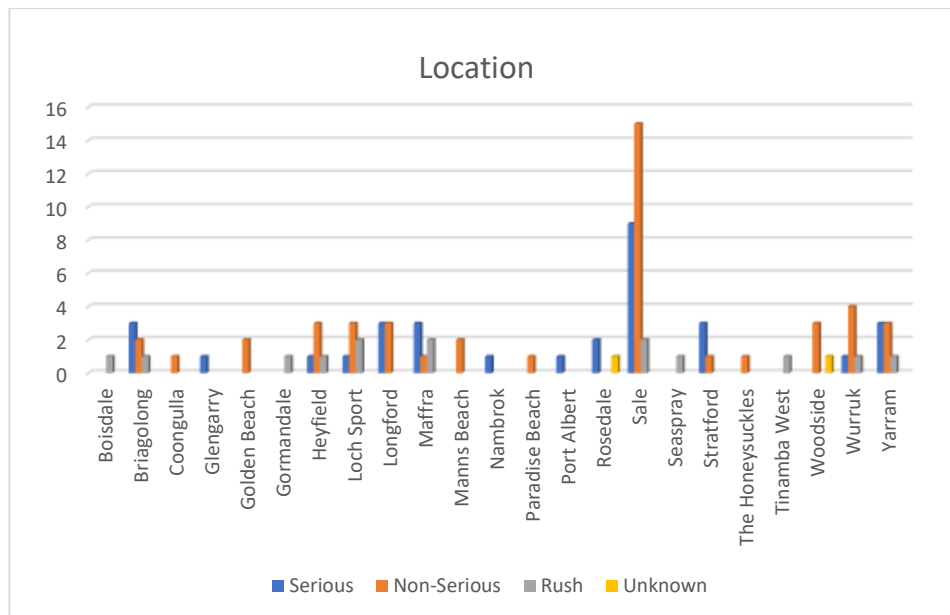
Serious dog attacks on people remained relatively static over the past four years, however the number of incidents involving children in the home (**4**) is a concern.

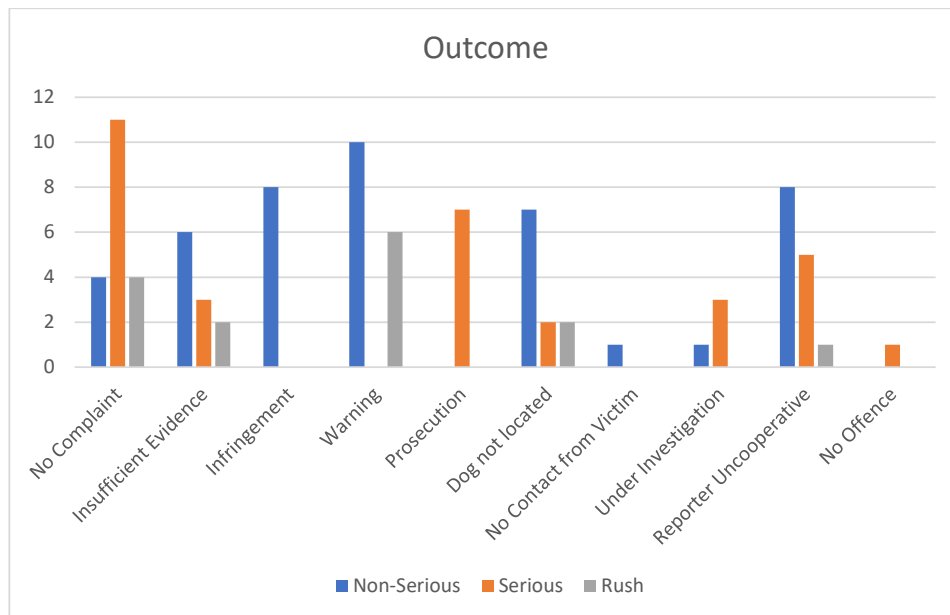
The reports have been analysed to provide Council with a better understanding on the types, circumstances, locations and outcomes of the attacks reported.

- **68 (73%)** of all attacks occurred while the attacking dog was at large.
- **12 (13%)** occurred while the attacking dog was in the home or on the property.
- **26 (28%)** of reported dog attacks occurred in Sale, which has the highest population in the Shire.
- **16** warnings and **8** infringements were issued to dog owners for non-serious attacks and rushes.
- **7** serious dog attack matters were successfully prosecuted in the Magistrates' Court of Victoria.
- **3** serious dog attack matters are currently before the Court.
- **16** dogs alleged to have been involved in attacks were seized by Council pending an outcome of investigations and/or prosecutions.









7.2 Our Orders, Local Laws, Council Policies & Procedures

Legislative	<i>Domestic Animals Act 1994</i>
Council Orders	<i>Dogs to be Placed on Leads in Nominated Areas</i> gazetted 11.10.2017
Local Law	<i>Wellington Shire Council Community Local Law 2021, Part 6: Keeping of Animals</i>
Procedures	<i>Wellington Shire Council Offence Management Guidelines:</i> After-Hours Response to Animal Complaints Process Dangerous/Menacing Dog Declaration Process Search Warrant and Seizure Processes Dog Surrender due to Aggressive Behaviour process
Strategies	<i>Wellington Shire Council Plan 2025-29 Strategic Objective One: Healthy Connected Communities</i>
Other	Provision of Pound and Shelter Services contract between Wellington Shire Council and Victorian Animal Aid Trust (requirement to care for seized dogs)

Council's current compliance activities include:

- Provision of 7-day, 24-hour response to dog attack reports
- All reported dog attacks thoroughly investigated
- Temperament testing of all impounded dogs prior to rehoming
- Regular patrols of areas identified as having a high incidence of wandering dogs.

7.3 Our Plan

OBJECTIVE 6

Reduce the number of serious and non-serious dog attacks by encouraging responsible pet ownership, maintaining a rapid and thorough response to dog attack reports and vigorously pursue legislative recourses such as infringements and prosecutions for dogs at large and dog attacks.

Activity	Frequency	Evaluation
1) Thoroughly investigate all dog attack reports	As required	All investigation outcomes are recorded on Council's information management system
2) Increase patrols of areas identified as having a high incidence of wandering dogs, particularly in Sale	Ongoing	A reduced number of wandering dog reports received by Council
3) Continue to promote responsible pet ownership through Council's website, social and local media	Quarterly	At least one responsible pet ownership article released quarterly
4) Implement an awareness program of child safety around dogs in the home	Year two of the Plan	Child safety around dogs program developed and released to the public
5) Utilise the Victorian Declared Dog Registry to identify high-risk dogs	Ongoing	VDDR regularly audited and updated as required
6) Continue to work closely with Victoria Police and RSPCA to identify and respond to reports of neglected/aggressive dogs.	Ongoing	Combined operations conducted and recorded

8.0: DANGEROUS, MENACING AND RESTRICTED BREED DOGS

8.1 Current Situation

Wellington Shire Council actively identifies and manages declared dogs in accordance with Part 3A of the *Domestic Animals Act 1994*.

Annual unannounced inspections are conducted by authorised officers at properties identified as housing declared dangerous, menacing or restricted breed dogs. Any non-compliance is dealt with swiftly. If necessary, the dogs are seized, and appropriate legal action is taken.

Council regularly consults the Victorian Declared Dog Register (VDDR) to ensure declared dog data is captured accurately.

There are currently 6 declared dogs within Wellington Shire:

Declared Dangerous	2
Declared Menacing	4

8.2 Our Orders, Local Laws, Council Policies & Procedures

Legislative	<i>Domestic Animals Act 1994, Part 3A</i> <i>Domestic Animals Regulations 2015, Part 2</i>
Local Law	<i>Wellington Shire Council Community Local Law 2021, Part 6:</i> Keeping of Animals
Procedures	<i>Wellington Shire Council Offence Management Guidelines</i> After-Hours Response to Animal Complaints Process Dangerous/Menacing Dog Declaration Process Search Warrant and Seizure Processes Dog Surrender due to Aggressive Behaviour process
Strategies	<i>Wellington Shire Council Plan 2025-29 Strategic Objective One:</i> Healthy Connected Communities
Other	Provision of Pound and Shelter Services contract between Wellington Shire Council and Victorian Animal Aid Trust (requirement to care for seized dogs) Victorian Declared Dog Register (VDDR) Council's Animal Registration Database (highlights declared dogs)

Council's current compliance activities include:

- Unannounced inspections of properties known to house declared dogs.
- All declared dog owners provided with information on their legislative responsibilities.
- All dog attack investigations reviewed to determine whether a declaration is required.
- Victorian Declared Dog Registry reviewed to ensure currency/accuracy.

8.3 Our Plan

OBJECTIVE 7

Maintain continued compliance with legislation relating to declared and restricted breed dogs.

Activity	Frequency	Evaluation
1) Ensure adequate staff are trained in Canine Anatomy and Identification, so as to confidently identify restricted breed dogs	Ongoing	Training records updated to reflect Canine Anatomy and Identification attendance
2) Review all dog attack investigations to determine if a declaration is appropriate	Ongoing	Investigations and reviews conducted and stored on Council's record management system
3) Conduct unannounced inspections of all properties identified as housing declared dogs	At Least Annually	Results of inspections recorded on Council's record management system
4) Regularly review the Victorian Declared Dog Registry to ensure currency and accuracy	At Least 6-monthly	VDDR reviewed and updated as necessary.



9.0: DOMESTIC ANIMAL BUSINESSES

9.1 Current Situation

There are currently 20 Domestic Animal Businesses (DABs) registered with Wellington Shire Council (see table below).

All registered DABs are inspected at least annually to ensure compliance with the relevant Code of Practice. Continued registration is conditional on compliance with the relevant Code. Where breaches of the Code have been identified, they are dealt with by way of notices to comply, work schedules, infringements and, in serious cases, prosecution.

During the 2024-2025 financial year, two large scale unregistered dog breeding facilities have been identified. The matters are currently before the Court.

Animal Shelter	1
Pound and Shelter	1
Pet Shop	2
Boarding Establishment	6
Training Establishment	5
Breeding and Rearing Establishment	5

Part Four of the *Domestic Animals Act 1994* requires any breeding domestic animal business with over ten relevant fertile female dogs to seek approval from the Minister for Agriculture in addition to being registered as a DAB with Council. They are known as Commercial Breeders. There are currently five Commercial Breeding establishments registered with Wellington Shire Council. Since 2020, seven breeding domestic animal businesses with less than ten relevant fertile female dogs have opted not to renew their registration with Wellington Shire and become a member of an applicable organisation which allows them to continue operating as a recreational breeder.



9.2 Our Orders, Local Laws, Council Policies & Procedures

Legislative	Domestic Animals Act 1994, Part 4 Prevention of Cruelty to Animals Act 1986 Planning and Environment Act 1987 Code of Practice for the Management of Cats and Dogs in Shelters & Pounds Code of Practice for the Operation of Boarding Establishments Code of Practice for the Operation of Pet Shops Code of Practice for the Operation of Breeding and Rearing Establishments
Local Law	Wellington Shire Council Community Local Law 2021, Part 6: Keeping of Animals
Procedures	Wellington Shire Council Offence Management Guidelines Annual DAB Inspection program

Council's current compliance activities include:

- Annual audits of all registered DABs
- Unannounced inspections of DABs where potential breaches of the relevant Code of Practice have been identified
- Investigating reports of unregistered DABs and where appropriate prosecutions in the Magistrates' Court of Victoria
- Combined operations with the RSPCA where illegal breeding activities are reported/suspected.
- Regular monitoring of Internet sites that advertise pets, such as Facebook Marketplace and Dogzonline to identify any unregistered breeding facilities that may be operating in the Shire
- Provision of information regarding commercial breeder applications to Animal Welfare Victoria

9.3 Our Plan

OBJECTIVE 8

Ensure all Domestic Animal Businesses within Wellington Shire are Identified and regulated in accordance with the Domestic Animals Act 1994 and relevant Codes of Practice.

Activity	Frequency	Evaluation
1) Investigate all reports of unregistered DABs	As required	All investigations recorded on Council's record management system
2) Maintain an accurate register of all DABs within the Shire	Ongoing	DAB Register periodically audited to ensure accuracy

Activity	Frequency	Evaluation
3) Promptly respond to all DAB information requests from Agriculture Victoria	As required	All responses completed within 5 working days and recorded on Council's record management system
4) Maintain an inspection schedule to ensure all DABs are inspected and audited at least annually	At Least Annually	All DABs inspected/audited, and the audit results recorded in Council's record management system
5) Conduct unannounced inspections of DABs in response to reports/concerns from members of the public	As required	All complaints and responses recorded on Council's record management system

10.0: ANIMALS IN EMERGENCIES

10.1 Current Situation

Wellington Shire has historically been subjected to major floods and fires, which have had a devastating impact on the environment, property, the wellbeing of residents and their animals.

Family pets can be a deciding factor for people when making decisions about their personal safety, such as evacuating a threatened property or seeking emergency shelter.

Animal owners have the ultimate responsibility to plan and provide for the needs of their pets in emergencies. Several organisations share animal welfare responsibility and together have an enormous capacity and willingness to assist pet owners during emergencies.

Wellington Shire Council is responsible for the coordination, provision and operation of emergency relief centres. By doing so, it is also responsible for the coordination and provision of safe refuges for affected pets and the management of animal welfare at its relief centres.

Family and gender-based violence is a significant issue in Wellington, affecting one in five women and contributing to preventable death, illness, homelessness, and poor mental health.

Those fleeing situations of family violence are often burdened with a great number of considerations.

Wellington Shire Council recognises that pets are a part of the lives of many families and may be a deciding factor when considering whether to leave an abusive environment. To assist those fleeing family violence situations, no cost pet respite care is offered, where pets are taken into the care of our animal shelter until a safe alternative is attained.

10.2 Our Orders, Local Laws, Council Policies & Procedures

Legislative	<i>Domestic Animals Act 1994.</i> <i>Prevention of Cruelty to Animals Act 1986</i> <i>Emergency Management Act 1986</i>
Procedures	Wellington Shire Council Municipal Emergency Management Plan Wellington Shire Council Emergency Animal Welfare Plan
Other	Emergency Management Manual Victoria Victorian Emergency Animal Welfare Plan Guidelines for Managing Animals at Emergency Relief Centres

Council's current activities include:

- Emergency information available on Council's website
- Annual Emergency Management refresher training conducted
- Annual inspections of safe refuge sites
- Regular stocktakes of emergency equipment
- Regular reviews of the Wellington Shire Council Emergency Animal Welfare Plan to ensure currency.

10.3 Our Plan

OBJECTIVE 9

Remain in a constant state of readiness to respond rapidly and appropriately to any emergency impacting people, their pets and animals.



Activity	Frequency	Evaluation
1) Ensure sufficient emergency response equipment is available for rapid deployment	Six-monthly	Stocktake conducted and recorded
2) Ensure local laws participation in annual emergency management refresher training	Annually	Training conducted and recorded on Council's training and development system
3) Conduct annual inspections of safe refuges to ensure they remain suitable as temporary accommodation for animals	Annually	Safe refuges inspected and the results recorded
4) Conduct regular reviews of the Wellington Shire Council Emergency Animal Welfare Plan to ensure currency	As required	Wellington Shire Council Emergency Animal Welfare Plan is current and correct
5) Ensure an ongoing capacity at the animal shelter to cater for pets requiring respite care	Ongoing	Number of pets received at the shelter annually requiring respite care

11.0: REVIEW OF DOMESTIC ANIMAL MANAGEMENT PLAN

11.1 Current Situation

Section 68A (1) of the *Domestic Animals Act 1994* requires every Council to prepare a Domestic Animal Management Plan every four years.

Section 68A (3) of the *Domestic Animals Act 1994* requires every Council to:

- a) Review its Domestic Animal Management Plan annually, and if appropriate amend the plan;
- b) Provide the Secretary with a copy of the Plan and any amendments to the Plan;
- c) Publish an evaluation of the Plan in its annual report.

11.2 Our Orders, Local Laws, Council Policies & Procedures

Legislative	<i>Domestic Animals Act 1994</i> Section 68A
Other	Wellington Shire Council Annual Report

11.3 Our Plan

OBJECTIVE 10

Maintain compliance with section 68A of the *Domestic Animals Act 1994* by preparing a Domestic Animal Management Plan every four years and conducting annual reviews of the Plan.

Activity	Frequency	Evaluation
1) Prepare a Domestic Animal Management Plan every four years	Four-Yearly	Compliance with section 68A (1) of the <i>Domestic Animals Act 1994</i> . Plan submitted to the Secretary Animal Welfare Victoria.
2) Conduct annual reviews of the Domestic Animal Management Plan	Annually	Compliance with section 68A (3) of the <i>Domestic Animals Act 1994</i> . Review submitted to the Secretary Animal Welfare Victoria.
3) Publish an evaluation of the implementation of the DAM Plan in Council's Annual Report	Annually	Compliance with section 68A (3) of the <i>Domestic Animals Act 1994</i> . Evaluation published in annual report



Sale Service Centre

18 Desailly Street, Sale Victoria 3850
Telephone 1300 366 244

Yarram Service Centre

156 Grant Street, Yarram Victoria 3971
Telephone 03 5182 5100

www.wellington.vic.gov.au
enquiries@wellington.vic.gov.au

13.4. REMUNERATION COMMITTEE MINUTES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

PURPOSE

For Council to note and receive the minutes and endorse the actions of the Remuneration Committee meeting held on 5 August 2025.

RECOMMENDATION

That Council:

- 1. Note and receive the minutes from the Remuneration Committee meeting held on 5 August 2025 as attached; and***
- 2. Endorse the actions from the Remuneration Committee meeting held on 5 August 2025 as detailed in the attached minutes.***

ATTACHMENTS

1. Remuneration Committee Minutes 05 August 2025 [**13.4.1** - 2 pages]

OPTIONS

Council has the following options available:

1. Note and receive the minutes from the Remuneration Committee meeting held on 5 August 2025 and endorse the actions from the meeting; or
2. Not note and receive the minutes from the Remuneration Committee meeting held on 5 August 2025 or endorse the actions from the meeting and seek further information for consideration at a future Council meeting.

PROPOSAL

It is proposed that Council:

1. Note and receive the minutes from the Remuneration Committee meeting held on 5 August 2025 as attached; and
2. Endorse the actions from the Remuneration Committee meeting held on 5 August 2025 as detailed in the attached minutes.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

This impact has been assessed and there is no effect to consider at this time.

COUNCIL POLICY IMPACT

The Remuneration Committee reviews Councillor entitlements, expenses, reimbursements and gifts and ensures alignment with Council policy direction and governance in relation to Councillor benefits.

COUNCIL PLAN IMPACT

While this report does not meet a specific Council Plan strategic outcome, it aligns with good governance.

RESOURCES AND STAFF IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNITY IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENVIRONMENTAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENGAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.



REMUNERATION COMMITTEE

Tuesday 5 August 2025 – 9am

MINUTES

PRESENT: Councillor Scott Rossetti
Councillor Carmel Ripper
Councillor Catherine Bannerman
David Morcom (Chief Executive Officer)
Phillip Phillipou (Acting General Manager Corporate Services)

APOLOGIES: Nil

1. **Declaration of Conflicts of Interest:**
No Conflicts of Interest were declared.
2. **Minutes of Previous Meeting:**
The minutes of the previous meeting on 6 May 2025 were accepted.
3. **Actions from previous minutes**
Nil.
4. **Councillor Costs and Reimbursements**
Councillor Costs and Reimbursements spreadsheets were reviewed, discussed and accepted.
 - Councillor Expense Summary Report YTD – 30 June 2025 (Attachment 1)

Councillor Rossetti queried whether Citizenship Ceremonies are included in the Civic Functions ledger. Phil undertook to provide a response.
5. **General Business**
Nil.

The meeting closed at 9.20am

Attachment 1 – Councillor Expense Summary Report YTD – 30 June 2025

Councillor Expenses and Reimbursements – Period 01 July 2024 to 30 June 2025

	2024/25 Actuals	Commitments	Left to spend/receive after commitments	2024/25 Adopted Budget	2024/25 Adjusted Budget
Councillor and Mayoral Allowances	379,502.82	-	(4,517.82)	374,985.00	374,985.00
Other Councillor expenses	97,721.51	-	12,953.49	110,675.00	110,675.00
Grand Total	477,224.33	-	8,435.67	485,660.00	485,660.00

13.5. FUTURE WELLINGTON: ADOPTION OF COUNCIL PLAN 2025-29, FINANCIAL PLAN, ASSET PLAN, MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN - LIVE WELL IN WELLINGTON.

ACTION OFFICER: MANAGER GOVERNANCE

PURPOSE

To seek Council's adoption of the Council Plan 2025-29, Financial Plan, Asset Plan and Municipal Public Health and Wellbeing Plan – *Live Well in Wellington*.

RECOMMENDATION

That Council adopt the following plans, as attached:

- ***Council Plan 2025-29***
- ***Financial Plan***
- ***Asset Plan***
- ***Municipal Public Health and Wellbeing Plan – Live Well in Wellington.***

BACKGROUND

The *Local Government Act 2020* (the Act) requires that Victorian councils review their Council Plan, Financial Plan and Asset Plan by 31 October 2025.

The *Public Health and Wellbeing Act 2008* legislates each Victorian council to plan, implement and deliver a Municipal Public Health and Wellbeing Plan (MPHWP). Section 26 of the *Public Health and Wellbeing Act 2008* requires councils to prepare a plan every 4 years with the next plan due for completion by 25 October 2025.

The Future Wellington community check-in process was utilised to engage approximately 1900 community members to support the review of these documents. Designed to foster inclusive and representative engagement, the process incorporated a diverse range of methods that reflected the Wellington Shire community's breadth and diversity. Engagement opportunities included surveys, community workshops, a drawing competition, photo competition, quick response postcards and pop-up conversations at selected events. The Community Check-in Findings Report summarising the community engagement was presented to Council on 17 December 2024 and formed an important part of the evidence base for preparing the Council Plan 2025-29, Financial Plan, Asset Plan and Municipal Public Health and Wellbeing Plan – *Live Well in Wellington*. Additionally, Council implemented a deliberative engagement approach to shape its strategic direction and priorities, which included establishing the Future Wellington Think Tank. All plans were developed with reference to the Community Vision 2041, which was informed by the contributions of the Think Tank.

With the development of the draft Council Plan 2025–29, Financial Plan, Asset Plan, and the Municipal Public Health and Wellbeing Plan – *Live Well in Wellington* completed, the final stage of engagement involved presenting these documents to the community.

At the Council meeting of Tuesday 1 July, Council approved the release of the draft Council Plan 2025–29, draft Financial Plan, draft Asset Plan, and the draft Municipal Public Health and Wellbeing Plan – *Live Well in Wellington* for a two week community engagement period.

This provided residents, stakeholders, and interested parties with an opportunity to view the proposed future direction for Wellington Shire and share their feedback. Engagement took place using the Your Wellington, Your Say portal: <https://your.wellington.vic.gov.au/>. During the two week engagement period, five individual responses were received. While there were five pieces of feedback, some responses addressed multiple plans.

Name of Plan	Count of feedback received
Council Plan 2025-29	3
Financial Plan	1
Asset Plan	0
Municipal Public Health and Wellbeing Plan – <i>Live Well in Wellington</i>	4

The feedback received has been thoroughly reviewed and considered. A summary of the feedback, along with corresponding comments, is provided in Attachment 13.5.1. Council will also send a written response to each organisation or individual who contributed feedback.

Following the consideration of feedback, the final plans have been amended as outlined below:

Council Plan 2025-29:

- Revision of Major Initiative 1.2 resulting in the wording being updated to the following:
 - *‘Partner with Gunaikurnai community to strengthen relationships and deliver positive outcomes’*
- Revision of Major Initiative 2.4 resulting in the wording being updated to the following:
 - *‘Maximise Council’s current and future investment in The Middle of Everywhere branding and supporting materials’*

Financial Plan

- Revision of Note 3 of page 31 resulting in the wording being updated to the following:
 - *‘Unrestricted cash includes all cash and cash equivalents excluding those classified as restricted. While the ratio is expected to temporarily fall below the 80% target due to increased current liabilities caused by the commencement of payback of our borrowings, Council retains the flexibility to convert financial assets into cash equivalents as needed; if these assets were included in the ratio, coverage would consistently remain above 100%.’*

Live Well in Wellington

- Amended the population figure of the Health and Wellbeing Profile from 45,639 to 46,533 as per the ABS LGA Regional Population Estimates released in April 2025.

Additionally, when the draft Council Plan 2025–29 was released, the baseline data for the strategic indicators was drawn from 30 June 2024. As more recent data has since become available, the following update has been made:

- Strategic indicator baseline data has been revised to reflect figures as at 30 June 2025.

With the final stage of the engagement process now complete, the following documents are attached for Council consideration and final adoption.

Council Plan 2025-29

The four-year Council Plan includes the following:

- the strategic direction for Council;
- strategic objectives for achieving the strategic direction;
- strategies for achieving the objectives for a period of 1 July 2025 to 30 June 2029;
- strategic indicators for monitoring the achievement of the objectives;
- a description of the Council's initiatives and priorities for services, infrastructure and amenity.

Financial Plan

The ten-year Financial Plan helps to ensure that Council remains financially sustainable. It establishes investment and spending thresholds to ensure that we have sufficient funding to maintain our assets and deliver the services the Wellington community needs. This approach ensures Council can remain financially sustainable while delivering on community aspirations.

The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- The Financial Plan statements articulate the ten-year financial resources necessary to implement the Community Vision 2041 and Council Plan 2025–29.
- The Financial Plan allows for progress monitoring and reviews to identify and adapt to changing circumstances.

Asset Plan

The ten-year Asset Plan helps Council manage its infrastructure sustainably. It outlines predicted funding required from Council to maintain its assets such as roads, footpaths, bridges, stormwater drainage, buildings and parks, which are valued at over \$1.9 billion.

The Asset Plan aims to:

- Show Council's responsible management of its assets in accordance with the *Local Government Act 2020* and model funding required to maintain assets in their current condition and support long-term financial planning.
- Demonstrate how asset management meets the needs outlined in the Council Plan 2025-29.
- Predict renewal funding required to maintain assets in accordance with adopted service levels.
- Minimise the risk of asset failure.

Municipal Public Health and Wellbeing Plan – *Live Well in Wellington*

A Municipal Public Health and Wellbeing plan serves many functions with the following main strategic objectives:

- To include an examination of data about health status and health determinants in the municipality (Municipal Scan).

- To identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing.
- To specify measures to prevent family violence and respond to the needs of victims of family violence in the local community.
- To provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan.
- To specify how the council will work in partnership with other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan.

ATTACHMENTS

1. Summary of feedback from community engagement [13.5.1 - 6 pages]
2. Council Plan 2025-29 [13.5.2 - 37 pages]
3. Financial Plan [13.5.3 - 37 pages]
4. Asset Plan [13.5.4 - 49 pages]
5. Municipal Public Health and Wellbeing Plan - Live Well in Wellington [13.5.5 - 44 pages]

OPTIONS

Council has the following options available:

1. To adopt the Council Plan 2025-29, Financial Plan, Asset Plan and Municipal Public Health and Wellbeing Plan – *Live Well in Wellington*; or
2. To not adopt the Council Plan 2025-29, Financial Plan, Asset Plan and Municipal Public Health and Wellbeing Plan – *Live Well in Wellington* and seek further information for consideration at a future meeting of Council.

PROPOSAL

That Council adopt the Council Plan 2025-29, Financial Plan, Asset Plan and Municipal Public Health and Wellbeing Plan – *Live Well in Wellington*.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 3 “Liveability and Wellbeing” states the following strategic outcome:

Strategic Outcome 3.2: “An actively engaged community.”

This report supports the above Council Plan strategic outcome.

FINANCIAL IMPACT

The Council Plan 2025-29 will have varying degrees of financial impact over the short and longer term. The Council Plan 2025-29 is implemented through a four-year delivery plan, which reflects Council's decisions on the initiatives and priority services to be funded through the Budget each year.

The Financial Plan demonstrates that Council has the policies and strategic direction in place to ensure its long-term financial obligations are met.

The Asset Plan demonstrates responsible management of Wellington Shire Council infrastructure assets and models the funding required to maintain assets in their current condition.

The actions, programs and initiatives outlined in the Municipal Public Health and Wellbeing Plan - *Live Well in Wellington* will be delivered through existing resources, Wellington Health and Wellbeing Coalition partners and/or external funding.

COMMUNICATION IMPACT

An extensive promotional campaign was undertaken directly with the community, providing important foundational information about the council planning process, the suite of plans, the purpose of the engagement, the focus of engagement activities and opportunities for participation.

Once adopted, the Council Plan 2025-29, Financial Plan, Asset Plan and Municipal Public Health and Wellbeing Plan – *Live Well in Wellington* will be made available on both the Wellington Shire Council website and the new Future Wellington website.

LEGISLATIVE IMPACT

The Council Plan 2025-29 has been developed in accordance with Section 90 of the *Local Government Act 2020*.

The Financial Plan has been developed in accordance with Section 91 of the *Local Government Act 2020*.

The Asset Plan has been developed in accordance with Section 92 of the *Local Government Act 2020*.

It is a requirement that Council adopt the above plans by 31 October 2025.

The Municipal Public Health and Wellbeing Plan – *Live Well in Wellington* has been developed in accordance with Section 26 of the *Public Health and Wellbeing Act 2008*. It is a requirement that Council adopt the Municipal Public Health and Wellbeing Plan – *Live Well in Wellington* by 25 October 2025.

COUNCIL POLICY IMPACT

The community engagement undertaken to inform the development of the Council Plan 2025-29, Financial Plan, Asset Plan and Municipal Public Health and Wellbeing Plan – *Live Well in Wellington* was conducted in alignment with the Community Engagement Policy.

RESOURCES AND STAFF IMPACT

The Financial Plan contains a Statement of Human Resources and Planned Human Resources Expenditure and outlines the financial and staff resources provided for the implementation of the Council Plan.

COMMUNITY IMPACT

The recommended Council Plan 2025-29, Financial Plan, Asset Plan and Municipal Public Health and Wellbeing Plan – *Live Well in Wellington* will replace the existing Council Plan 2021-25, Financial Plan 2021-22 to 2030-31, Asset Plan 2021-2025, and Municipal Public Health and Wellbeing Plan – Healthy Wellington.

Together, these new plans will establish the strategic direction for Council's work over the next four years. They outline how Council will contribute to achieving the Community Vision 2041, while responding to the unique challenges and opportunities facing the Wellington Shire.

The plans also serve as a key strategic roadmap for Council to collaborate with health and community organisations to protect, promote, and improve the health and wellbeing of our community. They guide how Council will responsibly manage infrastructure and other assets to meet current and future community needs.

Additionally, they provide a framework for developing Council's annual plan and budget, forecast Council's financial position in future years, and ensure transparency and accountability in financial planning to the community.

ENVIRONMENTAL IMPACT

The Council Plan 2025-29 highlights the environment as a priority by identifying the Natural Environment as one of its four Strategic Objectives. It outlines a range of initiatives designed to deliver positive environmental outcomes.

ENGAGEMENT IMPACT

Council is committed to genuine and effective community engagement in planning and decision making. In accordance with the Community Engagement strategy, the Future Wellington project applied the International Association for Public Participation (IAP2) principles to encourage community involvement.

RISK MANAGEMENT IMPACT

The project plan for the development of these documents was carefully prepared to allow time to meet the legislative timelines as set out in the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*.

	Summary of submission	Comments
1	<p>Live Well in Wellington</p> <p><u>Consideration of UV-protective shade</u> The draft Municipal Public Health and Wellbeing Plan – <i>Live Well in Wellington</i> is a commendable and well-informed document that reflects strong community engagement and a commitment to public health.</p> <p>As the plan evolves, we urge the inclusion of UV-protective shade as a vital public health measure that supports cancer prevention, equitable access to outdoor spaces, and climate resilience.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <ul style="list-style-type: none"> • Council recognises the importance of mitigating UV exposure as part of promoting public health and wellbeing. While specific UV exposure controls are not outlined in <i>Live Well in Wellington</i>, Council's existing strategies and infrastructure planning already incorporate measures that work towards addressing this concern. • Council is committed to increasing tree canopy coverage in public open spaces, as outlined in our Public Open Space Plan. Other supporting plans and programs include the Township Tree Planting Program, Urban Forest Plan, and Greening Wellington. • In addition, our infrastructure planning processes give consideration to the inclusion of UV protection measures, such as the installation of shade structures. A notable example of this is the provision of shade sails at our outdoor aquatic facilities. • These initiatives demonstrate Council's ongoing commitment to creating safe and healthy environments for our community.
2	<p>Council Plan 2025-29</p> <p><u>Consideration of Tiny Homes</u> Wellington Shire Council should explore the integration of tiny homes both mobile and fixed as a progressive solution to housing shortages, workforce attraction, and community diversity, aligning with the Council Plan 2025–29 plan and 2041 vision.</p> <p>With growing interest from young professionals and essential workers, and successful trials in other regions, tiny homes present a low-impact, high-opportunity model for sustainable living and economic development.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <ul style="list-style-type: none"> • Comments regarding tiny homes and their evolving role in addressing housing affordability and community diversity have been noted. We acknowledge your professional experience in this area and the insights you've shared about current trends and demographic shifts. While Council is not currently pursuing specific initiatives related to tiny homes, your feedback will be considered as part of our broader planning and policy discussions. • Like many other Victorian Councils our planning practices are evolving to explore more creative and innovative approaches to address the housing crisis. However, we remain subject to a complex state legislative framework that governs land use, housing, and development, which can limit the scope of what can be implemented locally.

	Summary of submission	Comments
3.a	<p>Council Plan 2025-29</p> <p><u>Range of suggestions and comments</u></p> <p>Wellington Profile (p5)</p> <p>Population figures differ between the Draft Council Plan 2025-29 and Live Well in Wellington.</p>	<p><u>Recommendation</u></p> <p>Change required:</p> <ul style="list-style-type: none"> The population figures in Live Well in Wellington and the Council Plan 2025-29 will both use the ABS LGA Regional Population Estimates released in April 2025.
3.b	<p>Our Future (p119)</p> <p>"Supporting Australia's move to new energy is a strategic priority," is referenced in the Our Future article, yet this is not reflected as a defined strategy.</p> <p>Major Initiative 2.3</p> <p><i>'Collaborate with industry and government partners in attracting new investment to advance renewable energy solutions'</i></p> <p>Suggested elevating this priority within the strategic framework would strengthen its visibility and alignment with national energy transitions.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <ul style="list-style-type: none"> The Major Initiatives and Actions of the Council Plan 2025-29 have been deliberately designed to be broad and less prescriptive, allowing for contributions from multiple areas of Council. This approach ensures that achievements can be captured through measurable outcomes across various functions. Major Initiative 2.3 remains an important priority under Strategic Objective Two: Dynamic and Diverse Community, and will be advanced through collaborative, outcome focused actions.
3.c	<p>Healthy Connected Communities (p25)</p> <p>Major Initiative 1.2</p> <p><i>'Partner with Gunaikurnai community to build better relationships and outcomes'</i></p> <p>Suggests the phrase 'build better' reads as tokenistic, consider a more action-oriented alternative.</p>	<p><u>Recommendation</u></p> <p>Change and reword Major Initiative 1.2 to:</p> <ul style="list-style-type: none"> 'Partner with the Gunaikurnai community to strengthen relationships and deliver positive outcomes'
	<p>Major Initiative 1.3</p> <p><i>'Deliver transparent and consistent community engagement, providing opportunities for input and how community feedback is considered'</i></p> <p>This implies a feedback loop, but the structure is unclear. A suggested improvement: <i>"Deliver transparent and consistent community engagement with clear opportunities for input, and feedback processes that show how community views are considered."</i></p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <ul style="list-style-type: none"> The processes and structure for community feedback are already addressed through the Community Engagement Strategy.
	<p>Action 1.7</p> <p><i>'Lead a collaborative procurement initiative to acquire upgraded leisure management software that provides a user-friendly customer experience'</i></p> <p>Suggests the action lacks a clear link to increasing physical activity or supporting community well-being.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <ul style="list-style-type: none"> The purpose of the action is to enhance customer experience.

	Summary of submission	Comments
3.d	<p>Dynamic and Diverse Economy (p28)</p> <p>Technology and innovation are absent. Tech infrastructure (particularly regional connectivity) and innovation support (e.g. business hubs, digital literacy) are vital components of a dynamic economy and should be reflected in strategies or initiatives.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <p>The focus on improving service delivery and providing appropriate facilities is already addressed through:</p> <ul style="list-style-type: none"> • Major Initiative 3.7: <i>'Undertake review of libraries to ensure improved effectiveness of service delivery without compromising community satisfaction'</i> and • Major Initiative 3.8: <i>'Work to ensure that our town centres are activated, safe, well presented, have appropriate facilities and are well-maintained'</i> in the Council Plan 2025-29. • Substantial infrastructure has been delivered under Council Plan 2021-25, including the launch of the Study Hub in Sale in July 2022.
	<p>Agriculture, one of the Shire's leading industries (11.5% of local output), is treated narrowly.</p> <p>Suggested broadening the scope to address:</p> <ul style="list-style-type: none"> • Climate adaptation • Drought resilience • Sustainable farming practices • Supply chain and workforce challenges 	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <p>The suggested scope is covered by the following in the Council Plan 2025-29:</p> <ul style="list-style-type: none"> • Action 2.9: <i>'Partner with and advocate for our local agricultural industry, to support and add value to horticulture, dairy, timber, animal husbandry and other key agri-business sectors'</i> and • Major Initiative 4.1: <i>'In partnership with community and business, encourage sustainability initiatives and take actions to reduce Council's impact on climate'</i> <p>The individual suggestions will be more effectively addressed through the specific reportable outcomes associated with each of the above.</p>
	<p>Middle of Everywhere branding</p> <p>Major Initiative 2.4 <i>'Maximise Council's current and future investment in The Middle of Everywhere branding and collateral'</i></p> <p>Referring to "branding and collateral" may not be meaningful to all readers. Consider clarifying its purpose (e.g. investment attraction, tourism growth) and enhancing overall reference to the tourism sector, which is underrepresented.</p>	<p><u>Recommendation</u></p> <p>Change and reword Major Initiative 2.4 to:</p> <ul style="list-style-type: none"> • <i>'Maximise Council's current and future investment in The Middle of Everywhere branding and supporting materials.'</i> <p>Also, respond with the following:</p> <p>Refer to pages 21 and 22 for a comprehensive overview of the role played by The Middle of Everywhere campaign.</p>

	Summary of submission	Comments
3.e	<p>Infrastructure, Spaces and Places (p31)</p> <p>Transport infrastructure is listed as a strategy but not reflected in any Major Initiatives or Actions. Inclusion of initiatives addressing active and public transport, access, and regional mobility would strengthen this section.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <p>There are many challenges facing the community that Council does not have direct control over. This includes areas that fall under State and Federal Government jurisdiction, such as major transport infrastructure, public transport and arterial roads.</p> <p>The following action focuses on the management of Council's infrastructure assets including transport:</p> <ul style="list-style-type: none"> • Action 3.10: <i>'Ensure the proactive maintenance, renewal, and management of Council infrastructure assets'</i> <p>With a focus on improving access, encouraging movement and promotion of active and safe travel see below:</p> <ul style="list-style-type: none"> • Major Initiative 1.1: <i>'Support initiatives that improve access, encourage movement, and increase community use of local places and spaces through education, infrastructure activation, and promotion of active and safe travel'</i>
	<p>Asset Maintenance</p> <p>Action 3.10 <i>'Ensure the proactive maintenance, renewal, and management of Council infrastructure assets'</i></p> <p>This is significant enough to be elevated to a Major Initiative given its importance to service delivery, safety, and long-term planning.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <ul style="list-style-type: none"> • Asset management and maintenance activities are considered business-as-usual and remain at the operational level, rather than being elevated to a Major Initiative. Their importance to service delivery, safety, and long-term planning will be addressed through the associated reportable outcomes.
	<p>Creative infrastructure</p> <p>Action 3.11 <i>'Deliver The Wedge Performing Arts Centre refresh project and operating model'</i></p> <p>Question. Does the operating model include broader creative spaces beyond The Wedge? If so, it would be beneficial to reflect this more explicitly to highlight support for arts and culture across the region.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <p>The Wedge Performing Arts Centre refresh project is the focus along with:</p> <ul style="list-style-type: none"> • Action 1.10: <i>'Continue to grow Wellington Shire's reputation as a cultural centre for Gippsland through major arts, culture events and festivals'</i> • In addition, Council also encourages growth and diversification of creative activities throughout Wellington by offering targeted grants for festivals and other initiatives.
3.f	<p>Natural Environment (p34)</p> <p>Natural landscapes and biodiversity are listed under strategic priorities, yet limited actions address these areas aside from the Integrated Water Management Plan (IWMP).</p> <p>Suggest the inclusion of a strategic indicator or measurable target for the IWMP.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <p>The Integrated Water Management Plan (IWMP) developed in collaboration with external stakeholders, already includes relevant performance indicators and measures. As such, duplication within the Council Plan 2025-29 is unnecessary.</p>

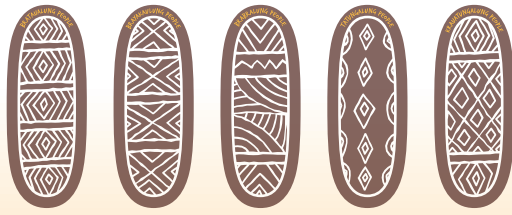
	Summary of submission	Comments
3.g	<p>Major Initiative 4.1 <i>'In partnership with community and business, encourage sustainability initiatives and take actions to reduce Council's impact on climate'</i></p> <p>The intent is sound, but "actions to reduce Council's impact on climate" is vague.</p> <p>Consider specifying focus areas (e.g. renewable energy, fleet transition, energy efficiency).</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <ul style="list-style-type: none"> • Major Initiative 4.1 has been intentionally framed in broad terms to capture the wide range of Council initiatives that contribute to positive climate outcomes. Many of these contributions will be demonstrated through reportable outcomes.
	<p>Flooding provisions</p> <p>Major Initiative 4.6 <i>'Progress updates to the flooding provisions within the Wellington Planning Scheme'</i></p> <p>Recommend reframing to show its role in climate risk reduction. For example: "Update planning scheme flooding provisions to improve flood resilience, guide safer land use decisions, and reduce long-term community risk."</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <ul style="list-style-type: none"> • The suggested reframing incorporates actionable reportable outcomes.
	<p>Waste and Circular Economy</p> <p>Action 4.7 <i>'Manage waste production and resource recovery, supporting both waste reduction and diversion from landfill'</i></p> <p>Action 4.8 <i>'Enhance the reuse and recycling of resources, minimise waste and support the development of circular economy initiatives'</i></p> <p>Suggest elevation to a Major Initiative, reflecting their scale, community expectations, and environmental impact.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <ul style="list-style-type: none"> • Appropriate as actions, as the reportable outcomes will effectively address the suggested community expectations and environmental impacts.
	<p>Financial Plan</p> <p>Financial Plan Context (p15 & p30)</p> <p>The unrestricted cash/current liabilities ratio is stated to remain above 80%, yet in 2024/25 it is projected at 75%, with further decline forecast. As this falls below Council's own policy parameters, an explanation should be provided in Note 3.</p>	<p><u>Recommendation</u></p> <p>Page 30 Note 3 – Unrestricted cash <i>'Unrestricted cash represents all cash and cash equivalents other than restricted cash'</i></p> <p>Change and respond with the following:</p> <p>Update note 3 on page 31 to read:</p> <ul style="list-style-type: none"> • <i>'Unrestricted cash includes all cash and cash equivalents excluding those classified as restricted. While the ratio is expected to temporarily fall below the 80% target due to increased current liabilities caused by the commencement of payback of our borrowings, Council retains the flexibility to convert financial assets into cash equivalents as needed; if these assets were included in the ratio, coverage would consistently remain above 100%.'</i>

	Summary of submission	Comments
	<p>Statement of Human Resources (p28 & 29) These pages omit 2024/25 data, despite it being included in other financial tables. Clarification on this inconsistency would be appreciated.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <p>The explanation for the omission of 2024/25 data is as follows:</p> <ul style="list-style-type: none"> When calculating HR expenses and FTE numbers, there can be a large variation between actuals and budget. Actuals are usually considerably lower due to staff vacancies and the timing of contracts. While the budget predicts Council staffing at 100% capacity for the entire year, thus budgeting for the maximum expenditure. Having Actuals and Budgets alongside each other with this large variation due to being based on different bases would cause confusion and create more questions than answers. Therefore, to maintain ease of use, we have omitted this line.
4	<p>Draft Council Plan 2025-29 and Municipal Public Health and Wellbeing Plan – <i>Live Well in Wellington</i></p> <p>Addressing gender and sexuality diversity</p> <p>Recommend that the Draft Council Plan 2025-29 include the following additional actions under Strategic Objective One: Healthy Connected Communities:</p> <ul style="list-style-type: none"> Renew the Wellington Youth Strategy to provide a proactive response to issues and priorities within local youth communities Renew the Age Friendly Strategy to ensure an age-friendly approach to population ageing Develop and implement a Rainbow Ready Action Plan incorporating the outcomes of the Rainbow Ready internal audit <p>We strongly welcome the inclusion of an objective to reduce all forms of gendered violence in the Draft Municipal Public Health and Wellbeing Plan and the acknowledgment that gender inequality is the primary driver of gendered violence and harm and that reducing gendered violence will significantly impact the feelings of safety and respect within the community.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <p>As acknowledged in the Draft Municipal Public Health and Wellbeing Plan, fostering an inclusive and supportive environment for all residents is a key priority.</p> <p>While these considerations are embedded within <i>Live Well in Wellington</i>, they have not been duplicated in the Council Plan to maintain clarity between the strategic documents.</p> <p>The following initiatives demonstrate Council's commitment to LGBTQIA+ inclusion.</p> <p>This includes:</p> <ul style="list-style-type: none"> Acknowledgment and celebration of IDAHOBIT Day both internally and externally Recognition and promotion of Pride Month Progressively working towards making Council facilities LGBTQIA+ inclusive Encouraging the use of pronouns in staff email signatures Undertaking Gender Impact Assessments across relevant policies and programs Appointment of Social Connection and Inclusion Officers that focus on priority groups (Positive Ageing, Aboriginal and Torres Strait Islander people, LGBTQIA+, People Living with a Disability, Culturally and Racially Marginalised People (CARM), Women and Girls, Low Socioeconomic)
5	<p>The Gamblers Help team at Latrobe Community Health Service commends the inclusion of gambling harm and harmful industries in the <i>Live Well in Wellington</i> plan, recognising it as a vital step in addressing the broader systems that normalise such behaviours.</p> <p>They look forward to collaborating with Council to raise awareness and promote support services for those impacted by gambling harm in the Wellington Shire community.</p>	<p><u>Recommendation</u></p> <p>No change and respond with the following:</p> <p>Council appreciates the time taken to provide feedback on the Draft Municipal Public Health and Wellbeing Plan – <i>Live Well in Wellington</i>.</p> <p>Collaboration with Latrobe Community Health Service will continue to focus on raising awareness of gambling harm and promoting the support services available to our community.</p>

COUNCIL PLAN 2025-29



WELLINGTON
SHIRE COUNCIL



Acknowledgement of Country

Wellington Shire Council acknowledges our offices are located on the traditional lands of the Gunaikurnai nation. We pay our deep respects to their Elders past, present and future and acknowledge their ongoing cultural and spiritual connections to their land and waters.



Aunty Eileen Harrison

(born Australia 1948)

Gunaikurnai

Celebration of our Culture, 2018

Acrylic on canvas, 140 x 240cm

Collection Gippsland Art Gallery

Purchased with the assistance of the
Robert Salzer Foundation and the Friends
of the Gallery, 2025

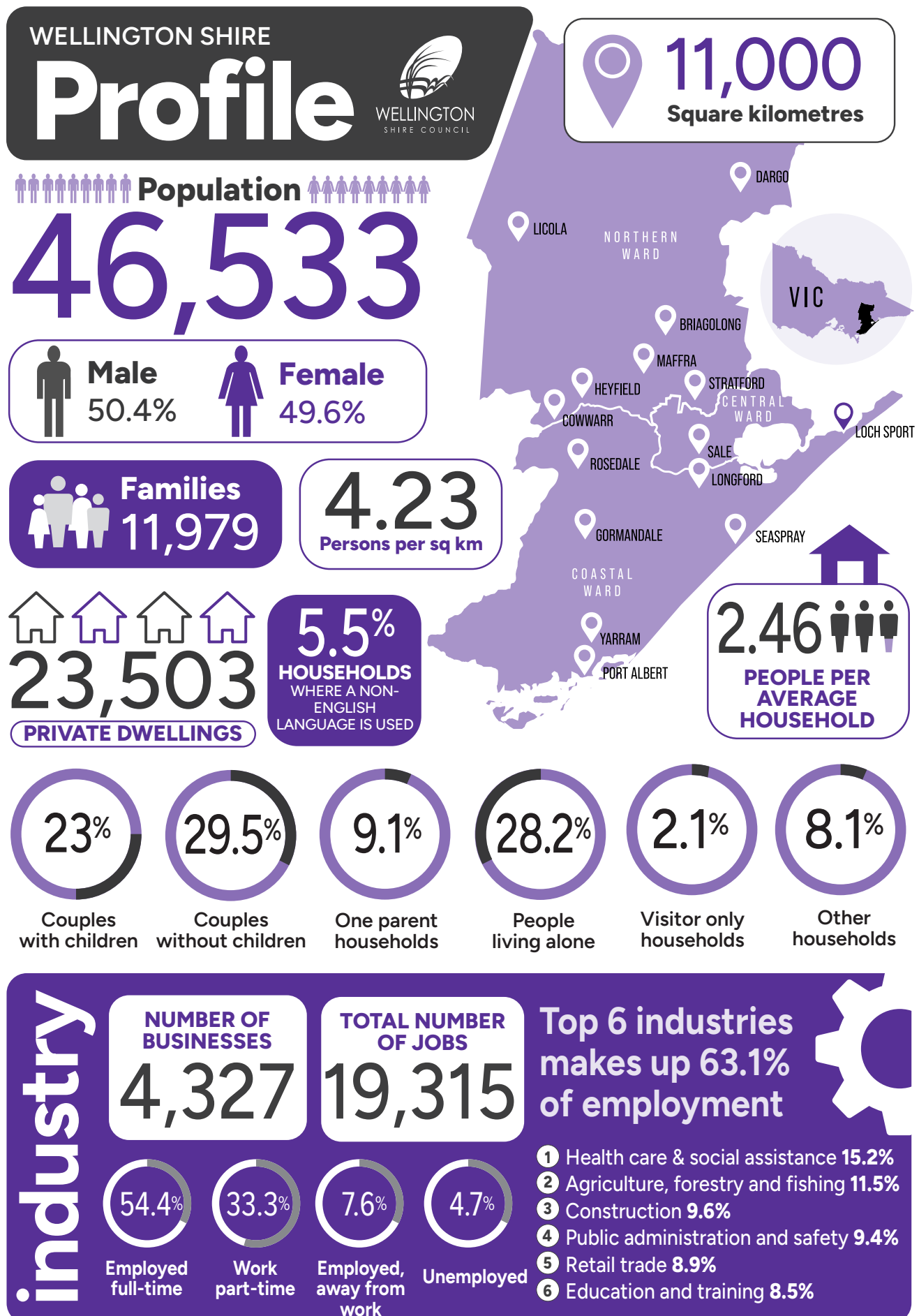
© The artist



Contents

Acknowledgement of Country	2
Community Profile	5
Mayor's Message	6
Our Councillors	7
Strategic Direction	8
About this plan	9
What is the Council Plan?	9
Our role	9
How do the Community Vision 2041 and the Council Plan 2025-29 connect?	10
Linkage to strategic documents	12
How the community was engaged	14
Engaging the community	14
The Future Wellington Think Tank	15
Linkage to Live Well in Wellington	17
Our Context	18
Our Shire	18
Our Community	18
Our Future	19
Key Partners	19
State and Federal Funding Context	19
The Middle of Everywhere	21
Overview	23
Strategic Objective One: Healthy and Connected Communities	24
Strategies	25
Major Initiatives and Actions	25
Strategic Indicators	26
Key Strategic Documents	26
Strategic Objective Two: Dynamic and Diverse Economy	27
Strategies	28
Major Initiatives and Actions	28
Strategic Indicators	29
Key Strategic Documents	29

Strategic Objective Three: Infrastructure, Spaces and Places	30
Strategies.....	31
Major Initiatives and Actions.....	31
Strategic Indicators	32
Key Strategic Documents.....	32
Strategic Objective Four: Natural Environment	33
Strategies.....	34
Major Initiatives and Actions.....	34
Strategic Indicators	35
Key Strategic Documents.....	35
Plan review and updates.....	36
How progress is reported	36
Service delivery	36



Mayor's Message

On behalf of Wellington Shire Council, I am proud to present the Council Plan 2025–29.

Our vision for the future of Wellington is connected, inclusive communities, a thriving economy, a resilient environment and a sustainable future. This vision guides the development of our Council Plan, which is built around four strategic objectives and underpinned by six guiding principles that shape Council's direction for the next four years.

To ensure the plan reflects the priorities of our people, we invited feedback from across the municipality through our extensive engagement program – *Future Wellington*. This included a broad range of activities to capture the voice of our diverse community, such as the formation of the Future Wellington Think Tank.

We acknowledge the distinct character of our local communities, the diverse demographics and the geographic spread of our Shire, and thank everyone who contributed time and ideas throughout the process.

Developed in partnership with our community, the Council Plan 2025-29 is one of the most important pieces of work for the next four-year term. It reflects the aspirations shared with us and is built around four key strategic objectives:

- Healthy and Connected Communities – Vibrant, healthy, connected and inclusive communities. Quality services accessible to everyone.
- Dynamic and Diverse Economy – An economy that enables sustainable growth, and enhances the social environment, lifestyle and unique characteristics of our communities.
- Infrastructure, Spaces and Places – Strategically planned, designed and well-maintained infrastructure, spaces and places.
- Natural Environment – A healthy natural environment, protected and nurtured for generations to come.

These strategic objectives will help us stay focused on our region's strengths and our community's aspirations. They will also guide how we respond to current challenges and prepare for future opportunities.

The Council Plan 2025-29 gives Council, staff, partners, stakeholders and the wider community a clear path for day-to-day actions, working towards the Community Vision 2041.

We look forward to working with our community to bring this vision to life and to stay accountable for our progress across the next four years. We are committed to making Wellington the best place to live, work, study and play for everyone.

Cr Scott Rossetti
Mayor

OUR COUNCILLORS



Cr Liz Foat
Central Ward



Cr Scott Rossetti
Central Ward



Cr Geoff Wells
Central Ward



Cr Catherine Bannerman
Coastal Ward



Cr Cindy Madeley
Coastal Ward



Cr Garry Stephens
Coastal Ward



Cr Edward Lowe
Northern Ward



Cr Carmel Ripper
Northern Ward



Cr John Tatterson
Northern Ward

STRATEGIC DIRECTION



Strategic Objective One:



Healthy Connected Communities

**Vibrant, healthy, connected and inclusive communities.
Quality services are accessible to everyone.**

Enabling utilisation, access and movement across places and spaces.

Celebrating, respecting and embracing the Gunaikurnai people, and Aboriginal and Torres Strait Islander heritage.

Enriching community experiences through creativity, culture and history for all ages and abilities.

Aligning services through a community-centred organisation.

Strategic Objective Two:



Dynamic and Diverse Economy

An economy that enables sustainable growth, enhancing the social environment, lifestyle and unique characteristics of our communities.

Supporting job growth and diversification of our economy.

Leveraging our natural environment and community assets to promote tourism, events and activation.

Planning to support future growth and changing needs of our community.

Guiding responsible, sustainable development that protects, values and celebrates our unique heritage.

Strategic Objective Three:



Infrastructure, Spaces and Places

Strategically planned, designed and well-maintained infrastructure, spaces and places.

Providing high quality places and spaces to enhance our townships and community.

Developing and promoting safe and suitable transport infrastructure.

Coordinating facilities and infrastructure to meet growth and evolving needs.

Fostering inclusive and accessible spaces for community connection, creativity and activities.

Strategic Objective Four:



Natural Environment

A healthy natural environment, protected and nurtured for generations to come.

Contributing to the protection and revitalisation of natural landscapes, biodiversity, and waterways.

Encouraging and supporting sustainable practices.

Strengthening natural disaster resilience and emergency response preparedness.

Empowering the community and businesses to drive positive environmental outcomes.

About this plan

What is the Council Plan?

The Council Plan is a requirement under the *Local Government Act 2020* and is the key strategic document that describes the commitments Council makes to its community.

Created in close collaboration with our community the Council Plan sets the course for our work over the next four years and outlines how Council will support the achievement of the Community Vision 2041, respond to the unique challenges and opportunities facing our Shire, and meet the statutory responsibilities placed on councils.

This document serves as a roadmap, shaping all actions and priorities. The Council Plan 2025-29 sets the strategic direction around four Strategic Objectives to realise the aspirations of the community.

Our role

Local Government is one of the three levels of government that actively works within and for the community. Council's main responsibilities are to set the overall directions and goals for the municipality and then monitor their implementation and success.

There are many challenges facing the community that Council does not have direct control over. This includes areas that fall under State and Federal Government jurisdiction, such as major transport infrastructure, public transport and arterial roads. However, Council actively works to influence and facilitate service and infrastructure provision in other ways as outlined in the table below:

Provider	Council operates and delivers the service
Funder	Council does not directly provide the service but provides funding for its delivery to the community
Regulator	Council is responsible for enforcing legislative requirements relating to the service
Facilitator	Council doesn't directly deliver the service but promotes or facilitates its delivery
Advocate	Council uses a range of methods to advocate on behalf of the community, depending on the issue. Advocacy can include submissions, regional partnership groups and forums, discussions with Ministers and lobbying.

How do the Community Vision 2041 and the Council Plan 2025-29 connect?

The Council Plan 2025-29 outlines four Strategic Objectives and accompanying Strategies that shape Council's Strategic Direction and support the achievement of the community's aspirations.

These are aligned with the Community Vision 2041 as shown in *Figure 1*.



Figure 1 Community Vision 2041 and Council Plan 2025-29

The connection between the Community Vision 2041, Council Plan 2025-29 and linkages to the Municipal Public Health and Wellbeing Plan – Live Well in Wellington are detailed in *Figure 2*.

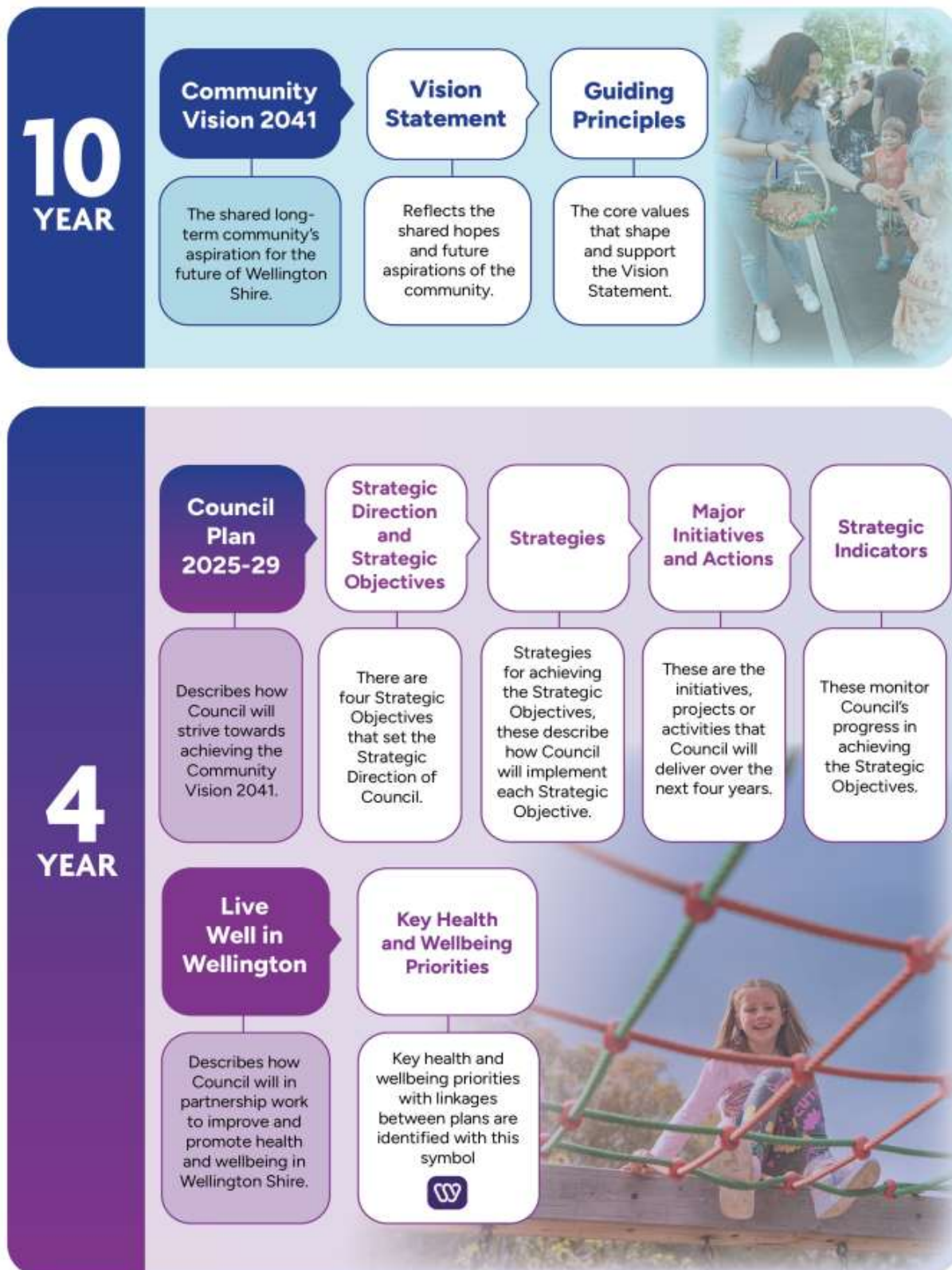


Figure 2 Interconnected plans

Linkage to strategic documents

The *Local Government Act 2020* requires councils to develop and maintain a series of key strategic documents that guide their decision-making and service delivery over the medium to long-term. These documents ensure councils operate transparently, meet community expectations, and fulfil legislative obligations.



Figure 3 Statutory strategic documents with a 4-10 year life span

Figure 3 illustrates the statutory documents required as follows:

Community Vision (a minimum of 10-years)

Developed in partnership with the community, this outlines the long-term aspirations and guiding principles for the Wellington Shire. It sets the foundation for all future planning.

Council Plan (4-year term)

Adopted by each newly elected Council, the Council Plan details the strategic objectives, strategies, major initiatives and actions to be delivered over the Council's four-year term. It aligns with the Community Vision and informs annual budgeting and reporting.

Municipal Public Health and Wellbeing Plan (4-year term)

This plan identifies the key health and wellbeing priorities of the community and outlines the strategies Council will undertake to support improved public health outcomes.

Financial Plan (at least a 10-year term)

This plan ensures Council's financial sustainability over the long term. It forecasts income, expenditure, and funding needs to support strategic goals and service delivery.

Asset Plan (at least a 10-year term)

This plan outlines how the Council will manage its infrastructure and other assets responsibly to meet community needs now and into the future.

Budget & Capital Works (4-year term)

The budget outlines Council's planned income and expenditure for the year, while the capital works program details major infrastructure projects such as roads, buildings, and community facilities.

Revenue & Rating Plan (4-year term)

This plan establishes the revenue raising framework within which Council proposes to work.

Workforce Plan (4-year term)

This plan ensures Council has an adequate supply of people skills, knowledge and experience required to achieve its Strategic Objectives, efficiently and effectively into the future.

These plans along with a comprehensive suite of strategies underpin the delivery of services and initiatives, ensuring alignment with the Council Plan 2025-29 and the long-term aspirations of the Community Vision 2041.

A listing of strategies and plans is available on the Wellington Shire Council website by following this link [**Strategies and Plans \(wellington.vic.gov.au\)**](https://www.wellington.vic.gov.au/strategies-and-plans).

How the community was engaged

The *Local Government Act 2020* requires that councils develop or review their Community Vision, Council Plan, Financial Plan and Asset Plan in accordance with its deliberative engagement practices.

Wellington Shire Council's Community Engagement Strategy outlines an organisational commitment to genuine and effective community engagement in council planning and decision making.

Council follows the International Association for Public Participation (IAP2) Public Participation Spectrum which focusses on five engagement levels – inform, consult, involve, collaborate and empower.

Engaging the community

An extensive community engagement process was undertaken between July 2024 and March 2025 to inform the development of Council's new Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan, and Asset Plan that together, guide the direction and priorities of the local community for the next four years.

This was called Future Wellington and took place over three stages:

- **Stage 1 - Community check-in process (July to August 2024)**

The community check-in focused on broad engagement that aimed for maximum community participation by offering a range of different ways for people to share their feedback to ensure the diversity of the community was included.

Through the community check-in process, approximately 1900 people were engaged, who provided feedback about their aspirations for the future and community priorities and services to be delivered under the Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan, and Asset Plan.

In recognising the unique character of local townships and the geographic spread of the municipality, a wide range of activities were offered for community members to provide their feedback. There were over 40 different locations across the municipality where people could contribute.

A range of community engagement strategies were utilised to capture diverse perspectives, ensuring that gender and intersectionality considerations were comprehensive and inclusive. In particular, the range of activities offered through the stage 1 engagement allowed us to gather input from a wide array of community members.

Consultation activities included:

1. **Survey** - available via Your Wellington Your Say page. Hard copy surveys made available.
2. **Workshops** – in-person facilitated workshops held across different locations.
3. **Drawing competition** – tailored engagement approach to include a strong focus on involving children and young people.
4. **Photo competition** – accessible engagement for people who prefer to engage through visual storytelling.

5. **Postcards** – quick response cards, submitted via collection boxes available in numerous different locations across the municipality.

6. **Popups and events** – attendance at various community events including markets.

A summary of the engagement results is provided in the Future Wellington Community Check-in Findings Report and was presented to the newly elected Councillor group in December 2024.

The Future Wellington Community Check-in Findings Report can be found on the [Wellington Shire Council website](#).

- **Stage 2 – Deliberate engagement (February to March 2025)**

Council established the Future Wellington Think Tank, a representative group of 22 community members to make recommendations to Council for the new Community Vision and Guiding Principles.

This deliberative engagement process met the requirements of the *Local Government Act 2020* and aligned with industry best practice for deliberative engagement.

The stage 2 engagement was based on forming a group of members who were representative of the community. By actively involving individuals from different backgrounds, the aim was to ensure that as many views as possible contributed to the development of the Council Plan 2025-29.

- **Stage 3 - Reporting back and exhibiting the draft Council Plan 2025-29 (June to July 2025)**

Community members and stakeholders were invited to review the draft Council Plan 2025-29 and had further opportunity to comment on whether it met their needs and aspirations, as identified in earlier stages of engagement.

The Future Wellington Think Tank

In October 2024, residents were invited to express their interest in joining the Future Wellington Think Tank to participate in a deliberative engagement process. The expression of interest process was promoted during the community check-in process and then publicly advertised on-line via the Council website, social media, and through direct emails.

The Future Wellington Think Tank was established following an expression of interest (EOI) process, which received a total of 45 EOIs. From these, a pool of 30 potential members, considered a representative sample of the Wellington community, was recommended. Although 27 community members accepted the invitation to join the Future Wellington Think Tank, the final number of participants was 22. An external consultant was responsible for recommending the composition of the group, using criteria designed to reflect the demographic makeup of Wellington Shire, thereby promoting diversity and commitment to the deliberative engagement process.

Through a series of four workshops the Future Wellington Think Tank deliberated over the Future Wellington Community Check-in Findings Report, heard from subject matter experts, learnt from each other about local priorities, shared their own perspectives and weighed up options about the future of Wellington Shire and made recommendations about the new Community Vision Statement and Guiding Principles.

The Future Wellington Think Tank process met the requirements of the *Local Government Act 2020* and aligned with the seven industry best practice principles of deliberation as shown in *Figure 4*.

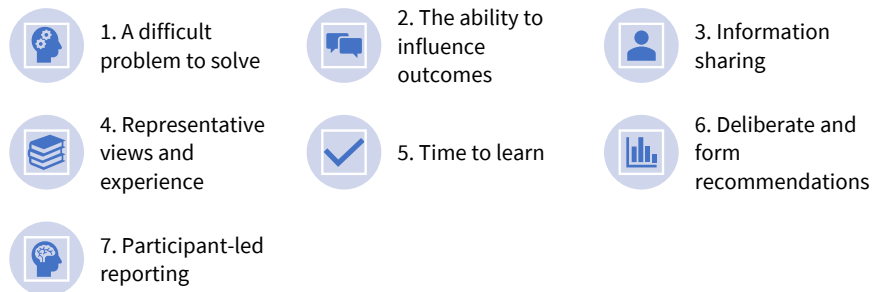


Figure 4 Seven Principles of Deliberative Engagement

The Vision Statement and six interconnected guiding principles were adopted by Council in 2025 and have informed the development of the Council Plan 2025-29.

Linkage to Live Well in Wellington

As required by the *Public Health and Wellbeing Act 2008*, Council has developed a Municipal Public Health and Wellbeing Plan, referred to as Live Well in Wellington to outline the health and wellbeing priorities for the Wellington Shire. This plan covers the next four years from 2025 to 2029.

Live Well in Wellington has been developed alongside the Council Plan 2025-29 and recognises health and wellbeing as the foundation for every community member to live full and productive lives.

Live Well in Wellington focuses on three key health and wellbeing priorities and objectives as shown in *Figure 5* below. These priorities were chosen for their potential to achieve the greatest impact on the health and wellbeing of the local community, while also aligning with the role of Council and ensuring effective collaboration for collective impact with local health services and organisation partners.

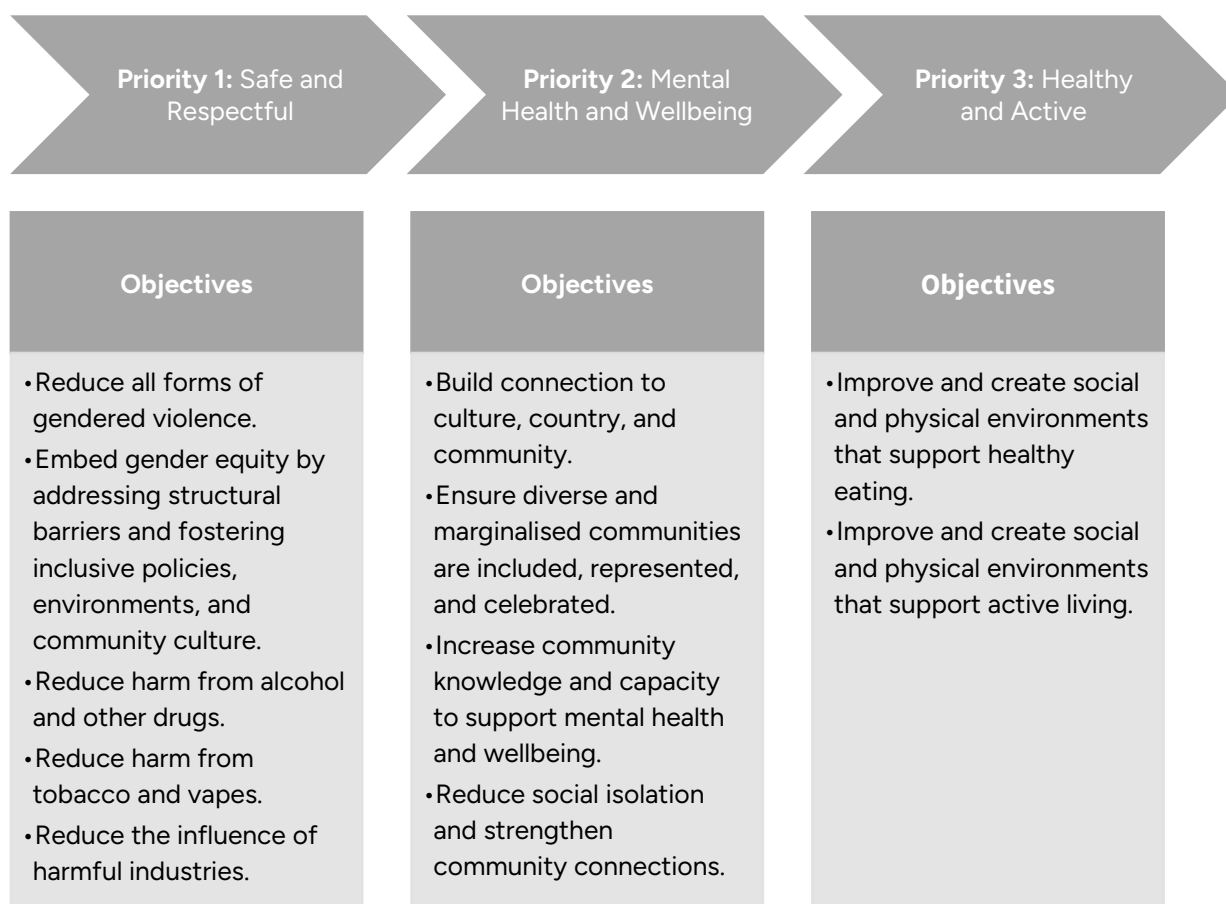



Figure 5 Health and Wellbeing Priorities and Objectives

The Council Plan 2025-29 includes Strategic Objectives and Strategies that also support our health and wellbeing priorities. This icon is used throughout the Council Plan 2025-29 to indicate linkages to Live Well in Wellington. 

Our Context

Our Shire

Wellington Shire Council is located in Gippsland and is Victoria's third-largest municipality, covering nearly 11,000 square kilometres. The Shire was established in 1994 following the amalgamation of the Shires of Alberton, Avon, Maffra, the City of Sale and parts of Rosedale. It is situated on the traditional land of the Gunaikurnai People. Gunaikurnai country stretches across coastal and inland areas beyond Wellington's boundaries, including parts of the southern slopes of the Victorian Alps. The municipality is divided into three wards: Central, Coastal and Northern.

Known as *The Middle of Everywhere*, Wellington Shire is recognised for its diverse and striking natural landscape, ranging from pristine beaches and rainforests to mountain ranges, and expansive wetlands. Iconic locations such as the Ninety Mile Beach, Alpine National Park, and the Gippsland Lakes Coastal Park make the region a hub for tourism, economic activity, and sustainable development.

Wellington's geography and climate also bring environmental challenges, including bushfires, flooding, salinity, erosion, and the growing impacts of changes to environmental conditions.

Home to more than 30 communities and over 46,000 residents, most people live in and around the main centres of Sale, Maffra, Rosedale, Yarram, Stratford, and Heyfield. Council manages more than \$1.4 billion in assets and infrastructure, and the population is expected to grow to over 57,000 by 2041, increasing the need for housing and supporting services.

Our Community

Wellington Shire has an ageing population, with 31% of residents aged 60 and over. This is significantly higher than the Victorian average of 22.4%. A total of 11% of residents were born overseas, and the top three languages spoken at home other than English are Mandarin, Tagalog (a Filipino dialect), and Vietnamese. Lone-person households are also more common in Wellington Shire, making up just over 28.2% of all households, compared to 22.4% across Victoria.

Aboriginal and Torres Strait Islander people make up 2% of the Wellington Shire population. This is higher than the Victorian average. In addition, just shy of 10% of residents identify as LGBTQIA+. A significant portion of the population at almost 30% self-report having a disability, with 7.1% requiring assistance with core daily activities.

The type of housing across Wellington Shire is diverse, including rural properties, coastal homes, farms, and medium to higher-density housing. Future planning suggests that there is strong potential to increase housing diversity and make better use of urban land and infrastructure. As household sizes shrink and the population ages, there is a growing need for housing options such as apartments, shop-top living, villa units and townhouses. Increasing the supply of social and affordable housing is essential to maintaining Wellington Shire's liveability, productivity and inclusiveness.

Employment across the Shire is expected to grow by 4,000 jobs by 2041. This growth will be supported by early planning and the availability of commercial and industrial land. Much of this employment growth will be in industries that require larger land areas and building footprints, such as primary industries. Significant job increases are forecast for urban centres, particularly in Sale and Maffra, with industrial expansion likely to occur on the outskirts of these towns and other communities.

Our Future

Wellington's economy is strong and diverse, supported by long-established industries such as Defence, aviation, oil and gas, construction and tourism. Healthcare, social assistance and agriculture are the largest employment sectors, with local farmers playing a key role in Gippsland's \$7 billion food and fibre sector. The region is also home to Fulham Correctional Centre, a medium-security prison for men with a capacity of nearly 900 inmates.

Wellington Shire sits at the centre of Australia's first declared offshore wind zone, which has a proposed capacity of 25GW and an estimated \$40 billion in investment. Supporting Australia's move to new energy is a strategic priority, and attracting renewable energy investment is essential for the region's transition and economic future. Over the next decade, the Shire will face a number of challenges, including the need for new transmission infrastructure, grid connections, accommodation for a growing workforce and funding for local infrastructure. Planning requirements and ongoing consultation processes may also place pressure on community and Council resources. Collaboration with neighbouring councils, including South Gippsland and Latrobe City, and strong advocacy to state and federal governments will be critical.

Wellington Shire's aviation industry is also a growing asset that extends well beyond the Royal Australian Air Force Base in East Sale. Council operates both West Sale and Yarram Airports, supporting a strong and passionate local aviation sector. The region continues to benefit from more than \$400 million in ongoing Defence aviation investment at the RAAF Base, home to Defence's Basic Pilot Training School under Project Air 5428.

This activity, along with the development of a 30-year master plan for West Sale Airport, will deliver a significant economic boost to the Shire and position Wellington as a hub for aviation training, infrastructure and innovation. It all ties into our unique identity *The Middle of Everywhere* - with the biennial ANZAC Weekend Airshow at West Sale Airport serving as a major regional attraction, driving tourism, economic activity and strengthening our profile as a key player in the aviation space.

Although Wellington is undergoing major economic shifts, such as the decline of the oil and gas industry, the end of native timber harvesting and the closure of coal plants across Gippsland, it remains well-positioned for growth. Its natural assets, strategic location and established industries provide a strong foundation for expansion in renewable energy, Defence and other emerging sectors.

Key Partners

Delivering the major initiatives and actions in this Council Plan will take more than Council working alone. Each Strategic Objective includes strategies designed to create positive change over the next four years, and many of these will rely on collaboration.

State and Federal Funding Context

Wellington Shire Council is committed to delivering the initiatives and actions outlined in this Council Plan over the next four years. However, unexpected events such as natural disasters or changes to local industries and employment continue to create new needs and opportunities that require Council to adjust its focus.

Many State and Federal Government programs rely on local councils to deliver their priorities. Where possible, Council will align these external funding opportunities with the goals and priorities already outlined in this plan. However, Council may also pursue funding for projects that fall outside the plan if they offer clear benefits to our community.

When considering projects outside the plan, Council will carefully assess their social and economic impact. This includes evaluating long-term factors such as the cost of maintaining new assets or infrastructure.

Wellington Shire Council also takes a regional approach to funding and advocacy through its involvement in One Gippsland and the Gippsland Regional Plan. As one of six Gippsland councils, we work together to address regionally significant issues and attract investment for transformative projects that benefit the wider region.

These shared priorities guide advocacy efforts with State and Federal governments, supported by organisations like Regional Development Australia, Regional Development Victoria, and Regional Partnerships.

Federal funding programs, such as Growing Regions and the Regional Precincts and Partnerships Program often require alignment with the Gippsland Regional Plan. By collaborating at a regional level, Wellington Shire Council strengthens its ability to secure funding, leverage shared resources, and deliver projects that support long-term growth and wellbeing across Gippsland.



The Middle of Everywhere campaign has been a resounding success for Wellington Shire, transforming regional perception, driving tourism, attracting investment, and fostering a renewed sense of local pride. Launched as a bold and unifying identity, the campaign has elevated the Shire's profile across Victoria and beyond generating millions in visitor spending, securing national recognition, and providing a strong platform for economic development. By redefining the region as connected, vibrant, and full of opportunity, The Middle of Everywhere has become a powerful catalyst for community confidence, growth, and resilience.

However, The Middle of Everywhere is more than just a slogan, it's a lifestyle brand and regional identity that captures the essence of life throughout the diverse and expansive region. This campaign celebrates the region's unique geographical position and the richness of its landscapes, communities, and opportunities.

Situated just 2.5 hours east of Melbourne, Wellington Shire offers a compelling mix of coastline, high country, farmland, and vibrant towns making it one of Victoria's most dynamic and liveable regional areas. From the tranquil waters of the Gippsland Lakes to the sweeping sands of the Ninety Mile Beach, and from the lush rainforest trails of Tarra Bulga National Park to the fertile farmlands and heritage towns of the interior, Wellington Shire is defined by its extraordinary natural beauty and variety. Whether you're after adventure, serenity, or a sense of belonging, the region offers space to roam and room to grow.

By positioning itself as "The Middle of Everywhere," Wellington Shire flips the script on regional identity. It is not isolated or removed but connected in every meaningful way: to nature, to community, and to opportunity. It is a place where life feels grounded, spacious, and full of possibility, a region where you're never far from the things that matter most. This clever, optimistic messaging has been embraced by local businesses, residents, and community groups, creating genuine grassroots momentum, something other councils often find difficult to achieve.

The campaign also shares real stories from residents, small business owners, farmers, artists, and young families. This human-centered content shows the diversity and richness of life in Wellington Shire, making the brand relatable and aspirational. It's not just about tourism, it's about lifestyle, connection, and potential.

The campaign's success similarly extends to local engagement. Businesses, community groups, and residents have embraced the brand, integrating it into signage, marketing materials, and local events, reinforcing a collective identity and enhancing the visibility of the region. The Middle of Everywhere messaging has provided a unifying theme that encourages collaboration across towns and industries. Economically, the campaign has contributed to a growing interest in Wellington Shire as a place to live, work, and invest.





By highlighting the region's connectivity, affordability, and quality of life, The Middle of Everywhere brand has supported efforts to attract new residents and businesses, particularly those seeking to relocate from metropolitan areas in search of greater space and lifestyle flexibility.

Councils often struggle to tie branding efforts to economic outcomes, so the demonstrable return on investment sets this campaign apart.

- Economic uplift through tourism, events, and investment
- Increased population interest from regional relocators
- National award recognition for marketing excellence
- Community buy-in and civic pride across towns
- A regional brand now known across Victoria and Australia

By promoting Wellington Shire as a connected and liveable region, not remote, but "the middle of everywhere" the campaign appeals to:

- Investors looking for affordable, well-serviced areas for development
- Professionals and remote workers seeking lifestyle relocation opportunities
- Entrepreneurs and start-ups drawn to lower operating costs and lifestyle advantages

Helping grow the working-age population, stimulates housing development, and creates demand for new services.

The campaign has garnered national attention, being a finalist in the 2021 and 2024 National Economic Development Awards for Excellence in the Economic Development Marketing and Promotion category. This recognition underscores the effectiveness of the campaign in promoting the region's assets to a wider audience.

Overall, The Middle of Everywhere campaign has been a transformative initiative for Wellington Shire, significantly elevating the region's profile on both a state and national scale. By crafting a bold and memorable identity, the campaign has not only drawn increased attention from tourists and potential investors but also instilled a renewed sense of pride among local residents.

It has effectively positioned Wellington Shire as a place that offers the best of all worlds; natural beauty, community spirit, and economic opportunity without the compromises often associated with regional living.

Wellington Shire isn't just proud of The Middle of Everywhere we see it as a defining success story that reflects the spirit and future of the region and will continue to expand and evolve the campaign.



Overview

In response to the aspirations of the Community Vision 2041, Council has developed four strategic objectives for the next four years to form the direction of the Council Plan 2025-29:

1. Healthy and Connected Communities

Vibrant, healthy, connected and inclusive communities. Quality services are accessible to everyone.

2. Dynamic and Diverse Economy

An economy that enables sustainable growth, enhancing the social environment, lifestyle and unique characteristics of our communities.

3. Infrastructure, Spaces and Places

Strategically planned, designed and well-maintained infrastructure, spaces and places.

4. Natural Environment

A healthy natural environment, protected and nurtured for generations to come.

Each Strategic Objective is supported by:

- four Strategies,
- a set of Major Initiatives and Actions, and
- Strategic Indicators for measuring success

These are outlined in more detail within the next section of this plan.

Strategic Objective One



Healthy Connected Communities



Vibrant, healthy, connected and inclusive communities.
Quality services are accessible to everyone.

Strategic
Objective
One:

Healthy Connected Communities

Vibrant, healthy, connected and inclusive communities.
Quality services are accessible to everyone.




Strategies: what we will deliver

Enabling utilisation, access and movement across places and spaces.	Celebrating, respecting and embracing the Gunaikurnai people, and Aboriginal and Torres Strait Islander heritage.	Enriching community experiences through creativity, culture and history for all ages and abilities.	Aligning services through a community-centred organisation.
---	---	---	---

Major Initiative (MI) and Actions (A): how we will deliver

 MI	1.1	Support initiatives that improve access, encourage movement, and increase community use of local places and spaces through education, infrastructure activation, and promotion of active and safe travel.
 MI	1.2	Partner with the Gunaikurnai community to strengthen relationships and deliver positive outcomes.
MI	1.3	Deliver transparent and consistent community engagement, providing opportunities for input and how community feedback is considered.
 MI	1.4	Advance inclusion and engagement of socially and culturally diverse communities through a range of arts and culture programs.
MI	1.5	Implement key initiatives of the Information and Communication Technology Strategic Plan, including regional shared services initiatives, that support community facing services and emergency management responsiveness.
 A	1.6	Provide ongoing internal training in inclusive practices, cultural safety, and accessibility.
A	1.7	Lead a collaborative procurement initiative to acquire upgraded leisure management software that provides a user-friendly customer experience.
 A	1.8	Provide resources, training, and recognition opportunities that strengthen volunteering and community groups.
A	1.9	Strengthen public transparency through enhancing accessibility to reporting and decision-making information.
 A	1.10	Continue to grow Wellington Shire's reputation as a cultural centre for Gippsland through major arts, culture events and festivals.

 - indicates a linkage to Live Well in Wellington

**Strategic
Objective
One:**

Healthy Connected Communities

Vibrant, healthy, connected and inclusive communities.
Quality services are accessible to everyone.



Strategic Indicators: How we will measure success	Baseline 30 June 2025	Target 30 June 2029
Community satisfaction with Council's customer service.	Wellington Shire Council result 68/100 Large Rural Council result 65/100	Equal to or greater than Large Rural Council result
Community satisfaction with Council's community and culture activities.	Wellington Shire Council result 66/100 Large Rural Council result 63/100	Equal to or greater than Large Rural Council result
Community satisfaction with Council's local street and footpath network.	Wellington Shire Council result 56/100 Large Rural Council result 48/100	Equal to or greater than Large Rural Council result
Satisfaction with Council's community consultation and engagement.	Wellington Shire Council result 52/100 Large Rural Council result 48/100	Equal to or greater than Large Rural Council result
Participation at Council-run performing arts events.	18,615 visits	Maintain
Participation in Gippsland Art Gallery programs and events.	35,508 visits	Maintain
Relevant Strategies and Plans		
Arts and Culture Strategy	Road Management Plan	
Community Engagement Strategy	Urbans Paths Plan	

Strategic Objective Two

Dynamic and Diverse Economy

An economy that enables sustainable growth, enhancing the social environment, lifestyle and unique characteristics of our communities.



**Strategic
Objective
Two:**

Dynamic and Diverse Economy

An economy that enables sustainable growth, enhancing the social environment, lifestyle and unique characteristics of our communities.



Strategies: what we will deliver

Supporting job growth and diversification of our economy.	Leveraging our natural environment and community assets to promote tourism, events and activation.	Planning to support future growth and changing needs of our community.	Guiding responsible, sustainable development that protects, values and celebrates our unique heritage.
---	--	--	--

Major Initiative (MI) and Actions (A): how we will deliver

MI	2.1	Provide support to existing, new and emerging businesses and industries to contribute to their sustainability and growth.
 MI	2.2	Deliver integrated, place-based planning for community infrastructure and services with a focus on housing diversity, equitable access, and long-term social and physical infrastructure requirements.
MI	2.3	Collaborate with industry and government partners in attracting new investment to advance renewable energy solutions.
 MI	2.4	Maximise Council's current and future investment in The Middle of Everywhere branding and supporting materials.
MI	2.5	Facilitate the delivery of zoned land for residential, industrial and commercial growth and land supply.
MI	2.6	Progress the West Sale industrial precinct to facilitate economic development.
A	2.7	Progress initiatives and projects to maximise returns to Council by leveraging its assets.
A	2.8	Review the Wellington Planning Scheme.
A	2.9	Partner with and advocate for our local agricultural industry, to support and add value to horticulture, dairy, timber, animal husbandry and other key agri-business sectors.



- indicates a linkage to Live Well in Wellington

**Strategic
Objective
Two:**

Dynamic and Diverse Economy

An economy that enables sustainable growth, enhancing the social environment, lifestyle and unique characteristics of our communities.



Strategic Indicators: How we will measure success	Baseline 30 June 2025	Target 30 June 2029
Community satisfaction with the support given by Council to business, community development and tourism.	Wellington Shire Council result 61/100 Large Rural Council result 55/100	Equal to or greater than Large Rural Council result
Community satisfaction with Council's planning and building permits.	Wellington Shire Council result 53/100 Large Rural Council result 41/100	Equal to or greater than Large Rural Council result
Annual growth rate of real Gross Regional Product (GRP).	Wellington Shire Council \$5.134B - 20.78% growth Gippsland \$24.933B - 15.40% growth	Equal to or greater than the growth rate of Gippsland
Unemployment rate.	Wellington Shire 4.8% Gippsland 4.9%	Equal to or greater than the growth rate of Gippsland
Domestic travel visitors to Wellington Shire.	1,168,000 visitors	Increase
Population growth of Wellington Shire.	46,533 people	Increase
Relevant Strategies and Plans		
Economic Development Strategy	Wellington Growth Management Strategy	
Residential Stocktake and Facilitation Strategy	West Sale Airport Masterplan	
Sale and District Feasibility Study		

Strategic Objective Three

Infrastructure, Spaces and Places

Strategically planned, designed and well-maintained infrastructure, spaces and places.



**Strategic
Objective
Three:**

Infrastructure, Spaces and Places

Strategically planned, designed and well-maintained infrastructure, spaces and places.



Strategies: what we will deliver

Providing high quality places and spaces to enhance our townships and community.


Developing and promoting safe and suitable transport infrastructure.

Coordinating facilities and infrastructure to meet growth and evolving needs.

Fostering inclusive and accessible spaces for community connection, creativity and activities.

Major Initiative (MI) and Actions (A): how we will deliver

 MI	3.1	Maintain a network of local parks, open spaces and urban forest to support community activity, wellbeing and connection to the natural environment.
MI	3.2	Explore alternative, cost-effective models for delivering cultural, leisure, and recreation facilities and programs.
 MI	3.3	Advocate and plan for early years infrastructure provision and developments that support inclusive access to appropriate facilities.
 MI	3.4	Improve physical accessibility, enhance safety and ease of use for all ages and abilities, and embed inclusive design features.
 MI	3.5	Deliver a targeted activation plan for the newly redeveloped Aqua Energy leisure facility.
MI	3.6	Develop and deliver a renewed Aquatic and Leisure Strategy.
MI	3.7	Undertake review of libraries to ensure improved effectiveness of service delivery without compromising community satisfaction.
 MI	3.8	Work to ensure that our town centres are activated, safe, well presented, have appropriate facilities and are well-maintained.
MI	3.9	Undertake a review of the Community Managed Facilities Strategy to ensure continued community access to a well-managed, well-maintained spaces that prioritise high-use and multi-purpose venues.
A	3.10	Ensure the proactive maintenance, renewal, and management of Council infrastructure assets.
A	3.11	Deliver The Wedge Performing Arts Centre refresh project and operating model.
 A	3.12	Revise the Residential Road and Street Construction and Urban Paths Plans.
A	3.13	Revise the Recreational Boating Facilities Plan.

 - indicates a linkage to Live Well in Wellington

**Strategic
Objective
Three:**

Infrastructure, Spaces and Places

Strategically planned, designed and well-maintained infrastructure, spaces and places.



Strategic Indicators: How we will measure success	Baseline 30 June 2025	Target 30 June 2029
Community satisfaction with the appearance of Council's public areas.	Wellington Shire Council result 71/100 Large Rural Council result 66/100	Equal to or greater than Large Rural Council result
Community satisfaction with Council's recreational facilities.	Wellington Shire Council result 70/100 Large Rural Council result 65/100	Equal to or greater than Large Rural Council result
Community satisfaction with Council's Art centres and libraries.	Wellington Shire Council result 77/100 Large Rural Council result 71/100	Equal to or greater than Large Rural Council result
Community satisfaction with Council's overall performance.	Wellington Shire Council result 58/100 Large Rural Council result 50/100	Equal to or greater than Large Rural Council result
Utilisation of aquatic facilities.	160,943 visits or 3.46 visits per head of population	Maintain
Library visits per head of population.	226,587 visits or 4.87 visits per head of population	Maintain
Relevant Strategies and Plans		
Community Infrastructure Plan	Recreational Boating Facilities Plan	
Community Managed Facilities Strategy	Recreational Vehicle Strategy	
Early Years Infrastructure Plan	Road Management Plan	
Open Space Plan	Sporting Infrastructure Plan	

Strategic Objective Four

Natural Environment

A healthy natural environment, protected and nurtured for generations to come.



**Strategic
Objective
Four:**

Natural Environment

A healthy natural environment, protected and nurtured for generations to come.



Strategies: what we will deliver

Contributing to the protection and revitalisation of natural landscapes, biodiversity, and waterways.	Encouraging and supporting sustainable practices.	Strengthening natural disaster resilience and emergency response preparedness.	Empowering the community and businesses to drive positive environmental outcomes.
---	---	--	---

Major Initiative (MI) and Actions (A): how we will deliver

MI 	4.1	In partnership with community and business, encourage sustainability initiatives and take actions to reduce Council's impact on climate.
MI	4.2	Enhance the extent and quality of the urban forest across our townships.
MI	4.3	Continue involvement in regional Integrated Water Management forum and consider funding opportunities where aligned with Integrated Water Management Plan.
MI	4.4	Encourage the reuse of items through the provision of a quality library service.
MI	4.5	Ensure emergency management plans are developed collaboratively with lead agencies and communities to improve community preparedness.
MI	4.6	Progress updates to the flooding provisions within the Wellington Planning Scheme.
A	4.7	Manage waste production and resource recovery, supporting both waste reduction and diversion from landfill.
A	4.8	Enhance the reuse and recycling of resources, minimise waste and support the development of circular economy initiatives.
A	4.9	Educate the community on the importance of environmental stewardship, sustainable living, and climate resilience.

- indicates a linkage to Live Well in Wellington

**Strategic
Objective
Four:**

Natural Environment

A healthy natural environment, protected and nurtured for generations to come.



Strategic Indicators: How we will measure success		Baseline 30 June 2025	Target 30 June 2029
Community satisfaction with emergency and disaster management by Council.	Wellington Shire Council result 67/100 Large Rural Council result 65/100	Equal to or greater than Large Rural Council result	
Community satisfaction with the management of waste by Council.	Wellington Shire Council result 63/100 Large Rural Council result 62/100	Equal to or greater than Large Rural Council result	
Community satisfaction with Council's approach to environmental sustainability.	Wellington Shire Council result 59/100 Large Rural Council result 58/100	Equal to or greater than Large Rural Council result	
Kerbside collection waste diverted from landfill.	26.35% waste diversion	Maintain	
Achieve an annual nett gain of street and park trees through the Urban Forest Renewal Program.	Approximately 100,000 trees	Increase	
Relevant Strategies and Plans			
Domestic Animal Management Plan	Municipal Fire Management Plan		
Emergency Animal Welfare Plan	Municipal Relief and Recovery Plan		
Integrated Water Management Plan	On-site Wastewater Management Plan		
Municipal Emergency Management Plan	Sustainability Strategy		

Plan review and updates

The Council Plan 2025-29 is developed every four years to ensure it remains responsive to the evolving needs and long-term aspirations of the community.

This statutory review process provides a strategic framework that guides priorities, informs decision-making, and supports alignment across key stakeholders.

How progress is reported

Monitoring and reporting on the implementation of the Council Plan 2025-29 is a key responsibility of Council. Progress will be measured through the Strategic Indicators outlined in the Council Plan 2025-29, with annual updates provided to the community via the Annual Report.

In addition, quarterly updates on Major Initiatives and Actions will be published on the [Wellington Shire Council](#) website. These updates support Council's oversight responsibilities, ensuring initiatives are delivered on schedule and within budget.

Service delivery

Wellington Shire Council delivers over 100 services that support the daily lives, wellbeing, and prosperity of our community. Council is committed to delivering quality, accessible, and responsive services that meet the needs of our diverse and growing population.

Further information about the type of services delivered is available by visiting [Wellington Shire Council](#).



Sale Service Centre

18 Desailly Street, Sale Victoria 3850
Telephone 1300 366 244

Yarram Service Centre

156 Grant Street, Yarram Victoria 3971
Telephone 03 5182 5100

www.wellington.vic.gov.au
enquiries@wellington.vic.gov.au

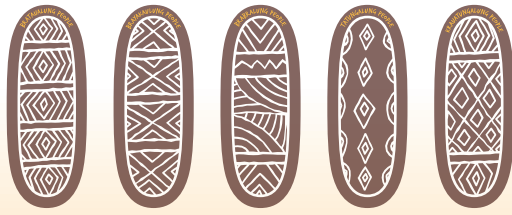


FINANCIAL PLAN

2025/26 - 2034/35



WELLINGTON
SHIRE COUNCIL



Acknowledgement of Country

Wellington Shire Council acknowledges our offices are located on the traditional lands of the Gunaikurnai nation. We pay our deep respects to their Elders past, present and future and acknowledge their ongoing cultural and spiritual connections to their land and waters.



Aunty Eileen Harrison

(born Australia 1948)

Gunaikurnai

Celebration of our Culture, 2018

Acrylic on canvas, 140 x 240cm

Collection Gippsland Art Gallery

Purchased with the assistance of the
Robert Salzer Foundation and the Friends
of the Gallery, 2025

© The artist

Contents

Aknowledgement of Country	2
Contents	3
Introduction.....	4
Legislative Requirements	5
How the community was engaged.....	8
Our Context.....	11
Financial Plan Context.....	15
Financial Plan Statements	20
Financial Performance Indicators	30
Strategies and Plans	32

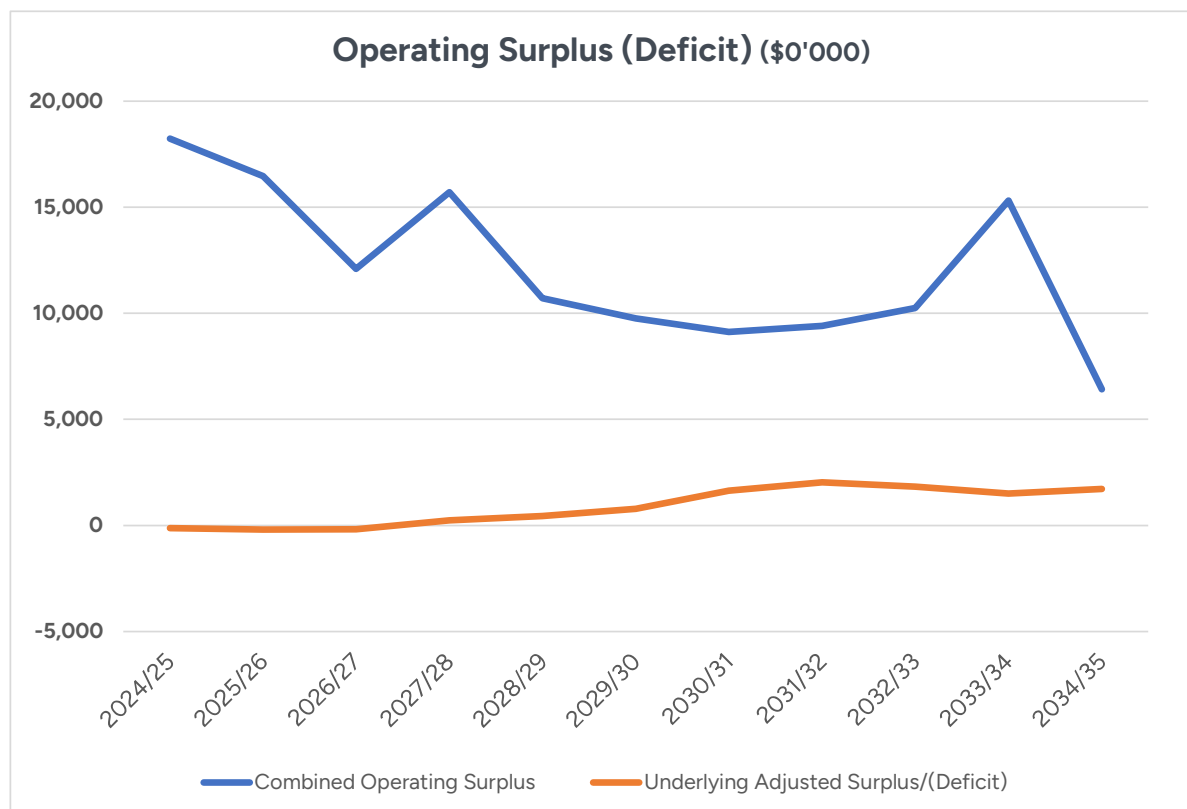
Introduction

What is the Financial Plan?

The Financial Plan is a guiding document to consider when developing Council's annual plan and budget. The Financial Plan forecasts Council's financial position in future years, based on assumptions outlined in this document. The Financial Plan provides transparency and accountability of Council's financial planning to the community.

The Wellington Shire Financial Plan demonstrates:

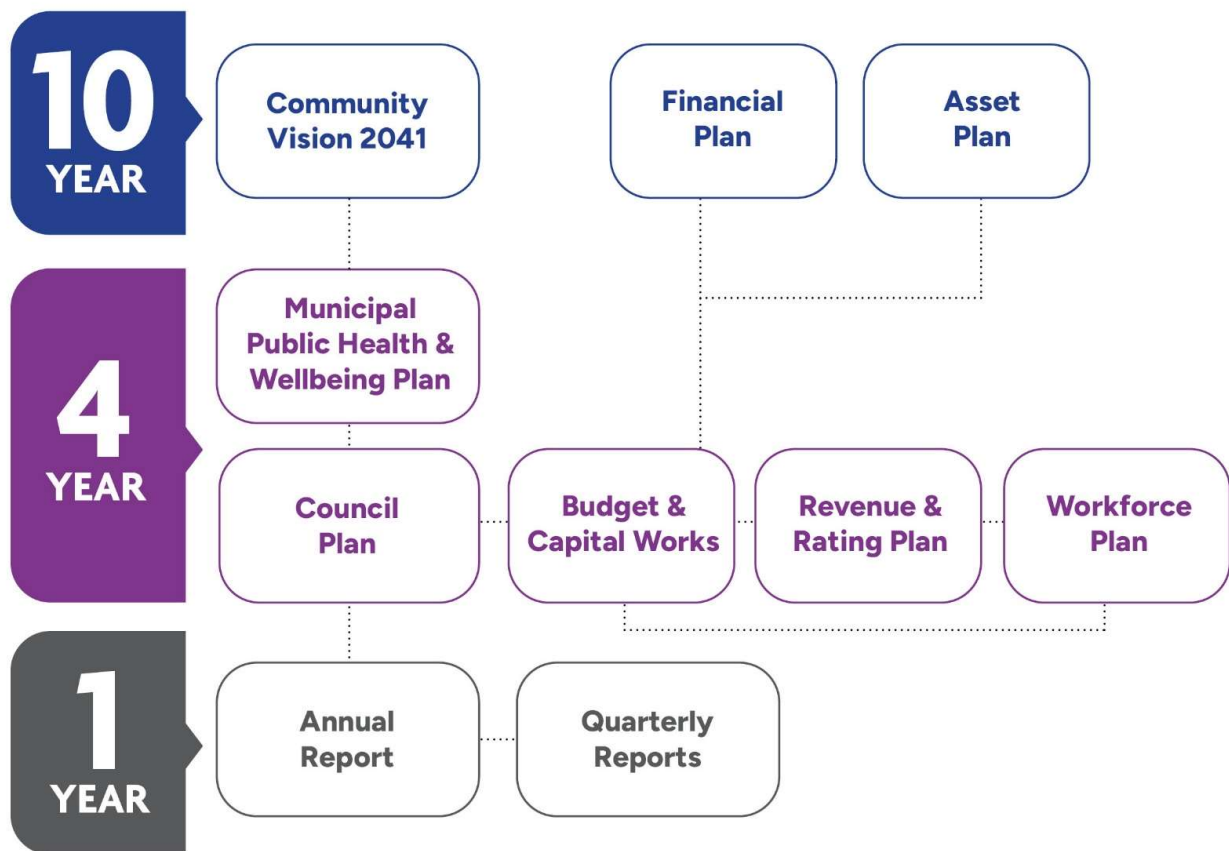
- An understanding of Council's capacity to achieve its vision
- A financially sustainable Council
- Sound financial framework and principles which guide all financial decisions.
- Strong financial management
- Ability to fund capital works projects and maintain existing assets
- An ongoing ability to service community needs
- A commitment to set rate increases in accordance with the Fair Go Rates Framework and Revenue and Rating Plan
- That the Council's Plan, strategies, programs and projects can be resourced.



Legislative Requirements

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

This diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



Strategic Planning Principles

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

- a) Council has an integrated approach to planning, monitoring and performance reporting.
- b) Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- c) The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- d) Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan.
- e) The Financial Plan provides for the strategic planning principles of continuous monitoring of progress and reviews to identify and adapt to changing circumstances.

Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

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

Service Performance Principles

Council services designed to be accessible, equitable, and responsive to the needs of the community and provide good value for money. The service performance principles are listed below:

- a) Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- b) Services are accessible to the relevant users within the community.
- c) Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to

communicate Council's performance regarding the provision of quality and efficient services.

- d) Council is developing a performance monitoring framework to continuously improve its service delivery standards.
- e) Council is developing a service delivery framework that considers and responds to community feedback and complaints regarding service provision.

Asset Plan Integration

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

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

The Asset Plan is designed to inform the 10-year Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues as well as the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

How the community was engaged

The *Local Government Act 2020* requires that councils develop or review their Community Vision, Council Plan, Financial Plan and Asset Plan in accordance with its deliberative engagement practices.

Wellington Shire Council's Community Engagement Strategy outlines an organisational commitment to genuine and effective community engagement in council planning and decision making.

Council follows the International Association for Public Participation (IAP2) Public Participation Spectrum which focusses on five engagement levels – inform, consult, involve, collaborate and empower.

Engaging the community

An extensive community engagement process was undertaken between July 2024 and March 2025 to inform the development of Council's new Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan, and Asset Plan that together, guide the direction and priorities of the local community for the next four years.

This was called Future Wellington and took place over three stages:

- **Stage 1 - Community check-in process (July to August 2024)**

The community check-in focused on broad engagement that aimed for maximum community participation by offering a range of different ways for people to share their feedback to ensure the diversity of the community was included.

Through the community check-in process, approximately 1900 people were engaged, who provided feedback about their aspirations for the future and community priorities and services to be delivered under the Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan, and Asset Plan.

In recognising the unique character of local townships and the geographic spread of the municipality, a wide range of activities were offered for community members to provide their feedback. There were over 40 different locations across the municipality where people could contribute.

A range of community engagement strategies were utilised to capture diverse perspectives, ensuring that gender and intersectionality considerations were comprehensive and inclusive. In particular, the range of activities offered through the stage 1 engagement allowed us to gather input from a wide array of community members.

Consultation activities included:

1. **Survey** – available via Your Wellington Your Say page. Hard copy surveys made available.
2. **Workshops** – in-person facilitated workshops held across different locations.
3. **Drawing competition** – tailored engagement approach to include a strong focus on involving children and young people.
4. **Photo competition** – accessible engagement for people who prefer to engage through visual storytelling.
5. **Postcards** – quick response cards, submitted via collection boxes available in numerous different locations across the municipality.

6. Popups and events – attendance at various community events including markets.

A summary of the engagement results is provided in the Future Wellington Community Check-in Findings Report and was presented to the newly elected Councillor group in December 2024.

The Future Wellington Community Check-in Findings Report can be found on the [Wellington Shire Council website](#).

- **Stage 2 – Deliberate engagement (February to March 2025)**

Council established the Future Wellington Think Tank, a representative group of 22 community members to make recommendations to Council for the new Community Vision and Guiding Principles.

This deliberative engagement process met the requirements of the *Local Government Act 2020* and aligned with industry best practice for deliberative engagement.

The stage 2 engagement was based on forming a group of members who were representative of the community. By actively involving individuals from different backgrounds, the aim was to ensure that as many views as possible contributed to the development of the Council Plan 2025-29.

- **Stage 3 - Reporting back and exhibiting the draft Council Plan 2025-29 (June to July 2025)**

Community members and stakeholders were invited to review the draft Council Plan 2025-29 and had further opportunity to comment on whether it met their needs and aspirations, as identified in earlier stages of engagement.

The Future Wellington Think Tank

In October 2024, residents were invited to express their interest in joining the Future Wellington Think Tank to participate in a deliberative engagement process. The expression of interest process was promoted during the community check-in process and then publicly advertised on-line via the Council website, social media, and through direct emails.

The Future Wellington Think Tank was established following an expression of interest (EOI) process, which received a total of 45 EOIs. From these, a pool of 30 potential members, considered a representative sample of the Wellington community, was recommended. Although 27 community members accepted the invitation to join the Future Wellington Think Tank, the final number of participants was 22. An external consultant was responsible for recommending the composition of the group, using criteria designed to reflect the demographic makeup of Wellington Shire, thereby promoting diversity and commitment to the deliberative engagement process.

Through a series of four workshops the Future Wellington Think Tank deliberated over the Future Wellington Community Check-in Findings Report, heard from subject matter experts, learnt from each other about local priorities, shared their own perspectives and weighed up options about the future of Wellington Shire and made recommendations about the new Community Vision Statement and Guiding Principles.

The Future Wellington Think Tank process met the requirements of the *Local Government Act 2020* and aligned with the seven industry best practice principles of deliberation as shown in *Figure 4*.

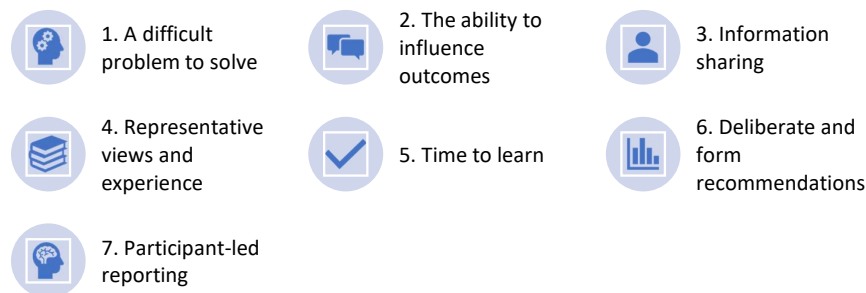


Figure 4 Seven Principles of Deliberative Engagement

The Vision Statement and six interconnected guiding principles were adopted by Council in 2025 and have informed the development of the Council Plan 2025-29.

Our Context

Our Shire

Wellington Shire Council is located in Gippsland and is Victoria's third-largest municipality, covering nearly 11,000 square kilometres. The Shire was established in 1994 following the amalgamation of the Shires of Alberton, Avon, Maffra, the City of Sale and parts of Rosedale. It is situated on the traditional land of the Gunaikurnai People. Gunaikurnai country stretches across coastal and inland areas beyond Wellington's boundaries, including parts of the southern slopes of the Victorian Alps. The municipality is divided into three wards: Central, Coastal and Northern.

Known as *The Middle of Everywhere*, Wellington Shire is recognised for its diverse and striking natural landscape, ranging from pristine beaches and rainforests to mountain ranges, and expansive wetlands. Iconic locations such as the Ninety Mile Beach, Alpine National Park, and the Gippsland Lakes Coastal Park make the region a hub for tourism, economic activity, and sustainable development.

Wellington's geography and climate also bring environmental challenges, including bushfires, flooding, salinity, erosion, and the growing impacts of changes to environmental conditions.

Home to more than 30 communities and over 46,000 residents, most people live in and around the main centres of Sale, Maffra, Rosedale, Yarram, Stratford, and Heyfield. Council manages more than \$1.4 billion in assets and infrastructure, and the population is expected to grow to over 57,000 by 2041, increasing the need for housing and supporting services.

Our Community

Wellington Shire has an ageing population, with 31% of residents aged 60 and over. This is significantly higher than the Victorian average of 22.4%. A total of 11% of residents were born overseas, and the top three languages spoken at home other than English are Mandarin, Tagalog (a Filipino dialect), and Vietnamese. Lone-person households are also more common in Wellington Shire, making up just over 28.2% of all households, compared to 22.4% across Victoria.

Aboriginal and Torres Strait Islander people make up 2% of the Wellington Shire population. This is higher than the Victorian average. In addition, just shy of 10% of residents identify as LGBTQIA+. A significant portion of the population at almost 30% self-report having a disability, with 7.1% requiring assistance with core daily activities.

The type of housing across Wellington Shire is diverse, including rural properties, coastal homes, farms, and medium to higher-density housing. Future planning suggests that there is strong potential to increase housing diversity and make better use of urban land and infrastructure. As household sizes shrink and the population ages, there is a growing need for housing options such as apartments, shop-top living, villa units and townhouses. Increasing the supply of social and affordable housing is essential to maintaining Wellington Shire's liveability, productivity and inclusiveness.

Employment across the Shire is expected to grow by 4,000 jobs by 2041. This growth will be supported by early planning and the availability of commercial and industrial land. Much of this employment growth will be in industries that require larger land areas and building footprints, such as primary industries. Significant job increases are forecast for urban centres, particularly in Sale and Maffra, with industrial expansion likely to occur on the outskirts of these towns and other communities.

Our Future

Wellington's economy is strong and diverse, supported by long-established industries such as Defence, aviation, oil and gas, construction and tourism. Healthcare, social assistance and agriculture are the largest employment sectors, with local farmers playing a key role in Gippsland's \$7 billion food and fibre sector. The region is also home to Fulham Correctional Centre, a medium-security prison for men with a capacity of nearly 900 inmates.

Wellington Shire sits at the centre of Australia's first declared offshore wind zone, which has a proposed capacity of 25GW and an estimated \$40 billion in investment. Supporting Australia's move to new energy is a strategic priority, and attracting renewable energy investment is essential for the region's transition and economic future. Over the next decade, the Shire will face a number of challenges, including the need for new transmission infrastructure, grid connections, accommodation for a growing workforce and funding for local infrastructure. Planning requirements and ongoing consultation processes may also place pressure on community and Council resources. Collaboration with neighbouring councils, including South Gippsland and Latrobe City, and strong advocacy to state and federal governments will be critical.

Wellington Shire's aviation industry is also a growing asset that extends well beyond the Royal Australian Air Force Base in East Sale. Council operates both West Sale and Yarram Airports, supporting a strong and passionate local aviation sector. The region continues to benefit from more than \$400 million in ongoing Defence aviation investment at the RAAF Base, home to Defence's Basic Pilot Training School under Project Air 5428.

This activity, along with the development of a 30-year master plan for West Sale Airport, will deliver a significant economic boost to the Shire and position Wellington as a hub for aviation training, infrastructure and innovation. It all ties into our unique identity *The Middle of Everywhere* - with the biennial ANZAC Weekend Airshow at West Sale Airport serving as a major regional attraction, driving tourism, economic activity and strengthening our profile as a key player in the aviation space.

Although Wellington is undergoing major economic shifts, such as the decline of the oil and gas industry, the end of native timber harvesting and the closure of coal plants across Gippsland, it remains well-positioned for growth. Its natural assets, strategic location and established industries provide a strong foundation for expansion in renewable energy, Defence and other emerging sectors.

Key Partners

Delivering the major initiatives and actions in this Council Plan will take more than Council working alone. Each Strategic Objective includes strategies designed to create positive change over the next four years, and many of these will rely on collaboration.

State and Federal Funding Context

Wellington Shire Council is committed to delivering the initiatives and actions outlined in this Council Plan over the next four years. However, unexpected events such as natural disasters or changes to local industries and employment continue to create new needs and opportunities that require Council to adjust its focus.

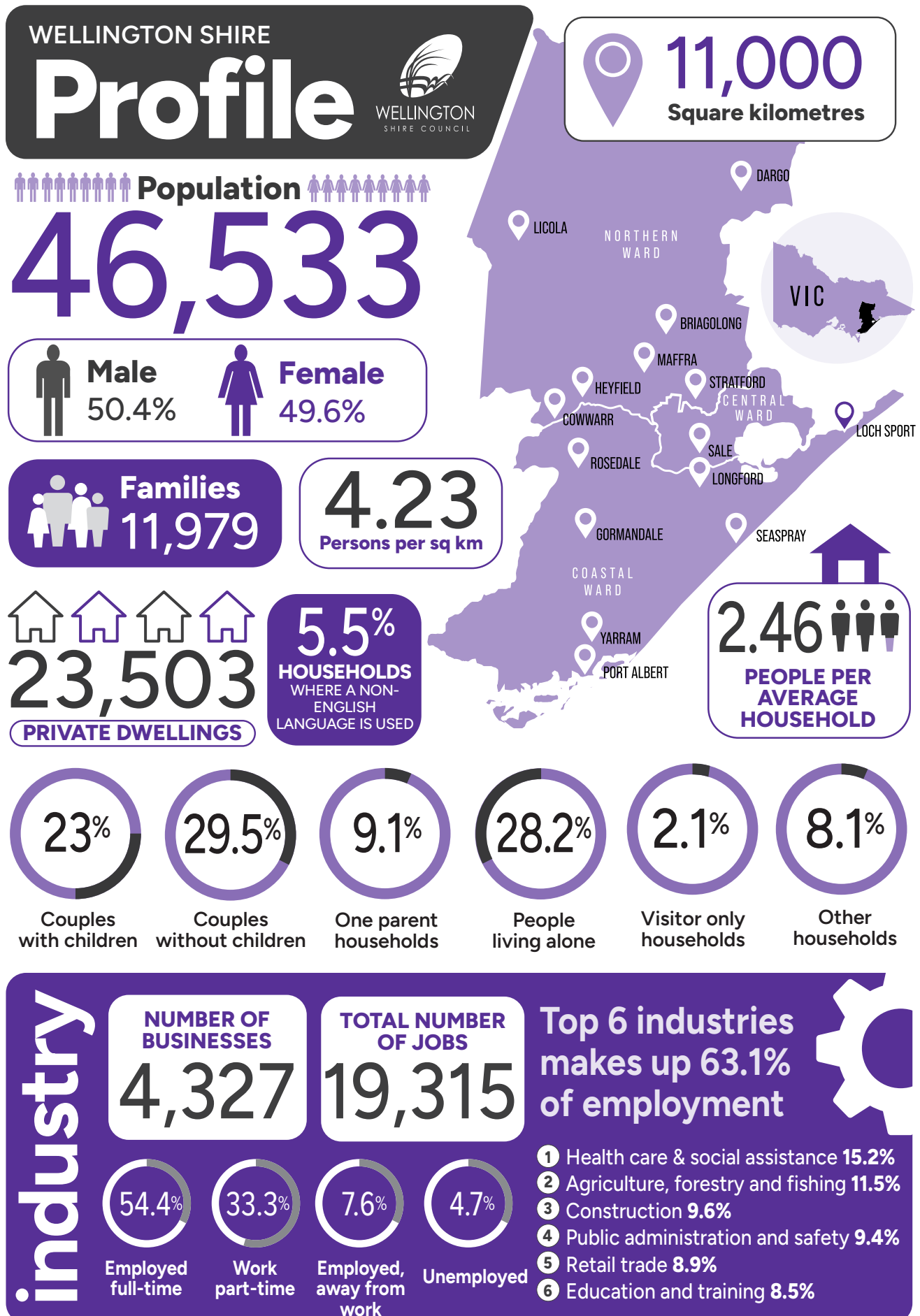
Many State and Federal Government programs rely on local councils to deliver their priorities. Where possible, Council will align these external funding opportunities with the goals and priorities already outlined in this plan. However, Council may also pursue funding for projects that fall outside the plan if they offer clear benefits to our community.

When considering projects outside the plan, Council will carefully assess their social and economic impact. This includes evaluating long-term factors such as the cost of maintaining new assets or infrastructure.

Wellington Shire Council also takes a regional approach to funding and advocacy through its involvement in One Gippsland and the Gippsland Regional Plan. As one of six Gippsland councils, we work together to address regionally significant issues and attract investment for transformative projects that benefit the wider region.

These shared priorities guide advocacy efforts with State and Federal governments, supported by organisations like Regional Development Australia, Regional Development Victoria, and Regional Partnerships.

Federal funding programs, such as Growing Regions and the Regional Precincts and Partnerships Program often require alignment with the Gippsland Regional Plan. By collaborating at a regional level, Wellington Shire Council strengthens its ability to secure funding, leverage shared resources, and deliver projects that support long-term growth and wellbeing across Gippsland.



Financial Plan Context

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

Financial Policy Statements

This section defines the policy statements, and associated measures, that demonstrate Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan.

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

Policy Statement	Measure	Target	Forecast											
			Actual	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Consistent underlying surplus results (\$000)	Adjusted underlying result greater than \$0	-	(\$125)	(\$167)	(\$147)	\$299	\$530	\$884	\$1,781	\$2,210	\$2,030	\$1,743	\$2,001	
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.25	1.25	4.90	4.24	3.64	3.91	3.65	3.81	4.02	3.82	4.04	3.98	4.07	
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 100%	100%	133%	159%	126%	123%	107%	99%	92%	95%	101%	125%	91%	
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain below 60%	60%	1%	1%	2%	2%	2%	2%	2%	2%	2%	2%	1%	
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	80%	75%	73%	72%	75%	82%	97%	106%	102%	101%	100%	103%	
Council can generate revenue from a range of sources to fund services and activities.	Rate revenue / Adjusted Underlying Revenue	<80%	61%	61%	63%	61%	64%	65%	66%	67%	67%	67%	68%	
Council resources are being used efficiently to deliver services.	Total expenses / Number of property assessments	\$1,000	\$1,343	\$1,916	\$1,715	\$1,529	\$1,281	\$1,348	\$1,160	\$1,210	\$1,334	\$1,733	\$1,223	

Strategic Objectives

In response to the aspirations of the Community Vision 2041, Council has developed four strategic objectives for the next four years to form the direction of the Council Plan 2025-29 and the Financial Plan 2025/26 – 2034/25.

1. Healthy and Connected Communities

Vibrant, healthy, connected and inclusive communities. Quality services are accessible to everyone.

2. Dynamic and Diverse Economy

An economy that enables sustainable growth, enhancing the social environment, lifestyle and unique characteristics of our communities.

3. Infrastructure, Spaces and Places

Strategically planned, designed and well-maintained infrastructure, spaces and places.

4. Natural Environment

A healthy natural environment, protected and nurtured for generations to come.

Financial Strategic Actions

Council has developed five strategic actions designed to align its financial direction with its overarching strategic objectives.

1. Set rate increases in accordance with the Fair Go Rates Framework and Revenue and Rating Plan.
2. Rate revenue will remain at a stable percentage of total underlying revenue (target between 60 per cent and 70 per cent of total underlying revenue) and other revenue will be strengthened over the medium term to reduce reliance on rate revenue.
3. Increase investment in renewal capital to reduce the escalating risk and maintenance of aging infrastructure.
4. Apply new debt funding to growth infrastructure where necessary and based on a sound business case and demonstrated community benefit.
5. To deliver better value to our growing community, we will support developing policy and practice in the workplace to increase organisation innovation, effectiveness and efficiency.

Assumptions to the financial plan statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2025/26 to 2034/35. The assumptions comprise the annual escalations / movement for each line item of the Comprehensive Income Statement.

Escalation Factors % movement	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
CPI	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Growth	1.20%	1.19%	1.17%	1.13%	1.13%	1.13%	1.13%	1.13%	1.13%	1.13%
Rates and charges	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
User fees	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Statutory Fees and Fines	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Grants – Operating	140.30%	(5.70%)	(2.10%)	2.40%	3.40%	3.50%	3.50%	3.50%	3.50%	3.50%
Grants – Capital	(13.00%)	1.90%	(13.10%)	27.60%	(34.60%)	(13.40%)	(18.00%)	1.50%	9.60%	64.20%
Contributions – monetary	48.90%	3.00%	3.40%	3.50%	3.50%	3.40%	3.50%	3.50%	3.40%	3.50%
Other income	(11.80%)	(1.70%)	(0.50%)	(2.90%)	(1.10%)	(2.80%)	(1.00%)	(2.70%)	(0.80%)	(2.60%)
Employee costs	5.90%	2.50%	3.00%	2.70%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Materials and services	(6.00%)	1.30%	2.50%	3.30%	3.10%	4.00%	4.00%	5.00%	4.50%	4.50%
Other expenses	7.50%	3.00%	3.50%	3.50%	3.60%	3.40%	3.50%	3.40%	3.50%	3.50%

Rates and charges

Base rate revenue will increase by 3.0% for the 2025/26 year, based on the state government Fair Go Rates System, with estimated future annual increases in line with the Victoria Government Budgeted CPI increases. Rating increases are prepared in line with the Rating and Revenue Plan.

Garbage charges are proposed to increase by 3.5% compared to 2024/25 levels in order to defray the total costs of waste management incurred across the municipal district. Future years waste charges are estimated to increase in line with the growth 3.0% increase to ensure Council continues to recover the full costs of providing waste services. The purpose of this charge is to meet the costs of waste disposal and recycling activities throughout the Council area, including the operating costs of Landfills and Transfer Stations.

The Waste Infrastructure Charge is applied specifically to waste management infrastructure and will be placed in a reserve fund, to ensure that future costs can be adequately provided for.

The EPA Levy is a cost recovery charge to recoup the price per tonne levied by the EPA under the Victorian State Government.

Statutory fees and fines

The Financial Plan indexes statutory fees, set by legislation, according to the estimated annual rate of CPI. This is often a best case scenario given some fees are outside of the control of Council and therefore may be subject to increases other than CPI.

User fees

Revenue from user fees is expected to increase by 3.0% for the 2025/26 year. Details of user fees for the 2025/26 budget year can be found in Council's schedule of Fees and Charges that is adopted in conjunction with the budget.

Revenue increases for the ensuing years are based on a conservative annual rate of increase of 3.0% to reflect, as a minimum, annual increases in line with the state government rate cap.

Grants

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Recurrent grants are expected to increase on an annual basis by approximately the estimated rate of CPI and are assumed to continue over the 10 year plan. A portion of non-recurrent grant funding has been assumed to be received to fund certain planned capital works. Future grant funding opportunities are not guaranteed, so future anticipated grants have not been included unless Council has a reasonable expectation that grant funding will be received. Non recurrent grant funding has therefore been included in years beyond 2025/26 at a conservative level.

Contributions

Council receives contributions from developers and user groups.

Developer contributions represent funds to enable Council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

User group contributions include monies received from community sources or other non-government bodies towards the delivery of Council's services to ratepayers (operating) and capital works program.

Other income

Revenue from other income mainly comprises investment income plus the recovery income from a variety of sources and rental income received from the hire of Council buildings and facilities.

Employee costs

The 2025/26 year includes a 3.0% increase for employee costs that mainly reflects the salary increase for all staff pursuant to the Enterprise Bargaining Agreement.

FTEs and employee costs are budgeted at a projected vacancy of zero. Current vacant positions have been allocated across the male/female genders in proportion to the current ratios in each division.

Materials and services

Material costs include items required for the maintenance and repairs of Council buildings, roads, drains and footpaths which are more governed by market forces based on availability than CPI. Other associated costs included under this category are utilities, insurance and consumable items for a range of services. Council also utilises external expertise as consultants on a range of matters. These costs are kept to within CPI levels year on year.

Depreciation & amortisation

Depreciation estimates have been based on the projected capital spending as per the 10 year capital works program.

Borrowing costs

Borrowing costs comprise the interest expense to service Council's loan portfolio that is described in the Borrowing Plan.

Other expenses

Other expenses include administration costs such as Councillor allowances, election costs, lease expenditure, audit costs and other costs associated with the day to day running of Council.

Other Matters impacting the 10-year financial projections

Future negotiation of Enterprise Agreements (EA) will affect the increase of the employee costs projections. The current EA has a nominal expiry date of 10 November 2025 and a new EA is required every three years.

Ongoing uncertainty of a financial call for the Defined Benefits Superannuation Plan. The amount and timing of any liability is dependent on the global investment market. At present the actuarial ratios are at a level that additional calls from Local Government are not expected in the next 12 months, however there is long term uncertainty over when the next call will be required.

Before 31 December each year, the Minister for Local Government sets the local council rate cap for the next financial year. The rate cap is the maximum amount a council can increase general rates and municipal charges. Projections for future Rate Caps have been set at the same rate as the projected CPI increases, however Council's long term financial sustainability may be compromised if Rate Cap increases fall below Council's projected increase in expenditure.

Financial Plan Statements

This section presents information regarding the Financial Plan Statements for the 10 years from 2025/26 to 2034/35.

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

Comprehensive Income Statement

	Forecast / Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	72,747	75,112	77,318	80,268	83,318	86,473	89,736	93,112	96,602	100,212	103,944
Statutory fees and fines	1,018	1,017	1,048	1,084	1,122	1,162	1,202	1,244	1,288	1,333	1,380
User fees	11,886	11,664	12,020	12,327	12,772	13,202	13,676	14,138	14,645	15,140	15,683
Grants - Operating	22,665	21,368	20,919	21,431	22,154	22,923	23,718	24,543	25,396	26,278	27,192
Grants - Capital	13,323	13,575	11,792	15,043	9,834	8,512	6,976	7,084	7,763	12,748	4,460
Contributions - monetary	378	2,318	850	685	661	813	725	728	1,002	1,401	782
Contributions - non-monetary	2,055	1,670	1,703	1,737	1,772	1,808	1,844	1,881	1,919	1,957	1,997
Other income	7,507	6,769	6,672	6,658	6,499	6,448	6,302	6,263	6,130	6,102	5,981
Total income	131,579	133,493	132,322	139,233	138,132	141,341	144,179	148,993	154,745	165,171	161,419
Expenses											
Employee costs	36,250	38,404	39,346	40,509	41,610	43,049	44,536	46,145	47,741	49,394	51,102
Materials and services	44,008	41,356	41,900	42,968	44,378	45,748	47,578	49,481	51,955	54,293	56,736
Depreciation	32,840	33,618	34,719	35,680	36,417	37,340	37,460	38,145	39,017	40,368	41,031
Amortisation - intangible assets	890	1,010	732	747	732	747	732	732	747	732	747
Amortisation - right of use assets	400	572	799	914	1,480	1,708	1,823	1,825	1,817	1,808	1,808
Bad and doubtful debts	15	16	17	17	18	18	19	20	20	20	20
Borrowing costs	171	224	294	313	328	338	342	341	333	318	304
Finance Costs - leases	5	73	86	82	126	121	98	128	117	94	126
Other expenses	732	787	811	839	868	899	930	963	996	1,031	1,067
Net loss on disposal of property, infrastructure, plant and equipment	(1,978)	426	956	864	832	952	836	1,062	954	948	1,150
Total expenses	113,333	116,486	119,660	122,933	126,789	130,920	134,354	138,842	143,697	149,006	154,091
Surplus/(deficit) for the year	18,246	17,007	12,662	16,300	11,343	10,421	9,825	10,151	11,048	16,165	7,328
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment /(decrement)	20,851	22,960	21,706	69,073	7,903	25,826	27,965	77,706	8,799	28,514	16,142
Total comprehensive result	39,097	39,967	34,368	85,373	19,246	36,246	37,790	87,857	19,847	44,679	23,472

Balance Sheet

	Forecast / Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	40,718	37,958	33,686	34,324	41,184	42,908	48,876	53,446	52,791	50,416	55,405
Trade and other receivables	12,387	12,749	12,607	13,127	13,048	13,362	13,579	13,994	14,578	15,591	15,182
Other financial assets	85,583	72,746	65,471	62,197	60,332	58,522	60,277	62,086	63,948	62,030	63,891
Other Assets	278	286	295	304	313	322	332	342	352	363	374
Total current assets	138,966	123,738	112,059	109,952	114,877	115,114	123,064	129,869	131,669	128,400	134,852
Non-current assets											
Trade and other receivables	3,514	3,741	4,005	4,229	4,493	4,716	4,897	5,093	5,295	5,295	5,295
Property, infrastructure, plant & equipment	1,439,410	1,491,699	1,535,389	1,619,642	1,634,052	1,667,950	1,697,798	1,778,628	1,794,130	1,841,929	1,859,500
Right-of-use assets	42	2,870	3,436	3,209	5,125	4,779	3,638	5,206	4,746	3,616	5,198
Intangible assets	2,740	3,925	3,783	6,847	6,635	6,528	10,146	9,984	9,917	14,295	14,177
Total non-current assets	1,445,706	1,502,235	1,546,613	1,633,927	1,650,305	1,683,973	1,716,479	1,798,911	1,814,088	1,865,135	1,884,170
Total assets	1,584,672	1,625,974	1,658,672	1,743,879	1,765,182	1,799,087	1,839,543	1,928,779	1,945,757	1,993,535	2,019,022
Liabilities											
Current liabilities											
Trade and other payables	7,024	6,967	7,094	7,269	7,513	7,756	8,047	8,332	8,712	9,063	9,427
Trust funds and deposits	5,128	5,282	5,440	5,604	5,772	5,945	6,123	6,307	6,496	6,691	6,892
Contracts and other Liabilities	4,872	5,018	5,169	5,324	5,483	5,648	5,817	5,992	6,172	6,357	6,548
Provisions	10,195	10,195	11,035	7,625	9,735	7,535	7,635	9,935	7,535	7,535	7,535
Interest-bearing liabilities	1,008	1,096	1,206	1,320	1,439	1,565	1,696	1,834	1,978	1,328	1,105
Lease liabilities	150	593	826	954	1,523	1,775	1,318	1,620	1,719	1,257	1,588
Total current liabilities	28,377	29,151	30,770	28,096	31,465	30,224	30,636	34,020	32,612	32,231	33,095
Non-current liabilities											
Provisions	11,460	8,660	5,260	8,470	6,270	6,370	10,070	7,670	7,770	12,270	12,270
Interest-bearing liabilities	8,408	9,392	9,180	8,854	8,408	7,837	7,135	6,295	5,310	4,977	4,866
Lease liabilities	200	2,577	2,900	2,524	3,859	3,229	2,484	3,717	3,140	2,453	3,717
Total non-current liabilities	20,068	20,629	17,340	19,848	18,537	17,436	19,689	17,681	16,221	19,700	20,853
Total liabilities	48,445	49,779	48,110	47,945	50,002	47,660	50,324	51,702	48,833	51,932	53,949
Net assets	1,536,227	1,576,194	1,610,562	1,695,935	1,715,180	1,751,427	1,789,218	1,877,078	1,896,924	1,941,603	1,965,074
Equity											
Accumulated surplus	490,444	510,512	528,386	543,037	552,388	564,833	572,135	580,194	590,234	608,074	612,435
Reserves	1,045,783	1,065,682	1,082,176	1,152,898	1,162,792	1,186,595	1,217,083	1,296,884	1,306,690	1,333,529	1,352,639
Total equity	1,536,227	1,576,194	1,610,562	1,695,935	1,715,180	1,751,427	1,789,218	1,877,078	1,896,924	1,941,603	1,965,074

Statement of Changes in Equity

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2025 Forecast Actual				
Balance at beginning of the financial year	1,497,130	475,500	1,010,620	11,010
Surplus/(deficit) for the year	18,246	18,246	-	-
Net asset revaluation increment/(decrement)	20,851	-	20,851	-
Transfers to other reserves	-	(6,536)	-	6,536
Transfers from other reserves	-	3,234	-	(3,234)
Balance at end of the financial year	1,536,227	490,444	1,031,471	14,312
2026				
Balance at beginning of the financial year	1,536,227	490,444	1,031,471	14,312
Surplus/(deficit) for the year	17,007	17,007	-	-
Net asset revaluation increment/(decrement)	22,960	-	22,960	-
Transfers to other reserves	-	(4,606)	-	4,606
Transfers from other reserves	-	7,667	-	(7,667)
Balance at end of the financial year	1,576,194	510,512	1,054,431	11,251
2027				
Balance at beginning of the financial year	1,576,194	510,512	1,054,431	11,251
Surplus/(deficit) for the year	12,662	12,662	-	-
Net asset revaluation increment/(decrement)	21,706	-	21,706	-
Transfers to other reserves	-	(4,686)	-	4,686
Transfers from other reserves	-	9,898	-	(9,898)
Balance at end of the financial year	1,610,562	528,386	1,076,137	6,039
2028				
Balance at beginning of the financial year	1,610,562	528,386	1,076,137	6,039
Surplus/(deficit) for the year	16,299	16,299	-	-
Net asset revaluation increment/(decrement)	69,073	-	69,073	-
Transfers to other reserves	-	(5,089)	-	5,089
Transfers from other reserves	-	3,441	-	(3,441)
Balance at end of the financial year	1,695,935	543,037	1,145,211	7,687
2029				
Balance at beginning of the financial year	1,695,935	543,037	1,145,211	7,687
Surplus/(deficit) for the year	11,343	11,343	-	-
Net asset revaluation increment/(decrement)	7,903	-	7,903	-
Transfers to other reserves	-	(4,832)	-	4,832
Transfers from other reserves	-	2,840	-	(2,840)
Balance at end of the financial year	1,715,181	552,388	1,153,114	9,679
2030				
Balance at beginning of the financial year	1,715,181	552,388	1,153,114	9,679
Surplus/(deficit) for the year	10,421	10,421	-	-
Net asset revaluation increment/(decrement)	25,826	-	25,826	-
Transfers to other reserves	-	(4,796)	-	4,796
Transfers from other reserves	-	6,819	-	(6,819)
Balance at end of the financial year	1,751,427	564,833	1,178,939	7,656

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2031				
Balance at beginning of the financial year	1,751,427	564,833	1,178,939	7,656
Surplus/(deficit) for the year	9,825	9,825	-	-
Net asset revaluation increment/(decrement)	27,965	-	27,965	-
Transfers to other reserves	-	(4,978)	-	4,978
Transfers from other reserves	-	2,455	-	(2,455)
Balance at end of the financial year	1,789,218	572,135	1,206,904	10,179
2032				
Balance at beginning of the financial year	1,789,218	572,135	1,206,904	10,179
Surplus/(deficit) for the year	10,153	10,153	-	-
Net asset revaluation increment/(decrement)	77,706	-	77,706	-
Transfers to other reserves	-	(5,026)	-	5,026
Transfers from other reserves	-	2,932	-	(2,932)
Balance at end of the financial year	1,877,078	580,194	1,284,611	12,273
2033				
Balance at beginning of the financial year	1,877,078	580,194	1,284,611	12,273
Surplus/(deficit) for the year	11,048	11,048	-	-
Net asset revaluation increment/(decrement)	8,799	-	8,799	-
Transfers to other reserves	-	(5,196)	-	5,196
Transfers from other reserves	-	4,189	-	(4,189)
Balance at end of the financial year	1,896,925	590,234	1,293,410	13,280
2034				
Balance at beginning of the financial year	1,896,925	590,234	1,293,410	13,280
Surplus/(deficit) for the year	16,165	16,165	-	-
Net asset revaluation increment/(decrement)	28,514	-	28,514	-
Transfers to other reserves	-	(5,430)	-	5,430
Transfers from other reserves	-	7,105	-	(7,105)
Balance at end of the financial year	1,941,604	608,074	1,321,924	11,605
2035				
Balance at beginning of the financial year	1,941,604	608,074	1,321,924	11,605
Surplus/(deficit) for the year	7,327	7,327	-	-
Net asset revaluation increment/(decrement)	16,142	-	16,142	-
Transfers to other reserves	-	(5,617)	-	5,617
Transfers from other reserves	-	2,650	-	(2,650)
Balance at end of the financial year	1,965,074	612,435	1,338,067	14,572

Statement of Cash Flows

	Forecast / Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	73,496	75,008	77,068	79,995	82,979	86,169	89,452	92,832	96,270	100,017	103,749
Statutory fees and fines	1,131	1,116	1,149	1,189	1,229	1,274	1,318	1,365	1,412	1,464	1,515
User fees	13,205	12,802	13,177	13,527	13,994	14,475	14,998	15,509	16,056	16,626	17,220
Grants - operating	22,889	21,321	20,935	21,380	22,070	22,847	23,648	24,474	25,313	26,232	27,146
Grants - capital	13,455	13,545	11,927	14,770	10,249	8,616	7,101	7,075	7,704	12,351	5,146
Contributions - monetary	378	2,318	850	685	661	813	725	728	1,002	1,401	782
Interest received	390	401	413	428	442	458	474	491	508	525	544
Trust funds and deposits taken	149	154	158	163	168	173	178	184	189	195	201
Other receipts	7,948	7,215	7,105	6,936	6,738	6,659	6,504	6,426	6,270	6,250	6,135
Employee costs	7,430	8,015	7,626	7,181	6,700	6,955	6,567	6,868	7,462	8,922	7,731
Materials and services	(36,515)	(38,440)	(39,279)	(40,433)	(41,521)	(42,941)	(44,425)	(46,034)	(47,611)	(49,269)	(50,973)
Short-term, low value and variable	(48,772)	(45,542)	(46,061)	(47,200)	(48,699)	(50,221)	(52,193)	(54,292)	(56,938)	(59,535)	(62,214)
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-	-
Other payments	(5,111)	(5,167)	(3,550)	(4,421)	(1,042)	(3,186)	(1,020)	(1,157)	(3,493)	(1,131)	(1,171)
Net cash provided by/(used in) operating activities	50,073	52,747	51,518	54,201	53,969	52,091	53,327	54,469	54,144	64,047	55,812
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(48,862)	(69,560)	(62,242)	(55,894)	(47,368)	(50,099)	(43,435)	(45,574)	(50,473)	(65,820)	(46,920)
Proceeds from sale of property, infrastructure, plant and equipment	3,446	1,022	470	598	667	565	727	510	662	702	517
Payments for investments	(122,253)	(125,240)	(126,492)	(127,757)	(129,035)	(122,190)	(125,240)	(126,480)	(127,720)	(122,083)	(130,200)
Proceeds from sale of investments	124,000	138,077	133,767	131,031	130,901	124,000	125,240	126,480	127,720	124,001	130,200
Net cash provided by/ (used in) investing activities	(43,669)	(55,701)	(54,498)	(52,022)	(44,836)	(47,723)	(42,708)	(45,063)	(49,811)	(63,199)	(46,403)
Cash flows from financing activities											
Finance costs	(170)	(224)	(294)	(313)	(328)	(338)	(342)	(341)	(333)	(318)	(304)
Proceeds from borrowings	3,000	2,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Repayment of borrowings	(744)	(928)	(1,103)	(1,212)	(1,326)	(1,446)	(1,571)	(1,702)	(1,840)	(1,984)	(1,334)
Interest paid - lease liability	(5)	(73)	(86)	(82)	(126)	(121)	(98)	(128)	(117)	(94)	(126)
Repayment of lease liabilities	(112)	(581)	(809)	(935)	(1,493)	(1,740)	(1,885)	(1,857)	(1,836)	(1,826)	(1,794)
Net cash provided by/(used in) financing activities	1,969	194	(1,292)	(1,542)	(2,273)	(2,644)	(2,896)	(3,027)	(3,126)	(3,222)	(2,558)
Net increase/(decrease) in cash & cash equivalents	8,373	(2,760)	(4,271)	638	6,860	1,724	7,724	6,379	1,207	(2,375)	6,850
Cash and cash equivalents at the beginning of the financial year	32,345	40,718	37,958	33,686	34,324	41,184	42,908	50,631	57,010	58,217	55,842
Cash and cash equivalents at the end of the financial year	40,718	37,958	33,686	34,324	41,184	42,908	50,631	57,010	58,217	55,842	62,692

Statement of Capital Works

	Forecast / Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	107	295	2,700	2,000	-	200	100	-	-	-	-
Land improvements	3	3,207	1,500	-	100	3,800	-	-	100	4,000	-
Total land	110	3,502	4,200	2,000	100	4,000	100	-	100	4,000	-
Buildings	15,769	9,091	10,745	7,432	2,500	1,805	1,905	2,395	2,905	3,265	2,775
Total buildings	15,769	9,091	10,745	7,432	2,500	1,805	1,905	2,395	2,905	3,265	2,775
Total property	15,879	12,593	14,945	9,432	2,600	5,805	2,005	2,395	3,005	7,265	2,775
Plant and equipment											
Plant, machinery and equipment	2,660	3,776	3,977	5,393	4,369	4,276	4,548	4,160	6,365	5,749	4,791
Fixtures, fittings and furniture	136	-	-	40	50	80	50	50	-	-	-
Computers and telecommunications	501	1,080	1,020	611	350	960	1,020	480	790	1,560	1,170
Library books	271	243	238	233	228	228	228	228	228	228	228
Total plant and equipment	3,568	5,099	5,235	6,277	4,997	5,544	5,846	4,918	7,383	7,537	6,189
Infrastructure											
Roads	15,656	26,146	17,340	20,500	16,900	15,200	15,200	15,400	14,100	16,300	16,100
Bridges	680	700	1,550	2,250	3,050	2,550	800	800	2,800	1,300	400
Footpaths and cycleways	1,641	1,865	1,930	1,995	2,010	2,025	2,440	2,455	2,470	2,120	2,125
Drainage	1,635	7,519	5,000	3,300	2,190	2,540	2,600	3,200	3,400	3,400	3,800
Recreational, leisure and community facilities	1,802	2,860	3,099	1,547	4,423	4,138	3,250	3,485	4,350	4,170	3,220
Waste management	762	2,120	4,140	160	60	280	190	470	175	260	130
Parks, open space and streetscapes	422	1,330	1,580	3,045	4,390	5,270	4,865	6,490	6,905	7,160	6,575
Aerodromes	595	90	95	385	-	-	-	-	-	9,000	-
Off street car parks	-	-	300	250	750	500	500	500	250	250	250
Other infrastructure	651	1,315	1,090	890	1,140	1,140	1,220	720	440	440	440
Total infrastructure	23,844	43,945	36,124	34,322	34,913	33,643	31,065	33,520	34,890	44,400	33,040
Intangibles	508	995	80	500	80	80	80	80	80	80	80
Total Intangibles	508	995	80	500	80	80	80	80	80	80	80
Total capital works expenditure	43,799	62,632	56,384	50,531	42,590	45,072	38,996	40,913	45,358	59,282	42,084
Represented by:											
New asset expenditure	-	-	-	-	-	25	25	25	25	25	25
Asset renewal expenditure	43,799	43,600	33,009	35,266	33,710	32,652	31,066	32,058	34,483	43,872	32,744
Asset expansion expenditure	-	9,042	12,625	6,688	3,580	8,235	4,585	4,660	5,860	8,810	4,860
Asset upgrade expenditure	-	9,990	10,750	8,577	5,300	4,160	3,320	4,170	4,990	6,575	4,455
Total capital works expenditure	43,799	62,632	56,384	50,531	42,590	45,072	38,996	40,913	45,358	59,282	42,084
Funding sources represented by:											
Grants	13,324	13,575	10,968	14,190	8,951	7,598	6,030	6,105	6,750	11,700	3,375
Contributions	38	1,755	270	85	40	170	60	40	290	665	20
Council cash	27,437	47,302	45,146	36,256	33,599	37,304	32,906	34,768	38,318	46,917	38,689
Borrowings	3,000	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	43,799	62,632	56,384	50,531	42,590	45,072	38,996	40,913	45,358	59,282	42,084

Statement of Human Resources

Staff expenditure	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total staff expenditure											
Women	15,394	16,010	16,410	16,821	17,241	17,758	18,291	18,840	19,405	19,987	20,587
Men	20,023	20,824	21,345	21,878	22,425	23,098	23,791	24,505	25,240	25,997	26,777
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total staff expenditure	35,417	36,834	37,755	38,699	39,666	40,856	42,082	43,344	44,645	45,984	47,364
Permanent full time											
Women	12,106	12,590	12,905	13,227	13,558	13,965	14,384	14,815	15,260	15,717	16,189
Men	19,260	20,030	20,531	21,044	21,570	22,217	22,884	23,570	24,277	25,006	25,756
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	31,365	32,620	33,436	34,271	35,128	36,182	37,267	38,386	39,537	40,723	41,945
Permanent part time											
Women	3,288	3,420	3,506	3,593	3,683	3,793	3,907	4,024	4,145	4,270	4,398
Men	763	794	814	834	855	881	907	934	962	991	1,021
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	4,052	4,214	4,319	4,427	4,538	4,674	4,814	4,959	5,108	5,261	5,419
Casuals and Temp Employees	563	1,569	1,591	1,811	1,943	2,192	2,454	2,800	3,096	3,411	3,738
Total staff expenditure	35,980	38,403	39,346	40,509	41,609	43,048	44,535	46,145	47,741	49,395	51,102

Staff numbers	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Total staff numbers											
Women	138.9	138.9	138.9	138.9	138.9	138.9	138.9	138.9	138.9	138.9	138.9
Men	170.7	170.7	170.7	170.7	170.7	170.7	170.7	170.7	170.7	170.7	170.7
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total staff numbers	309.6	309.6	309.6	309.6	309.6	309.6	309.6	309.6	309.6	309.6	309.6
Permanent full time											
Women	103.3	103.3	103.3	103.3	103.3	103.3	103.3	103.3	103.3	103.3	103.3
Men	162.9	162.9	162.9	162.9	162.9	162.9	162.9	162.9	162.9	162.9	162.9
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	266.3	266.3	266.3	266.3	266.3	266.3	266.3	266.3	266.3	266.3	266.3
Permanent part time											
Women	35.6	35.6	35.6	35.6	35.6	35.6	35.6	35.6	35.6	35.6	35.6
Men	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7	7.7
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-	-
Total	43.3	43.3	43.3	43.3	43.3	43.3	43.3	43.3	43.3	43.3	43.3
Casuals and Temp Employees	46.8	43.4	27.2	18.8	18.8	18.8	18.8	18.8	18.8	18.8	18.8
Total staff numbers	356.4	353.0	336.8	328.4	328.4	328.4	328.4	328.4	328.4	328.4	328.4

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer										
Permanent - Full time	1,618	1,658	1,700	1,742	1,795	1,849	1,904	1,961	2,020	2,081
Women	1,125	1,153	1,182	1,212	1,248	1,285	1,324	1,364	1,404	1,447
Men	493	505	518	531	547	563	580	598	615	634
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	217	222	228	234	241	248	255	263	271	279
Women	217	222	228	234	241	248	255	263	271	279
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Chief Executive Officer	1,835	1,881	1,928	1,976	2,035	2,096	2,159	2,224	2,291	2,360
Built & Natural Environment										
Permanent - Full time	16,689	17,106	17,534	17,972	18,511	19,067	19,639	20,228	20,835	21,460
Women	3,905	4,003	4,103	4,205	4,331	4,461	4,595	4,733	4,875	5,021
Men	12,784	13,104	13,431	13,767	14,180	14,605	15,044	15,495	15,960	16,438
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	411	421	432	443	456	470	484	498	513	528
Women	316	324	332	340	351	361	372	383	394	406
Men	95	97	100	102	105	109	112	115	119	122
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Built & Natural Environment	17,100	17,528	17,966	18,415	18,967	19,536	20,122	20,726	21,348	21,988
Development										
Permanent - Full time	6,824	6,995	7,169	7,349	7,569	7,796	8,030	8,271	8,519	8,775
Women	3,503	3,591	3,680	3,772	3,886	4,002	4,122	4,246	4,373	4,504
Men	3,321	3,404	3,489	3,576	3,684	3,794	3,908	4,025	4,146	4,270
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	2,169	2,223	2,279	2,336	2,406	2,478	2,552	2,629	2,708	2,789
Women	1,657	1,698	1,741	1,784	1,838	1,893	1,950	2,008	2,069	2,131
Men	512	525	538	551	568	585	602	621	639	658
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Development	8,993	9,218	9,448	9,684	9,975	10,274	10,582	10,900	11,227	11,564
Corporate Services										
Permanent - Full time	7,489	7,676	7,868	8,065	8,307	8,556	8,813	9,077	9,349	9,630
Women	4,057	4,158	4,262	4,369	4,500	4,635	4,774	4,917	5,065	5,217
Men	3,432	3,518	3,606	3,696	3,807	3,921	4,039	4,160	4,285	4,413
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	1,417	1,452	1,489	1,526	1,572	1,619	1,667	1,717	1,769	1,822
Women	1,230	1,261	1,292	1,325	1,364	1,405	1,447	1,491	1,536	1,582
Men	187	192	196	201	207	214	220	227	233	240
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	8,906	9,129	9,357	9,591	9,879	10,175	10,480	10,795	11,118	11,452
Casuals, temporary and other expenditure	1,570	1,591	1,811	1,944	2,193	2,455	2,800	3,096	3,410	3,738
Total staff expenditure	38,404	39,346	40,509	41,610	43,049	44,536	46,145	47,741	49,394	51,102

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Chief Executive Officer										
Permanent - Full time	12	12	12	12	12	12	12	12	12	12
Women	10	10	10	10	10	10	10	10	10	10
Men	2	2	2	2	2	2	2	2	2	2
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	2	2	2	2	2	2	2	2	2	2
Women	2	2	2	2	2	2	2	2	2	2
Men	-	-	-	-	-	-	-	-	-	-
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Chief Executive Officer	14	14	14	14	14	14	14	14	14	14
Built & Natural Environment										
Permanent - Full time	145	145	145	145	145	145	145	145	145	145
Women	32	32	32	32	32	32	32	32	32	32
Men	113	113	113	113	113	113	113	113	113	113
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	4	4	4	4	4	4	4	4	4	4
Women	3	3	3	3	3	3	3	3	3	3
Men	1	1	1	1	1	1	1	1	1	1
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Built & Natural Environment	149	149	149	149	149	149	149	149	149	149
Development										
Permanent - Full time	52	52	52	52	52	52	52	52	52	52
Women	29	29	29	29	29	29	29	29	29	29
Men	23	23	23	23	23	23	23	23	23	23
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	22	22	22	22	22	22	22	22	22	22
Women	17	17	17	17	17	17	17	17	17	17
Men	5	5	5	5	5	5	5	5	5	5
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Development	74	74	74	74	74	74	74	74	74	74
Corporate Services										
Permanent - Full time	57	57	57	57	57	57	57	57	57	57
Women	32	32	32	32	32	32	32	32	32	32
Men	25	25	25	25	25	25	25	25	25	25
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Permanent - Part time	15	15	15	15	15	15	15	15	15	15
Women	13	13	13	13	13	13	13	13	13	13
Men	2	2	2	2	2	2	2	2	2	2
Persons of self-described gender	-	-	-	-	-	-	-	-	-	-
Total Corporate Services	72	72	72	72	72	72	72	72	72	72
Casuals, temporary and other expenditure	43	27	19	19	19	19	19	19	19	19
Total staff numbers	353	337	329	329	329	329	329	329	329	329

Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10-year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast Actual											Trend	
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35		+ / o / -
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-0.1%	-0.1%	-0.1%	0.2%	0.4%	0.6%	1.2%	1.5%	1.3%	1.1%	1.2%	+	
Liquidity															
Working Capital	Current assets / current liabilities	2	490%	424%	364%	391%	365%	381%	402%	382%	404%	398%	407%	-	
Unrestricted cash	Unrestricted cash / current liabilities	3	75%	73%	72%	75%	82%	97%	106%	102%	101%	100%	103%	+	
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	13%	14%	13%	13%	12%	11%	10%	9%	8%	6%	6%	-	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	+	
Indebtedness	Non-current liabilities / own source revenue		21%	22%	18%	20%	18%	16%	18%	15%	14%	16%	16%	-	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	133%	159%	126%	123%	107%	99%	92%	95%	101%	125%	91%	-	
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	6	61%	61%	63%	61%	64%	65%	66%	67%	67%	67%	68%	+	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.38%	0.39%	0.39%	0.40%	0.40%	0.40%	0.41%	0.41%	0.42%	0.42%	0.42%	+	
Efficiency															
Expenditure level	Total expenses/ no. of property assessments		\$3,537	\$3,551	\$3,612	\$3,693	\$3,789	\$3,888	\$3,971	\$4,075	\$4,197	\$4,329	\$4,445	+	
Revenue level	Total rate revenue / no. of property assessments		\$2,231	\$2,298	\$2,352	\$2,428	\$2,507	\$2,587	\$2,669	\$2,754	\$2,841	\$2,930	\$3,021	+	
Sustainable Capacity															
Population	Total expenses/ Municipal population		\$2,507	\$2,523	\$2,581	\$2,654	\$2,738	\$2,825	\$2,903	\$2,995	\$3,103	\$3,219	\$3,325	+	
Population	Municipal population / Kilometres of local roads		14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	14.8	0	
Own-source revenue	Own source revenue / Municipal population		\$2,076	\$2,059	\$2,102	\$2,175	\$2,250	\$2,326	\$2,408	\$2,487	\$2,574	\$2,665	\$2,752	+	
Recurrent grants	Recurrent grants / Municipal population		\$450	\$587	\$567	\$663	\$587	\$548	\$534	\$552	\$557	\$569	\$587	+	
Key to Forecast Trend:															
+ Forecasts improvement in Council's financial performance/financial position indicator															
o Forecasts that Council's financial performance/financial position indicator will be steady															
- Forecasts deterioration in Council's financial performance/financial position indicator															

Notes to indicators

1. Adjusted Underlying Result

The Underlying operating result is an important measure of financial sustainability as it excludes all funds which are used for capital from being allocated to cover operating expenses.

2. Working Capital

This is a measure of current assets to current liabilities in determining our ability to pay existing liabilities that fall within the next 12 months.

3. Unrestricted Cash

Unrestricted cash includes all cash and cash equivalents excluding those classified as restricted. While the ratio is expected to temporarily fall below the 80% target due to increased current liabilities caused by the commencement of payback of our borrowings, Council retains the flexibility to convert financial assets into cash equivalents as needed; if these assets were included in the ratio, coverage would consistently remain above 100%.

4. Debt compared to Rates

Council plans to maintain a low level of borrowings. Council has the capacity to use debt to respond to financial risks over the period.

5. Asset Renewal

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

6. Rates Concentration

Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council will become more reliant on rate revenue to all other sources.

Strategies and Plans

This section describes the strategies and plans that support the 10-year financial projections included in the Financial Plan.

Borrowing Strategy

Current Debt Position

The total amount borrowed as at 30 June 2025 is \$9.4 million.

Future Borrowing Requirements

The following table highlights Council's projected loan balance, including new loans and loan repayments for the 10 years of the Financial Plan

	Forecast / Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	7,160	9,416	10,488	10,385	10,173	9,847	9,402	8,831	8,129	7,289	6,304
Plus New loans	3,000	2,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Less Principal repayment	(744)	(928)	(1,103)	(1,212)	(1,326)	(1,446)	(1,571)	(1,702)	(1,840)	(1,984)	(1,334)
Closing balance	9,416	10,488	10,385	10,173	9,847	9,402	8,831	8,129	7,289	6,304	5,970
Interest payment	(170)	(224)	(294)	(313)	(328)	(338)	(342)	(341)	(333)	(318)	(304)

Performance Indicators

The following table highlights Council's projected performance across a range of debt management performance indicators.

Performance Indicator	Target	Forecast / Actual										
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		%	%	%	%	%	%	%	%	%	%	%
Total borrowings / Rate revenue	Below 60%	12.9%	14.1%	13.4%	12.7%	11.8%	10.9%	9.8%	8.7%	7.5%	6.3%	5.7%
Debt servicing / Rate revenue	Below 5%	1.3%	1.5%	1.8%	1.9%	2.0%	2.1%	2.1%	2.2%	2.2%	2.3%	1.6%
Debt commitment / Rate revenue	Below 10%	1.1%	1.3%	1.6%	1.6%	1.7%	1.8%	1.9%	1.9%	2.0%	2.0%	1.4%
Indebtedness / Own source revenue	Below 60%	22.3%	21.0%	21.5%	17.7%	19.6%	17.7%	16.1%	17.6%	15.3%	13.5%	15.9%

Council maintains its loan borrowing within prudent and management limits as demonstrated by the following performance indicators.

Total borrowings / Rate revenue

Performance – describe how the ratio performs against the target over the life of the Financial Plan.

Debt servicing / Rate revenue

Performance – This indicator reflects the proportion of total revenue that is used to service debts (interest and charges) and which cannot be used directly for service delivery. A target of 5% has been set. Council's current ratio is 0.4% and is expected to increase with new planned borrowings.

Debt commitment / Rate revenue

Performance – This indicator reflects the proportion of debt commitment costs as a percentage of rates. Debt commitment costs include principal and interest payments in a year. This ratio details how much of Council's rates dollar is spent to repay debt and interest as an overall percentage of Council's rate revenue. A target of less than 10% has been set. Council is on track to maintain this ratio with the expected range.

Indebtedness / Own source revenue

Performance – This indicator compares Council's long term debt (loans & other non-current Liabilities) to its own source revenue (ie. rates, user charges, other income) which is used to gain a general idea as to Council's ability to meet its debts. The higher the percentage the more difficult it is for Council to service debts. Council uses debt to fund growth infrastructure, special projects and major asset renewal. A target of below 60% has been set.

Reserves Strategy

Current Reserves

Recreational Land Reserve

- Purpose - The Recreational Land Reserve holds funds contributed by developers for works associated with developing and improving public open space and recreational facilities within Council. Funds are contributed in accordance with Section 18 of the Subdivision Act and transfers are restricted to the purpose of creating open space such as parks, playgrounds, pavilions and other such items where it is deemed that these works should occur at a later point than the initial development.
- Movements - transfers to the reserve (inflows) comprise contribution income from subdividers in lieu of the 5.0% Public Open Space requirement. Transfers from the reserve (outflows) are applied to fund Open Space capital projects on an annual basis.

Art Gallery Acquisitions/Contributions Reserve

- Purpose – This reserve is set to fund future approved art gallery acquisitions and specific major art gallery exhibitions. It preserves benefactor donations to ensure appropriate application of funds, including art prizes and awards.
- Movements – transfers to the reserve (inflows) are budgeted on an agreed ongoing benefactor agreement. Transfers from reserve are to be spent on funding of Art purchases and Art Exhibitions.

Leased Property Reserve

- Purpose – This reserve is used to fund future works on leased properties. Funds are contributed in accordance with *Crown Land Act*. Council currently leases out several caravan parks and moorings, the excess of income over expenditure during the year is preserved for future allocation to improving facilities and public amenities at these sites.
- Movements – Transfers to the reserve are based on net profits for each site, several major upgrades are planned using funds from this reserve.

Development Infrastructure Reserve

- Purpose – This reserve retains funds received from developers for infrastructure provision related to Council's Development Contributions Plans. Council has two (2) Development Contribution Plans with currently two reserves established to manage levy income contributed by developers. Development Contribution Plan reserves were introduced to manage proceeds from the recently adopted Precinct Structure Plans within the district A and district B within the municipality.
- Movements – Transfers from this reserve will be for nominated capital works for Development Infrastructure projects and Community Infrastructure projects. These funds are tied directly to the income received or cash funds refunded to developers for capital works completed directly by the developer.

Plant Replacement Reserve

- Purpose – This reserve is to set aside funds to replace Council’s heavy plant and equipment at the end of the service life. As plant is used, an internal charge is created against each job/project that reflects approximate consumption of the assets service potential and is designed to cover operating costs. The net income is transferred to reserve to fund future plant replacement.
- Movements – Inflows to the reserve are mainly sourced from budget savings in depot maintenance and operations. Transfers from the reserve are aligned to Council’s replacement schedule to fund plant acquisitions on an annual basis.

Waste Infrastructure Reserve

- Purpose – This Reserve is to fund the establishment of recycling and transfer stations and an increase in landfill capacity in the future. This is funded by a Waste Infrastructure Charge introduced to cover the significant costs of landfills and associated infrastructure on a user pays basis, providing intergenerational equity by charging current users for the environmental impacts of waste management decisions.
- Movements – To be used in accordance with the Waste Facility Strategy and associated 10 Year Capital Plan.

Asset Improvement Reserve

- Purpose – This reserve is to fund future capital improvements. Its purpose is to quarantine proceeds from assets sales for future asset improvements in order to preserve our asset base.

Reserve Usage Projections

The table below discloses the balance and annual movement for each reserve over the 10-year life of the Financial Plan. Total amount of reserves, for each year, is to align with the Statement of Changes in Equity.

Restricted reserves are to be included in the disclosure of restricted cash assets.

Reserves	Non Discretionary / Discretionary	2024/25 \$000's	2025/26 \$000's	2026/27 \$000's	2027/28 \$000's	2028/29 \$000's	2029/30 \$000's	2030/31 \$000's	2031/32 \$000's	2032/33 \$000's	2033/34 \$000's	2034/35 \$000's
Recreational Land Reserve												
	Non Discretionary											
Opening balance		1,431	1,381	1,731	1,387	1,600	1,636	1,661	1,700	1,753	1,821	1,905
Transfer to reserve		200	350	361	373	386	400	414	428	443	459	475
Transfer from reserve		(250)	-	(705)	(160)	(350)	(375)	(375)	(375)	(375)	(375)	(375)
Closing balance		1,381	1,731	1,387	1,600	1,636	1,661	1,700	1,753	1,821	1,905	2,005
Art Gallery Acquisitions/Contributions Reserve												
	Non Discretionary											
Opening balance		60	23	72	41	85	53	96	64	107	74	116
Transfer to reserve		10	49	15	44	15	43	15	43	15	42	15
Transfer from reserve		(47)	-	(46)	-	(47)	-	(47)	-	(48)	-	(48)
Closing balance		23	72	41	85	53	96	64	107	74	116	83
Leased Property Reserve												
	Non Discretionary											
Opening balance		1,547	1,707	1,454	1,206	963	726	594	568	548	535	528
Transfer to reserve		160	187	192	197	203	208	214	220	227	233	240
Transfer from reserve		-	(440)	(440)	(440)	(440)	(340)	(240)	(240)	(240)	(240)	(200)
Closing balance		1,707	1,454	1,206	963	726	594	568	548	535	528	568
Developer Infrastructure Reserve												
	Non Discretionary											
Opening balance		199	199	199	199	199	199	199	199	199	199	199
Transfer to reserve		-	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		-	-	-	-	-	-	-	-	-	-	-
Closing balance		199	199	199	199	199	199	199	199	199	199	199
Reserves Summary												
	Total Non Discretionary											
Opening balance		3,237	3,310	3,456	2,833	2,847	2,614	2,550	2,531	2,607	2,629	2,748
Transfer to reserve		370	586	568	614	604	651	643	691	685	734	730
Transfer from reserve		(297)	(440)	(1,191)	(600)	(837)	(715)	(662)	(615)	(663)	(615)	(623)
Closing balance		3,310	3,456	2,833	2,847	2,614	2,550	2,531	2,607	2,629	2,748	2,855
Plant Replacement Reserve												
	Discretionary											
Opening balance		1,103	990	633	158	73	91	334	854	1,244	1,553	1,931
Transfer to reserve		1,100	1,100	1,133	1,212	1,334	1,467	1,570	1,680	1,764	1,852	1,944
Transfer from reserve		(1,213)	(1,457)	(1,608)	(1,297)	(1,316)	(1,224)	(1,050)	(1,290)	(1,455)	(1,474)	(1,270)
Closing balance		990	633	158	73	91	334	854	1,244	1,553	1,931	2,605
Waste Infrastructure Reserve												
	Discretionary											
Opening balance		4,242	5,640	2,890	776	2,659	4,866	2,664	4,686	6,314	6,990	4,818
Transfer to reserve		2,550	2,920	2,985	3,263	2,894	2,678	2,765	2,655	2,747	2,844	2,943
Transfer from reserve		(1,152)	(5,670)	(5,099)	(1,380)	(687)	(4,880)	(743)	(1,027)	(2,071)	(5,016)	(757)
Closing balance		5,640	2,890	776	2,659	4,866	2,664	4,686	6,314	6,990	4,818	7,004
Asset Improvement Reserve												
	Discretionary											
Opening balance		2,428	4,372	4,272	2,272	2,108	2,108	2,108	2,108	2,108	2,108	2,108
Transfer to reserve		2,515	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(571)	(100)	(2,000)	(164)	-	-	-	-	-	-	-
Closing balance		4,372	4,272	2,272	2,108	2,108	2,108	2,108	2,108	2,108	2,108	2,108
Reserves Summary												
	Total Discretionary											
Opening balance		7,773	11,002	7,795	3,206	4,840	7,065	5,106	7,648	9,666	10,651	8,857
Transfer to reserve		6,165	4,020	4,118	4,475	4,228	4,145	4,335	4,335	4,511	4,696	4,887
Transfer from reserve		(2,936)	(7,227)	(8,707)	(2,841)	(2,003)	(6,104)	(1,793)	(2,317)	(3,526)	(6,490)	(2,027)
Closing balance		11,002	7,795	3,206	4,840	7,065	5,106	7,648	9,666	10,651	8,857	11,717
Reserves Summary												
	Non Discretionary & Discretionary											
Opening balance		11,010	14,312	11,251	6,039	7,687	9,679	7,656	10,179	12,273	13,280	11,605
Transfer to reserve		6,535	4,606	4,686	5,089	4,832	4,796	4,978	5,026	5,196	5,430	5,617
Transfer from reserve		(3,233)	(7,667)	(9,898)	(3,441)	(2,840)	(6,819)	(2,455)	(2,932)	(4,189)	(7,105)	(2,650)
Closing balance		14,312	11,251	6,039	7,687	9,679	7,656	10,179	12,273	13,280	11,605	14,572



Sale Service Centre

18 Desailly Street, Sale Victoria 3850
Telephone 1300 366 244

Yarram Service Centre

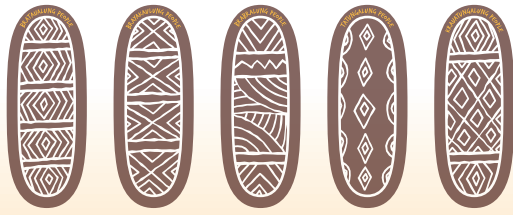
156 Grant Street, Yarram Victoria 3971
Telephone 03 5182 5100

www.wellington.vic.gov.au
enquiries@wellington.vic.gov.au

ASSET PLAN 2025



WELLINGTON
SHIRE COUNCIL



Acknowledgement of Country

Wellington Shire Council acknowledges our offices are located on the traditional lands of the Gunaikurnai nation. We pay our deep respects to their Elders past, present and future and acknowledge their ongoing cultural and spiritual connections to their land and waters.



Aunty Eileen Harrison

(born Australia 1948)

Gunaikurnai

Celebration of our Culture, 2018

Acrylic on canvas, 140 x 240cm

Collection Gippsland Art Gallery

Purchased with the assistance of the
Robert Salzer Foundation and the Friends
of the Gallery, 2025

© The artist

Contents

About this plan	5
What is the Asset Plan?	5
Legislative Requirements	5
How the community was engaged	6
Our Context	3
Community Profile	6
Overview	7
Introduction	9
Purpose of the Plan	9
Plan framework	9
Asset Hierarchy	10
Levels of service	11
Climate risk and adaptation	12
Asset parameters and financial status	13
Valuation Summary	13
Financial Sustainability Indicators	13
Funding Strategy	14
Lifecycle Summary	14
Maintenance Plan	15
Defect Inspections & Prioritisation of Maintenance Works	15
Basis for Determining Future Maintenance Costs	17
Renewal	18
Renewal Plan	18
Basis for Determining Future Renewal Costs	19
Financial Projections	19
New, upgrade and expansion	22
New Assets	22
Asset Expansion	22
Asset Upgrade	22
Basis for Determining Future New, Upgrade & Expansion Costs	22
Disposal and decommissioning	24
Appendices	26
A1: 10-Year Planned Expenditure Forecast	27
A2: Part A – All Infrastructure Assets	28

A3: Part B – Roads	29
A4: Part C – Paths.....	32
A5: Part D – Bridges & Major Culverts	34
A6: Part E – Drainage	36
A7: Part F – Property.....	38
A8: Part G – Open Space	40

About this plan

What is the Asset Plan?

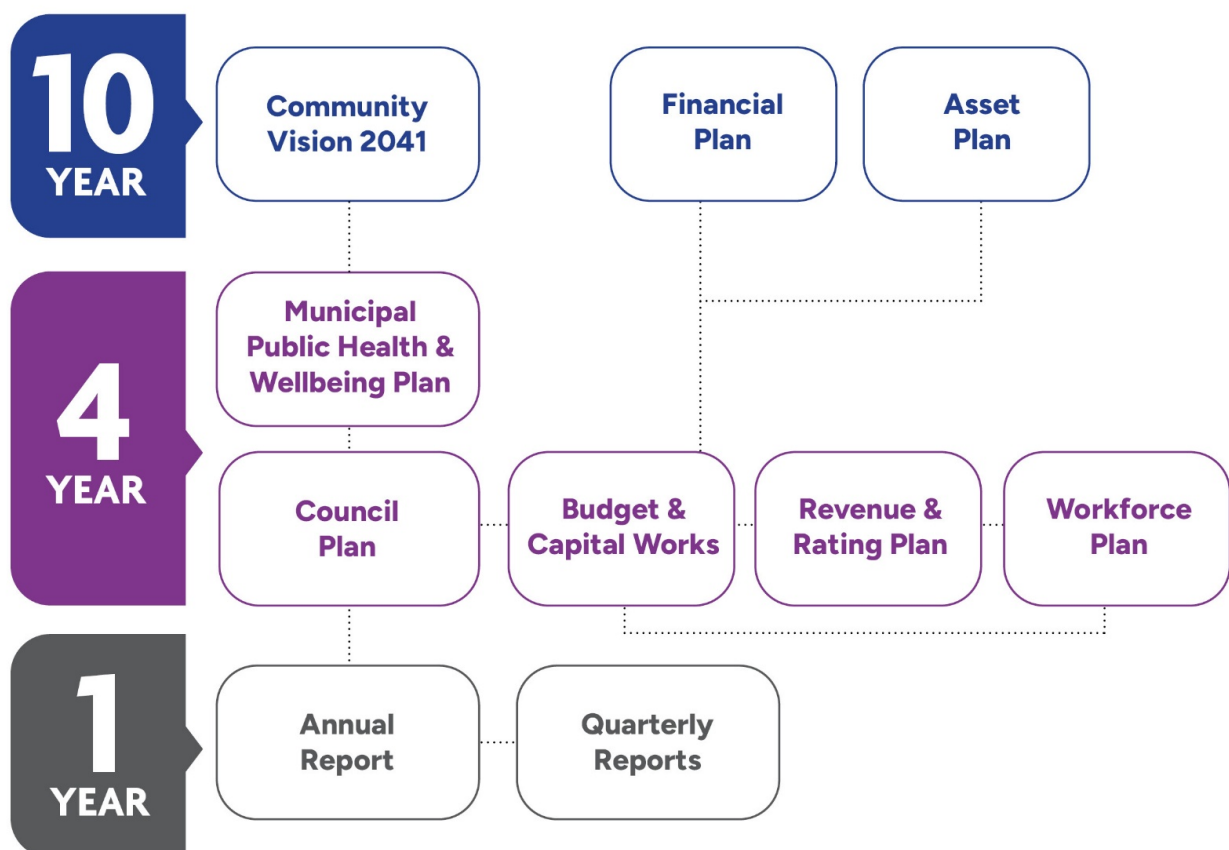
The Asset Plan (AP) is a requirement under the Local Government Act 2020 and is a key document that outlines how Council will manage its infrastructure and other assets responsibly to meet community needs now and into the future.

The *Local Government Act 2020* requires councils to develop and maintain a series of key strategic documents that guide their decision-making and service delivery over the medium to long-term. These documents ensure councils operate transparently, meets community expectations, and fulfills legislative obligations.

Legislative Requirements

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

This diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes.



How the community was engaged

The *Local Government Act 2020* requires that councils develop or review their Community Vision, Council Plan, Financial Plan and Asset Plan in accordance with its deliberative engagement practices.

Wellington Shire Council's Community Engagement Strategy outlines an organisational commitment to genuine and effective community engagement in council planning and decision making.

Council follows the International Association for Public Participation (IAP2) Public Participation Spectrum which focusses on five engagement levels – inform, consult, involve, collaborate and empower.

Engaging the community

An extensive community engagement process was undertaken between July 2024 and March 2025 to inform the development of Council's new Community Vision, Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan, and Asset Plan that together, guide the direction and priorities of the local community for the next four years.

This was called Future Wellington and took place over three stages:

- **Stage 1 - Community check-in process (July to August 2024)**

The community check-in focused on broad engagement that aimed for maximum community participation by offering a range of different ways for people to share their feedback to ensure the diversity of the community was included.

Through the community check-in process, approximately 1900 people were engaged, who provided feedback about their aspirations for the future and community priorities and services to be delivered under the Council Plan, Municipal Public Health and Wellbeing Plan, Financial Plan, and Asset Plan.

In recognising the unique character of local townships and the geographic spread of the municipality, a wide range of activities were offered for community members to provide their feedback. There were over 40 different locations across the municipality where people could contribute.

A range of community engagement strategies were utilised to capture diverse perspectives, ensuring that gender and intersectionality considerations were comprehensive and inclusive. In particular, the range of activities offered through the stage 1 engagement allowed us to gather input from a wide array of community members.

Consultation activities included:

1. **Survey** - available via Your Wellington Your Say page. Hard copy surveys made available.
2. **Workshops** – in-person facilitated workshops held across different locations.
3. **Drawing competition** – tailored engagement approach to include a strong focus on involving children and young people.

4. **Photo competition** – accessible engagement for people who prefer to engage through visual storytelling.
5. **Postcards** – quick response cards, submitted via collection boxes available in numerous different locations across the municipality.
6. **Popups and events** – attendance at various community events including markets.

A summary of the engagement results is provided in the Future Wellington Community Check-in Findings Report and was presented to the newly elected Councillor group in December 2024.

The Future Wellington Community Check-in Findings Report can be found on the [Wellington Shire Council website](#).

- **Stage 2 – Deliberate engagement (February to March 2025)**

Council established the Future Wellington Think Tank, a representative group of 22 community members to make recommendations to Council for the new Community Vision and Guiding Principles.

This deliberative engagement process met the requirements of the *Local Government Act 2020* and aligned with industry best practice for deliberative engagement.

The stage 2 engagement was based on forming a group of members who were representative of the community. By actively involving individuals from different backgrounds, the aim was to ensure that as many views as possible contributed to the development of the Council Plan 2025-29.

- **Stage 3 - Reporting back and exhibiting the draft Council Plan 2025-29 (June to July 2025)**

Community members and stakeholders were invited to review the draft Council Plan 2025-29 and had further opportunity to comment on whether it met their needs and aspirations, as identified in earlier stages of engagement.

The Future Wellington Think Tank

In October 2024, residents were invited to express their interest in joining the Future Wellington Think Tank to participate in a deliberative engagement process. The expression of interest process was promoted during the community check-in process and then publicly advertised on-line via the Council website, social media, and through direct emails.

The Future Wellington Think Tank was established following an expression of interest (EOI) process, which received a total of 45 EOIs. From these, a pool of 30 potential members, considered a representative sample of the Wellington community, was recommended. Although 27 community members accepted the invitation to join the Future Wellington Think Tank, the final number of participants was 22. An external consultant was responsible for recommending the composition of the group, using criteria designed to reflect the demographic makeup of Wellington Shire, thereby promoting diversity and commitment to the deliberative engagement process.

Through a series of four workshops the Future Wellington Think Tank deliberated over the Future Wellington Community Check-in Findings Report, heard from subject matter experts, learnt from each other about local priorities, shared their own perspectives and weighed up options about the future of Wellington Shire and made recommendations about the new Community Vision Statement and Guiding Principles.

The Future Wellington Think Tank process met the requirements of the *Local Government Act 2020* and aligned with the seven industry best practice principles of deliberation as shown in *Figure 1*.

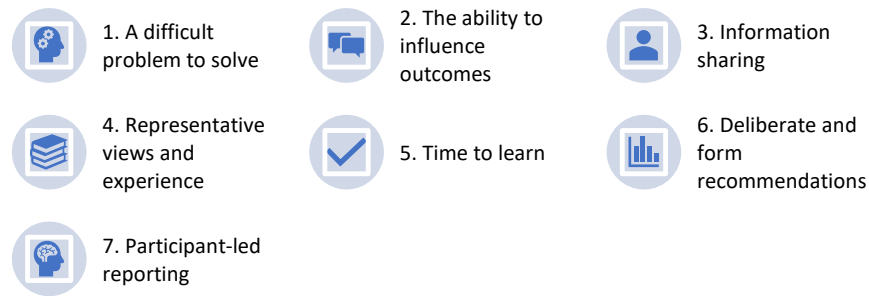
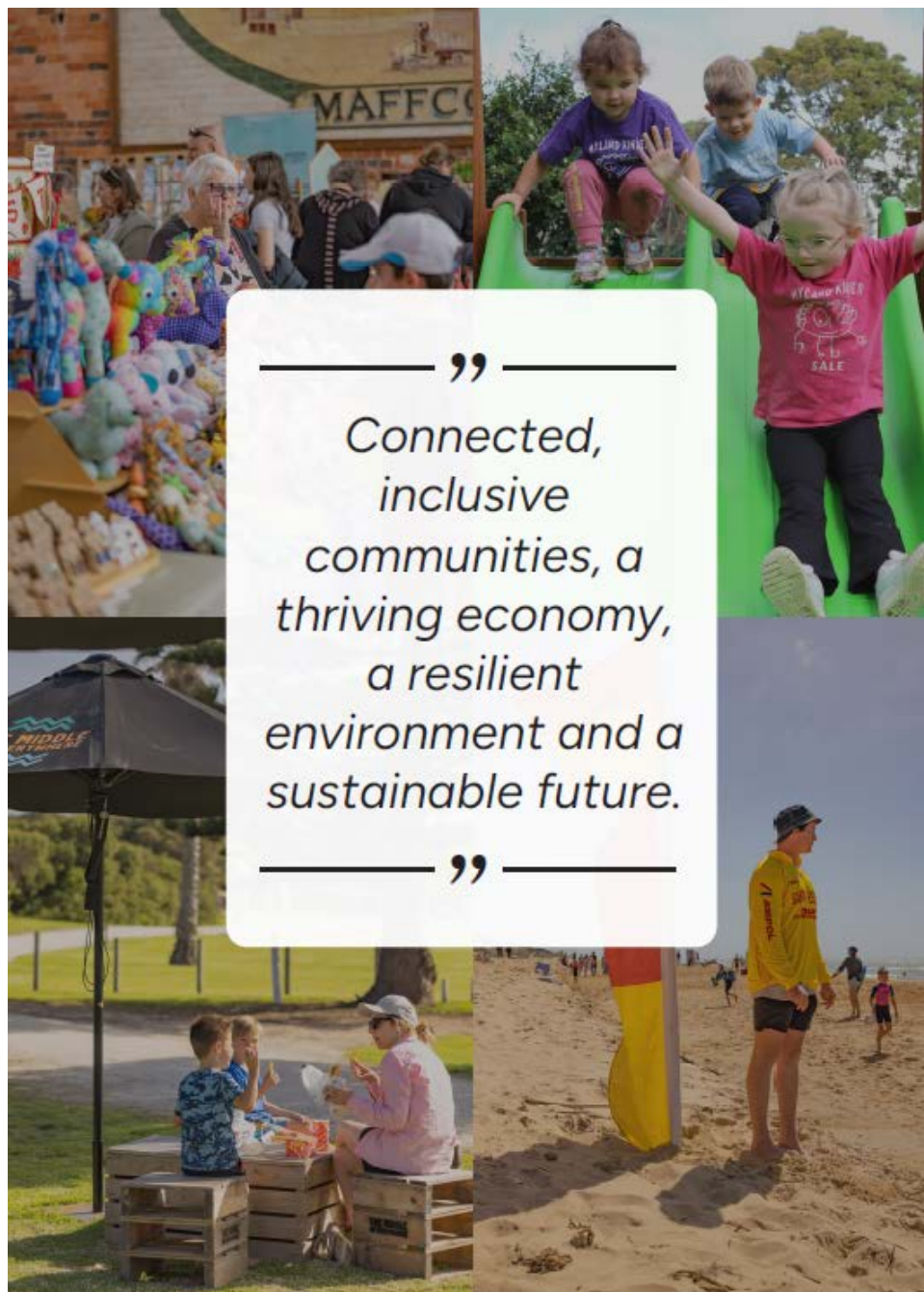


Figure 1 Seven Principles of Deliberative Engagement

The Vision Statement and six interconnected guiding principles were adopted by Council in 2025 and have informed the development of the Council Plan 2025-29.

Local Governments exist principally to supply core services that meet the needs of their communities. The community expects that assets be managed in such a way that costs are minimised while providing the levels of service that the community desires. The purpose of the Asset Plan is to demonstrate responsible asset management in order to deliver the Community Vision 2041.



Our Context

Our Shire

Wellington Shire Council is located in Gippsland and is Victoria's third-largest municipality, covering nearly 11,000 square kilometres. The Shire was established in 1994 following the amalgamation of the Shires of Alberton, Avon, Maffra, the City of Sale and parts of Rosedale. It is situated on the traditional land of the Gunaikurnai People. Gunaikurnai country stretches across coastal and inland areas beyond Wellington's boundaries, including parts of the southern slopes of the Victorian Alps. The municipality is divided into three wards: Central, Coastal and Northern.

Known as *The Middle of Everywhere*, Wellington Shire is recognised for its diverse and striking natural landscape, ranging from pristine beaches and rainforests to mountain ranges, and expansive wetlands. Iconic locations such as the Ninety Mile Beach, Alpine National Park, and the Gippsland Lakes Coastal Park make the region a hub for tourism, economic activity, and sustainable development.

Wellington's geography and climate also bring environmental challenges, including bushfires, flooding, salinity, erosion, and the growing impacts of changes to environmental conditions.

Home to more than 30 communities and over 46,000 residents, most people live in and around the main centres of Sale, Maffra, Rosedale, Yarram, Stratford, and Heyfield. Council manages more than \$1.4 billion in assets and infrastructure, and the population is expected to grow to over 57,000 by 2041, increasing the need for housing and supporting services.

Our Community

Wellington Shire has an ageing population, with 31% of residents aged 60 and over. This is significantly higher than the Victorian average of 22.4%. A total of 11% of residents were born overseas, and the top three languages spoken at home other than English are Mandarin, Tagalog (a Filipino dialect), and Vietnamese. Lone-person households are also more common in Wellington Shire, making up just over 28.2% of all households, compared to 22.4% across Victoria.

Aboriginal and Torres Strait Islander people make up 2% of the Wellington Shire population. This is higher than the Victorian average. In addition, just shy of 10% of residents identify as LGBTQIA+. A significant portion of the population at almost 30% self-report having a disability, with 7.1% requiring assistance with core daily activities.

The type of housing across Wellington Shire is diverse, including rural properties, coastal homes, farms, and medium to higher-density housing. Future planning suggests that there is strong potential to increase housing diversity and make better use of urban land and infrastructure. As household sizes shrink and the population ages, there is a growing need for housing options such as apartments, shop-top living, villa units and townhouses. Increasing the supply of social and affordable housing is essential to maintaining Wellington Shire's liveability, productivity and inclusiveness.

Employment across the Shire is expected to grow by 4,000 jobs by 2041. This growth will be supported by early planning and the availability of commercial and industrial land. Much of this employment growth will be in industries that require larger land areas and building footprints, such as primary industries. Significant job increases are forecast for urban centres, particularly in

Sale and Maffra, with industrial expansion likely to occur on the outskirts of these towns and other communities.

Our Future

Wellington's economy is strong and diverse, supported by long-established industries such as Defence, aviation, oil and gas, construction and tourism. Healthcare, social assistance and agriculture are the largest employment sectors, with local farmers playing a key role in Gippsland's \$7 billion food and fibre sector. The region is also home to Fulham Correctional Centre, a medium-security prison for men with a capacity of nearly 900 inmates.

Wellington Shire sits at the centre of Australia's first declared offshore wind zone, which has a proposed capacity of 25GW and an estimated \$40 billion in investment. Supporting Australia's move to new energy is a strategic priority, and attracting renewable energy investment is essential for the region's transition and economic future. Over the next decade, the Shire will face a number of challenges, including the need for new transmission infrastructure, grid connections, accommodation for a growing workforce and funding for local infrastructure. Planning requirements and ongoing consultation processes may also place pressure on community and Council resources. Collaboration with neighbouring councils, including South Gippsland and Latrobe City, and strong advocacy to state and federal governments will be critical.

Wellington Shire's aviation industry is also a growing asset that extends well beyond the Royal Australian Air Force Base in East Sale. Council operates both West Sale and Yarram Airports, supporting a strong and passionate local aviation sector. The region continues to benefit from more than \$400 million in ongoing Defence aviation investment at the RAAF Base, home to Defence's Basic Pilot Training School under Project Air 5428.

This activity, along with the development of a 30-year master plan for West Sale Airport, will deliver a significant economic boost to the Shire and position Wellington as a hub for aviation training, infrastructure and innovation. It all ties into our unique identity *The Middle of Everywhere* - with the biennial ANZAC Weekend Airshow at West Sale Airport serving as a major regional attraction, driving tourism, economic activity and strengthening our profile as a key player in the aviation space.

Although Wellington is undergoing major economic shifts, such as the decline of the oil and gas industry, the end of native timber harvesting and the closure of coal plants across Gippsland, it remains well-positioned for growth. Its natural assets, strategic location and established industries provide a strong foundation for expansion in renewable energy, Defence and other emerging sectors.

Key Partners

Delivering the major initiatives and actions in this Council Plan will take more than Council working alone. Each Strategic Objective includes strategies designed to create positive change over the next four years, and many of these will rely on collaboration.

State and Federal Funding Context

Wellington Shire Council is committed to delivering the initiatives and actions outlined in this Council Plan over the next four years. However, unexpected events such as natural disasters or

changes to local industries and employment continue to create new needs and opportunities that require Council to adjust its focus.

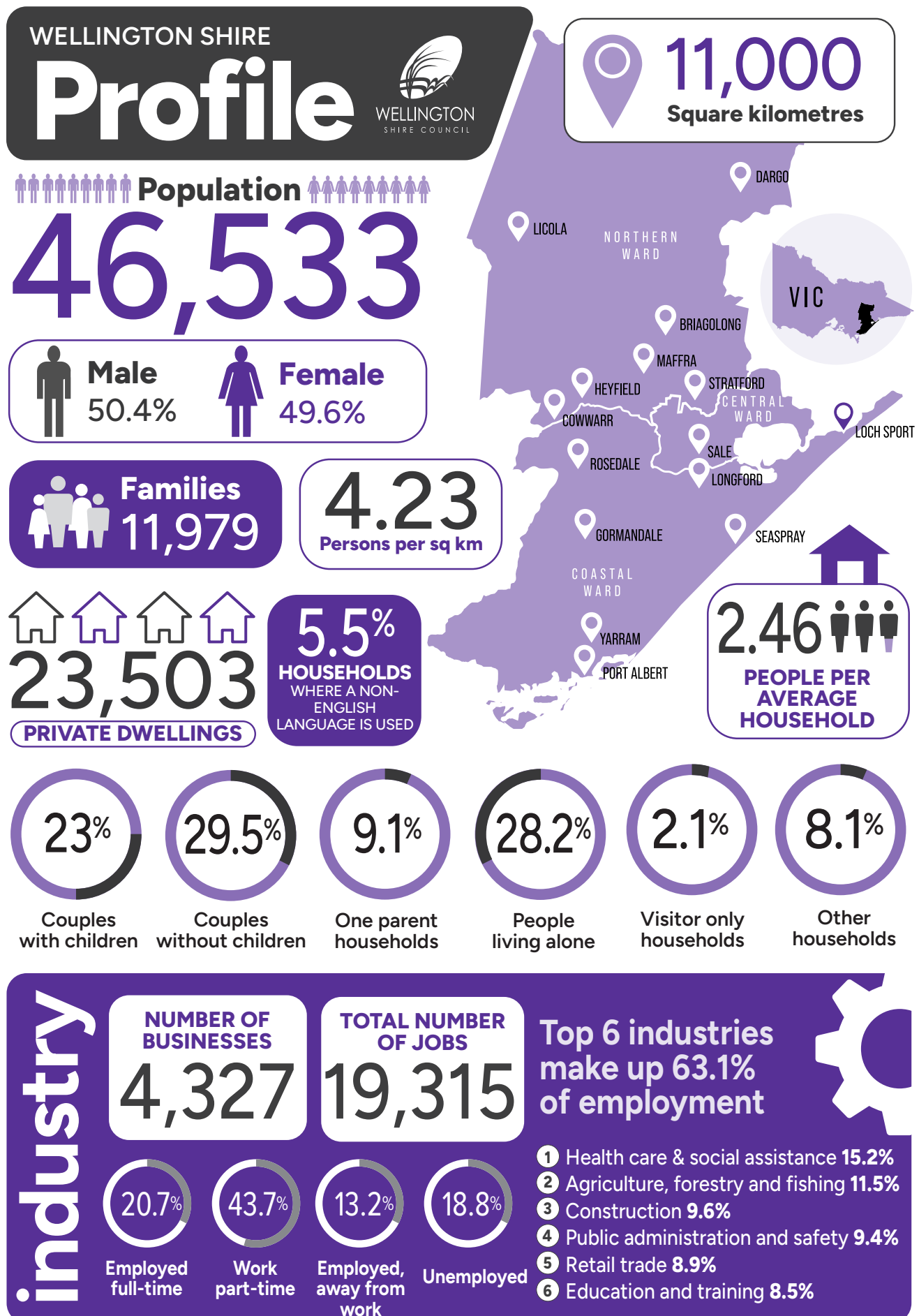
Many State and Federal Government programs rely on local councils to deliver their priorities. Where possible, Council will align these external funding opportunities with the goals and priorities already outlined in this plan. However, Council may also pursue funding for projects that fall outside the plan if they offer clear benefits to our community.

When considering projects outside the plan, Council will carefully assess their social and economic impact. This includes evaluating long-term factors such as the cost of maintaining new assets or infrastructure.

Wellington Shire Council also takes a regional approach to funding and advocacy through its involvement in One Gippsland and the Gippsland Regional Plan. As one of six Gippsland councils, we work together to address regionally significant issues and attract investment for transformative projects that benefit the wider region.

These shared priorities guide advocacy efforts with State and Federal governments, supported by organisations like Regional Development Australia, Regional Development Victoria, and Regional Partnerships.

Federal funding programs, such as Growing Regions and the Regional Precincts and Partnerships Program often require alignment with the Gippsland Regional Plan. By collaborating at a regional level, Wellington Shire Council strengthens its ability to secure funding, leverage shared resources, and deliver projects that support long-term growth and wellbeing across Gippsland.

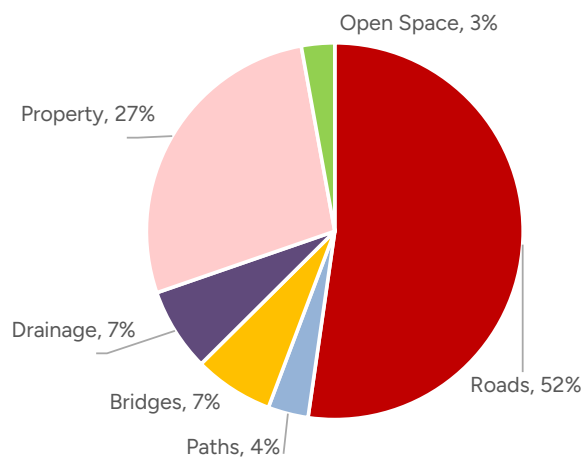


Overview

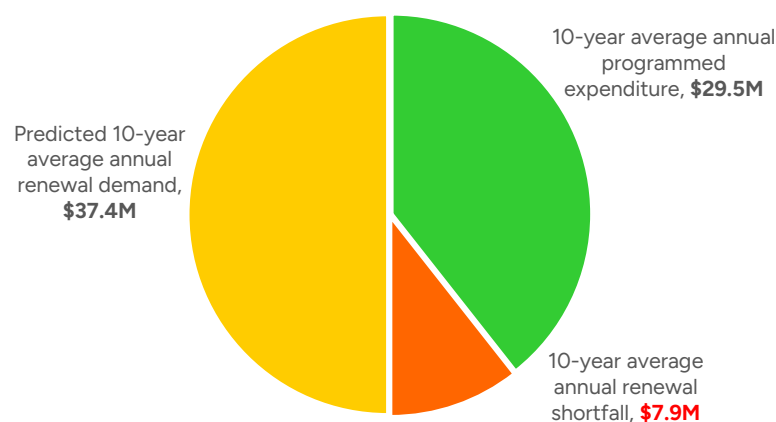
The Asset Plan provides an overview of the whole of life management of each asset class, including current performance, maintenance, renewal, upgrade, disposal and creation plans. The funding required to maintain assets to their service potential is modelled to ensure that future maintenance costs are optimised.

Infrastructure assets have a total replacement value in excess of \$1.9 billion as at 30 June 2024. The average annual renewal requirement over the next 10 years (to 2035) is \$37.4 million, but the average annual proposed renewal expenditure is \$29.5 million. The annual renewal funding deficit of \$7.9 million is forecast for the next ten years. With existing assets in good condition and required forecast expenditure being associated with recent increases in asset valuations this deficit can be maintained in the short term.

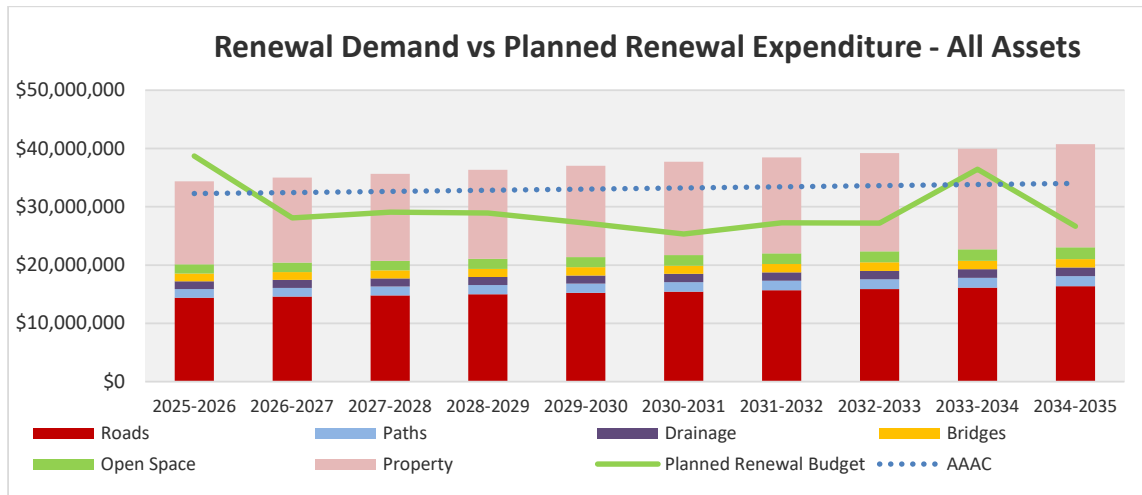
Assets by Value



10 Year Average Annual Renewal Requirement



The following chart shows the difference between the renewal demand and planned renewal expenditure for each asset class over the next 10 years, which indicates that Council is meeting its overall renewal burden and appropriately managing funding against existing service levels.



Asset condition will continue to be assessed to inform future asset planning and support planning of forward capital works programs.

Introduction

Purpose of the Plan

The purpose of this Asset Plan (AP) is to demonstrate responsible management of Wellington Shire Council infrastructure assets, comply with the *Victorian Local Government Act 2020* and model the funding required to maintain assets in their current condition.

The *Victorian Local Government Act 2020* states that an Asset Plan must:

- Include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council and any other matters prescribed by the regulations,
- be developed, adopted and kept in force in accordance with the Council's deliberative engagement practices.

Plan framework

The Asset Plan is supported by a Dashboard Summary for each asset class. The AP framework is as follows:

- Part A – All Infrastructure Assets
- Part B – Roads dashboard summary
- Part C – Paths dashboard summary
- Part D – Bridges & Major Culverts dashboard summary
- Part E – Drainage dashboard summary
- Part F – Property dashboard summary
- Part G – Open Space dashboard summary

The Asset Plan does not include:

- Non-council assets, such as highways and arterial roads maintained by Rural Roads Victoria nor roads and tracks maintained by the Department of Land, Water and Planning; and
- Council assets that Council chooses not to maintain or renew; and
- Assets not capitalised in accordance with Council's Asset Capitalisation Guidelines.

Asset Hierarchy

The asset hierarchy defines the levels at which assets are managed (with respect to new construction, upgrade, renewal, or maintenance). Council's asset hierarchy is described as follows:

Part	Asset Class	Asset Category	Asset Component	Included
A	General Information (all assets)			
B	Roads	Urban Sealed Roads	Pavement	
			Wearing surface	
			Subgrade	
			Verge (Traffic Control)	Signs, guardrails
		Rural Sealed Roads	Pavement	
			Wearing surface	
			Subgrade	
			Rural Drainage	Minor culverts, table drains
			Verge (Traffic Control)	Signs, guardrails
		Unsealed Roads	Pavement	
			Rural Drainage	Minor culverts, table drains
			Verge (Traffic Control)	Signs, guardrails
		Kerb & Channel		
C	Paths	Sealed Paths		Asphalt, bitumen, concrete, paved
		Unsealed Paths		Gravel
D	Bridges & Major Culverts	Bridges		Concrete, timber and foot bridges
		Major Culverts		
		Floodways		
F	Drainage	Pits		
		Pipes		
		Open Drains		Concrete-lined and earthen channels
		Drainage structures		Litter traps, endwalls, flap gates, pump wells, box drain, retention basins
E	Property	Buildings	Structure (long life & short life)	Aerodromes Car parks Commercial facilities Community facilities Operational facilities Sporting and recreational facilities Waste management facilities
			Roof	
			Services	
			Fit-out	
		Structures		
G	Open Space	Playgrounds		Skate parks, pump tracks
		Parks/Streetscapes		BBQs, picnic shelters, public artworks, park lighting, basketball courts

Levels of service

The level of service is the defined quality for a particular service area and can be grouped into two categories:

- Customer Levels of Service: the community's expectation of what the service will deliver and the performance & presentation of delivery of that service;
- Technical Levels of Service: what the customer receives from the service. These include parameters covering technical aspects such as legislative compliance, design standards, safety, maintainability, reliability and performance, capacity and cost/affordability.

Levels of Service have not yet been fully defined for all assets classes at Wellington Shire Council and are currently based on statutory requirements e.g. Road Management Plan, community expectations and the capacity to fund a particular level of service. The gap between current and future (target) service provision should be the basis for developing new, upgrade and expansion projects as well as asset redundancy/disposal.

The levels of service may be defined around any of the following key performance indicators:

Quality:

- physical condition
- appearance
- maintenance standards

Function:

- fitness for purpose
- whether asset meet service delivery needs
- accessibility
- health and safety
- legislative compliance

Capacity/Utilisation:

- whether usage matches design capacity
- availability

Other:

- cost and affordability
- customer satisfaction
- responsiveness

The functional hierarchy differentiates like assets by relevant priority or importance. It is a 'vertical' separation and commonly applied to reflect the current levels of service, including inspection frequency, intervention level and prioritisation of works. It also recognises the criticality of assets, where criticality can be related to factors such as usage, capacity and economic value.

Climate risk and adaptation

Wellington Shire Council acknowledges that climate change presents increasing risks to the performance, durability, and lifecycle cost of infrastructure assets. Projected climate impacts across the region include more frequent and intense rainfall events, rising average temperatures, increased bushfire and flood risk, and prolonged periods of drought. These changes are expected to influence asset demand, degradation rates, and service continuity over time.

Council is at the early stages of embedding climate risk considerations into asset management practices. This includes exploring how climate projections may inform asset renewal timing, material selection, maintenance regimes, and prioritisation frameworks. As data and guidance improve, Council will progressively incorporate climate risk into decision-making processes and forward capital works planning, supported by relevant policies and sector best practice. Future iterations of the Asset Plan will more explicitly reflect this evolving approach, ensuring assets remain fit-for-purpose under changing environmental conditions.

Asset parameters and financial status

Valuation Summary

The value of infrastructure assets as at 30 June 2024 is:

Asset Class	Current Replacement Cost	Written Down Value	Average Annual Asset Consumption
Roads	\$1,007,053,005	\$667,538,029	\$13,736,678
Paths	\$66,707,380	\$44,989,990	\$1,246,686
Bridges	\$131,452,439	\$79,615,200	\$1,318,865
Drainage	\$137,639,288	\$87,438,317	\$1,333,976
Property	\$528,574,807	\$252,487,767	\$12,755,092
Open Space	\$55,058,045	\$29,576,540	\$1,508,247
TOTAL	\$1,926,484,964	\$1,161,645,843	\$31,899,544

The average annual asset consumption (AAAC) is \$31.9M (1.7%).

Financial Sustainability Indicators

Life Cycle Cost (long term)	\$'000
Life cycle cost (depreciation + operational & maintenance expenditure Year 1)	\$ 90,547
Life cycle expenditure (capital renewal expenditure + ops. & maint. exp. Year 1)	\$ 84,944
Life cycle gap (life cycle expenditure – life cycle cost)	-\$ 5,604
Life cycle sustainability indicator (life cycle expenditure / life cycle cost)	94%
Medium Term Sustainability (10 years)	
10 year operational, maintenance and renewal projected (required) expenditure	\$ 952,648
10 year operational, maintenance and renewal planned (budget) expenditure	\$ 881,617
10 year funding shortfall/surplus (10 year planned - projected expenditure)	-\$ 71,031
10 year sustainability indicator (10 year planned / projected expenditure)	93%
Short Term Sustainability (5 years)	
5 year operational, maintenance and renewal projected expenditure	\$ 463,860
5 year operational, maintenance and renewal planned (budget) expenditure	\$ 441,748
5 year funding shortfall/surplus (5 year planned - projected expenditure)	-\$ 22,112
5 year sustainability indicator (5 year planned / projected expenditure)	95%
Asset Consumption, Renewal and UEN Indicators (2023/24)	
Asset consumption (depreciation / depreciable amount)	1.7%
Asset renewal (actual capital renewal expenditure / depreciable amount)	2.2%
Asset upgrade (actual capital UEN expenditure / depreciable amount)	1.6%
Asset renewal as % of asset consumption	131.2%
Assets being added as % of asset stock	0.6%

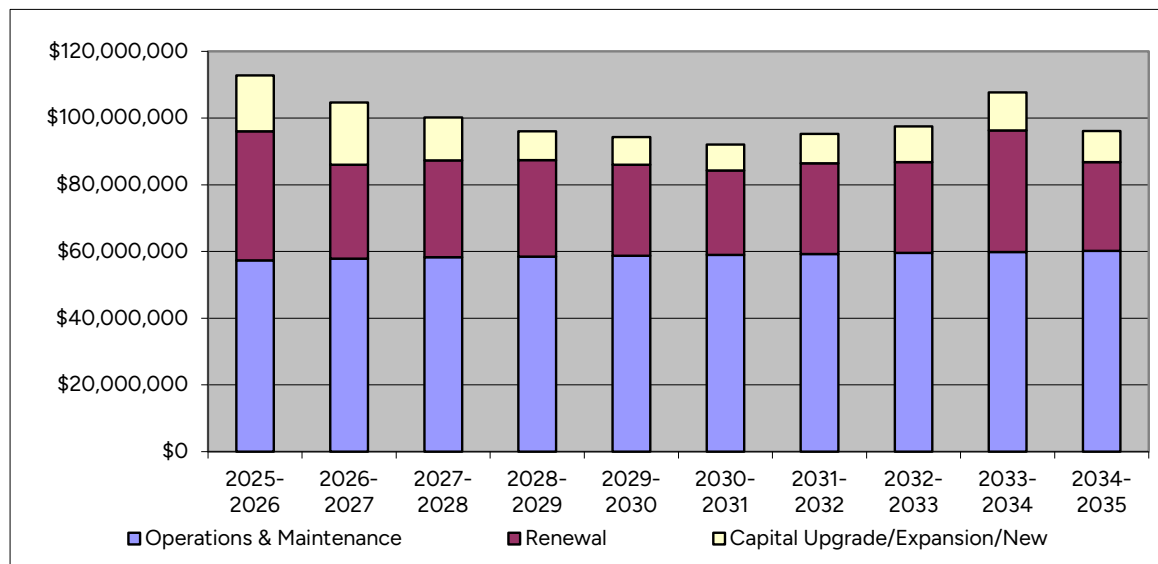
Funding Strategy

Current funding sources available to Council for asset maintenance, creation and renewal includes municipal rates, special charge schemes, federal and state government grants and private developer contributions.

Lifecycle Summary

Lifecycle cost is the total cost over the life of an asset which includes planning, design, acquisition, operating, maintenance and any other costs directly attributable to owning or using the asset.

The 10-year projected lifecycle cost summary for infrastructure assets:



Maintenance

Maintenance is recurrent and is periodically required as part of the anticipated schedule of works to ensure that the asset achieves its useful life and provides the required level of service e.g. repairing a pothole in a road, repairing the decking on a timber bridge, repairing a drainage pipe or repairing the fencing in a park. Maintenance may be planned (scheduled) or unplanned (reactive).

Maintenance Plan

Planned maintenance work is identified under a management system involving inspection of defects, prioritising and scheduling works. The advantage of planned maintenance is that it lowers risk exposure by identifying and correcting defects before they reach an unacceptable level.

Unplanned maintenance is reactive work resulting from customer requests and unscheduled inspections.

A maintenance plan:

- requires the planned, pro-active identification of maintenance issues;
- ensures that minimum safety standards are met;
- identifies works to be undertaken that maximises the life of the asset;
- sets emergency works to be attended to as a priority;
- refers significant works of a scale or cost that is unreasonable for the maintenance budget to bear, to the capital works program for consideration in the following year's budget.

The standards for maintenance are described by the Hazard Intervention Level and Emergency Works, which vary across the asset hierarchy.

Defect Inspections & Prioritisation of Maintenance Works

Defect inspections are a critical part of the planned, pro-active maintenance process. Assets are defect inspected on a scheduled frequency based on the risk associated with the asset and the asset functional hierarchy. In some instances, assets of low risk may not be inspected and will be subject to unplanned maintenance only.

Defect works are prioritised in accordance with established criteria. The criteria take into account the defect:

- severity
- relative risk or importance of the defect compared to other defects location or hierarchy

Response times to correct defects action vary across the asset hierarchy. Response times may be specified under a separate plan e.g. Road Management Plan, or are not listed in instances of low risk. Council's Customer Service Charter also sets timeframes that staff must respond within when investigating a customer request to inspect or assess an issue.

The maintenance decision making process applicable to some key assets is summarised below:

Step	Description	
1	Potential maintenance tasks are identified from: <ul style="list-style-type: none"> • Scheduled defect inspections • One-off inspections instigated by customer requests, council requests • Condition surveys Only defects exceeding any nominated Hazard Intervention Level are recorded	
2	Recorded defects are assessed against the intervention criteria as either: <ul style="list-style-type: none"> • Exceeding any Hazard Intervention Level • Not exceeding any Hazard Intervention Level • An excessive scale or cost • Emergency work 	
3	Action is undertaken for defects:	
	Emergency Work	Immediate action generally commenced within 24 hours
	Exceeding any Hazard Intervention Level	Appropriate action assigned and Works Order issued. Works prioritised according to established ranking criteria.
	Not exceeding any Hazard Intervention Level (or no hazard intervention level set)	No action required.
	Of excessive scale or cost	Referred to the capital works program

Basis for Determining Future Maintenance Costs

Future maintenance costs are based on the assumption that the current maintenance expenditure is adequate with variations based on:

- an increase in asset quantity from new and upgrade assets;
- a decrease in asset quantity from the rationalisation/disposal of assets;
- changes in the agreed level of service;
- any increase in the cost of maintaining older assets if renewal works are not undertaken.

Renewal

Capital renewal on an existing asset is intended to return the service potential or the life of the asset back to its original life. As it reinstates existing service potential, it has no impact on revenue but may reduce future operating and maintenance expenditure if completed at the optimum time. Council undertakes annual renewal programs such as road re-sealing, road re-sheeting, footpath and playground renewal.

Renewal Plan

Assets for which the condition score is above the intervention level are considered for inclusion in the long-term capital renewal program. Condition inspection programs are scheduled every 3 years for roads and paths, and every 4 years for buildings and structures. Works may also be identified from adhoc inspections and customer requests.

Annual renewal programs are prioritised by condition and remaining life, with consideration to functional hierarchy.

Council's process for identifying and undertaking renewal works is as follows:

Step	Description
1	Potential renewal projects identified from the outcome of: <ul style="list-style-type: none"> • condition inspections and Condition Intervention Level, remaining life and functional hierarchy; • defect inspections where the defects are beyond the scope of normal maintenance activities; • adhoc requests.
2	Projects are prioritised into a draft long term works program
3	The long term Renewal works program is referred to the Long Term Financial Plan (LTFP) for inclusion as projected cash-flow expenditure. The actual program is dependent upon the actual funding provided in the LTFP based on the renewal modelling outcomes.
4	As part of the Annual Budget process the long term works program is rationalised to match the available budget expenditure. This annual works program may be further modified to provide greater efficiency by allow for factors including: <ul style="list-style-type: none"> • Economies of scale • Project location
5	Following the completion of works in accordance with the Asset Handover process, details of the change in assets is reported to the Asset Manager for inclusion in the Asset Register.

Basis for Determining Future Renewal Costs

Asset renewal expenditure in 2023/24 was 2.2% of the depreciable amount and 131% of the Average Annual Asset Consumption (AAAC).

To provide services in a financially sustainable manner, Council aims to ensure that it is renewing assets at the rate they are being consumed over the medium-long term and funding the life cycle costs for all new assets and services in its long-term financial plan.

Future renewal requirement is determined from the following input data:

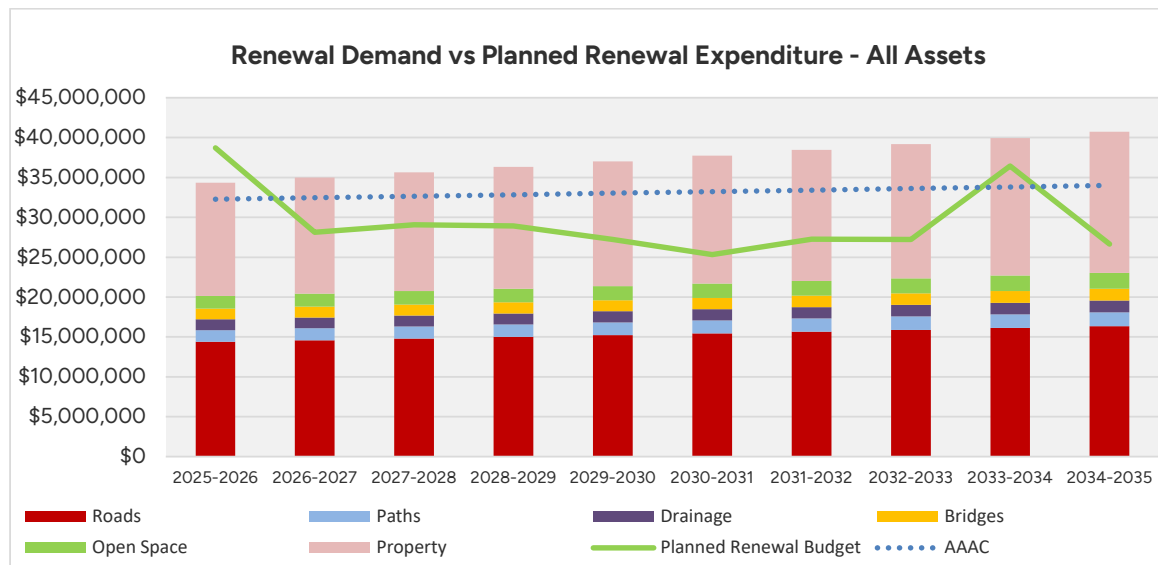
- Condition intervention level
- Asset useful life
- Asset condition
- Asset quantity
- Asset replacement cost
- Deterioration profile
- 10-year planned renewal budget
- Actual maintenance expenditure

Financial Projections

The following table shows the long-term renewal requirement for all asset classes.

Annual Renewal Requirement	Roads	Paths	Bridges	Drainage	Property	Open Space	Annual Total
2025-2026	\$14,388,455	\$1,472,309	\$1,344,009	\$1,347,189	\$14,209,039	\$1,582,954	\$34,343,955
2026-2027	\$14,594,465	\$1,499,824	\$1,357,493	\$1,360,246	\$14,556,566	\$1,626,317	\$34,994,912
2027-2028	\$14,803,523	\$1,527,854	\$1,371,113	\$1,373,429	\$14,912,645	\$1,670,868	\$35,659,433
2028-2029	\$15,015,675	\$1,556,408	\$1,384,870	\$1,386,740	\$15,277,486	\$1,716,640	\$36,337,819
2029-2030	\$15,230,967	\$1,585,496	\$1,398,764	\$1,400,180	\$15,651,308	\$1,763,665	\$37,030,380
2030-2031	\$15,449,448	\$1,615,127	\$1,412,798	\$1,413,750	\$16,034,333	\$1,811,978	\$37,737,435
2031-2032	\$15,671,167	\$1,645,312	\$1,426,972	\$1,427,452	\$16,426,789	\$1,861,615	\$38,459,307
2032-2033	\$15,896,172	\$1,676,061	\$1,441,289	\$1,441,287	\$16,828,908	\$1,912,612	\$39,196,330
2033-2034	\$16,124,515	\$1,707,385	\$1,455,750	\$1,455,256	\$17,240,932	\$1,965,005	\$39,948,843
2034-2035	\$16,356,245	\$1,739,294	\$1,470,355	\$1,469,360	\$17,663,105	\$2,018,834	\$40,717,194
10 Year Total	\$153,530,633	\$16,025,070	\$14,063,414	\$14,074,888	\$158,801,112	\$17,930,489	\$374,425,607
Annual Average	\$15,353,063	\$1,602,507	\$1,406,341	\$1,407,489	\$15,880,111	\$1,793,049	\$37,442,561

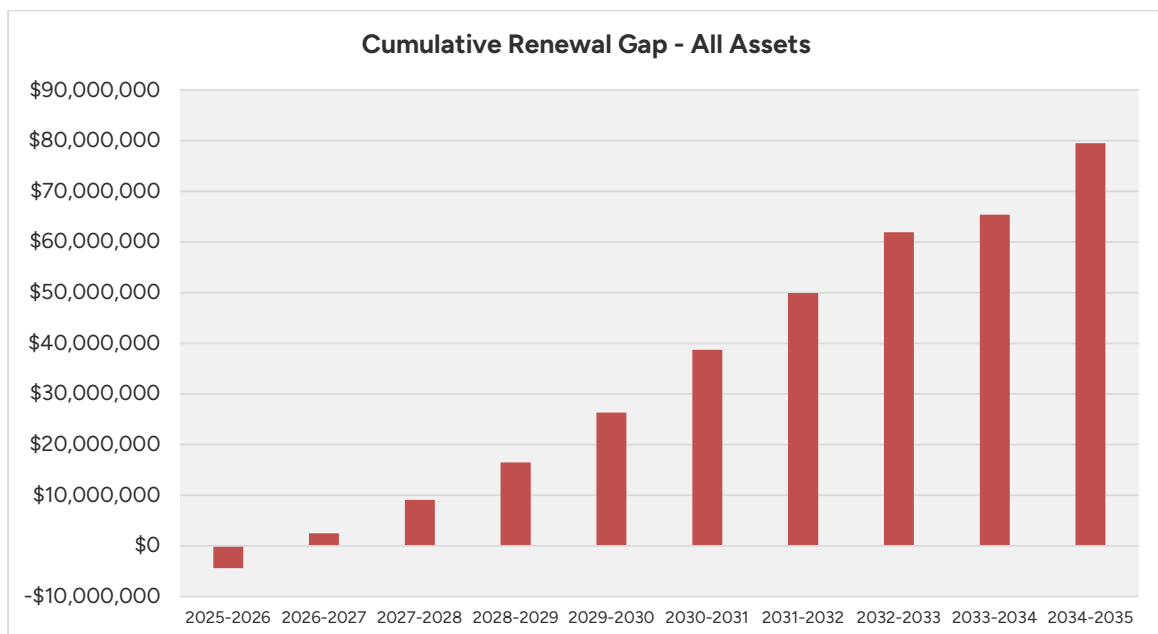
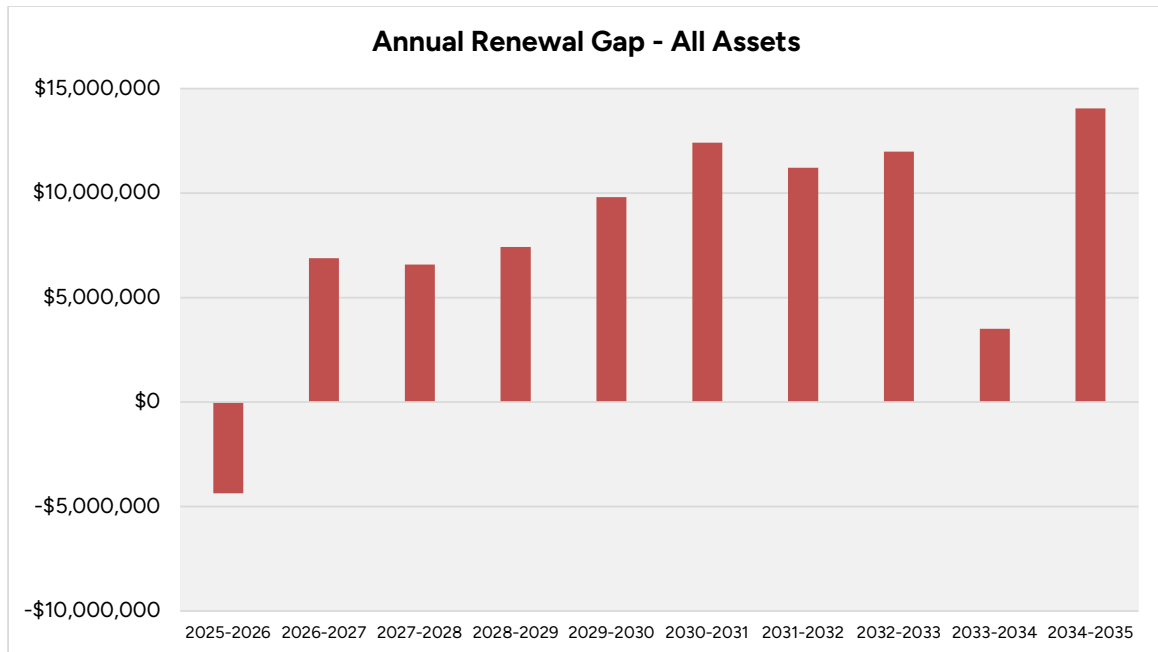
The 10-year annual capital renewal requirement against proposed renewal expenditure:



The following table and chart show the gap between the projected required and proposed renewals over the next 10 years:

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	\$34,343,955	\$38,711,036	\$4,367,081	\$4,367,081
2026-2027	\$34,994,912	\$28,114,000	\$6,880,912	\$2,513,832
2027-2028	\$35,659,433	\$29,080,000	\$6,579,433	\$9,093,264
2028-2029	\$36,337,819	\$28,923,000	\$7,414,819	\$16,508,083
2029-2030	\$37,030,380	\$27,218,000	\$9,812,380	\$26,320,463
2030-2031	\$37,737,435	\$25,330,000	\$12,407,435	\$38,727,898
2031-2032	\$38,459,307	\$27,250,000	\$11,209,307	\$49,937,205
2032-2033	\$39,196,330	\$27,210,000	\$11,986,330	\$61,923,535
2033-2034	\$39,948,843	\$36,445,000	\$3,503,843	\$65,427,378
2034-2035	\$40,717,194	\$26,665,000	\$14,052,194	\$79,479,571
10 Year Total	\$333,708,414	\$268,281,036	\$79,479,571	\$79,479,571
Annual Average	\$37,442,561	\$29,494,604	\$7,947,957	

The average annual renewal requirement over the next 10 years (to 2035) is \$37.4 M and the average annual proposed expenditure is \$29.5 M.



New, upgrade and expansion

New Assets

New assets are assets created to provide a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will result in an additional burden on future operating, maintenance and capital renewal expenditure.

The acquisition of assets occurs when the opportunity arises and is only done on an ad hoc basis apart from gifted assets provided by developers constructing infrastructure for various subdivisions and works.

Asset Expansion

Asset expansion extends an existing asset at the same standard enjoyed by existing users, to a new group of users. It is discretionary expenditure, which increases future operating and maintenance costs because it increases council's asset base e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Asset Upgrade

Capital upgrade enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base.

Basis for Determining Future New, Upgrade & Expansion Costs

New, upgrade and expansion expenditure in 2023/24 was 1.6% of the depreciable amount and 95% of the Average Annual Asset Consumption (AAAC).

The gap between current and future (target) service provision should be the basis for developing new, upgrade and expansion projects as well as asset redundancy/disposal. An important consideration is to understand the relationship between cost to deliver current service levels and the cost impact of raising or lowering the 'target' service levels.

New and upgrade works may result from growth, social or environmental needs. Assets may also be acquired at no cost to the organisation (e.g. subdivision development). It is acknowledged that the addition of any asset to Council's portfolios increases the lifecycle costs incurred by Council and that any new or upgrade works must be justified against the nominated service standards and the benefit to the community. In the construction of new, expanded and upgraded assets, the consequential recurring operational and maintenance costs must be allowed for in future budgets. Various strategic plans identify opportunities for expansion and upgrade of assets that are implemented through a number of annual upgrade and expansion programs:

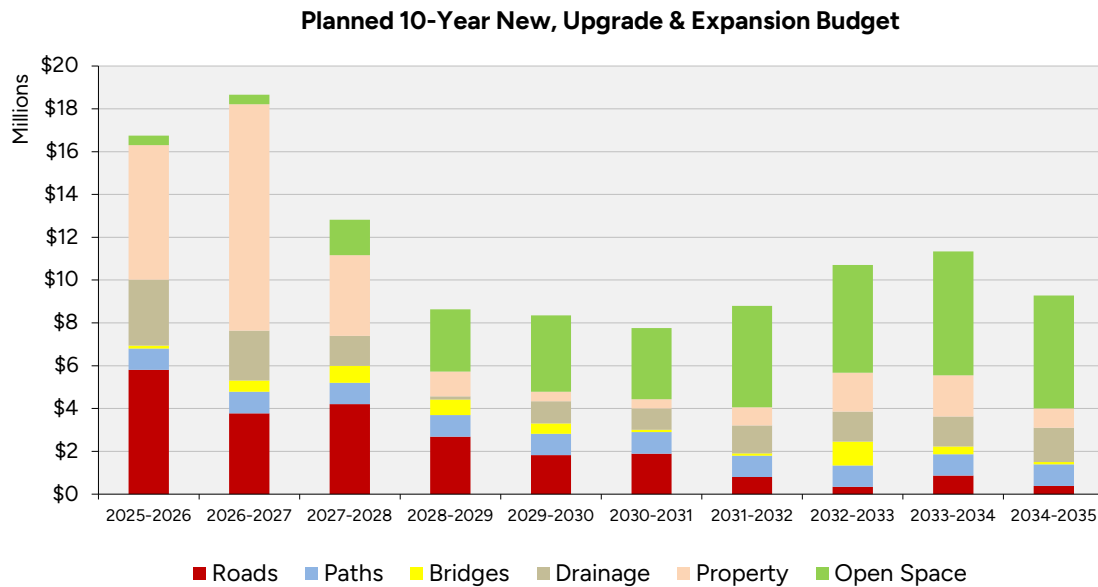
- Urban Paths Plan
- Street Construction Schemes

- Intersection upgrades
- Road widening projects
- Access Improvement Program
- Recreational Boating Facilities Plan
- Sporting Infrastructure Plan
- Community Infrastructure Plan

Council's process for identifying and undertaking new, upgrade and expansion projects is as follows:

Step	Description
1	Identify new, upgrade and expansion projects
2	Projects are evaluated against the Capital Evaluation Framework
3	Projects are prioritised into a single Long Term works program according to the established assessment system in the Capital Evaluation Framework.
4	The works program is referred to the Long Term Financial Plan (LTFP) for inclusion as projected cash-flow expenditure.
5	As part of the Annual Budget process the long term works program is rationalised to match the available budget expenditure and new priorities.
6	Following the completion of works in accordance with the Asset Handover process details of the change in assets is reported to the Asset Manager for inclusion in the Asset Register.

The creation of new assets is expected to grow at 0.5% per year over the next 10years, based on planned upgrade and expansion projects in the 10-year capital program.



Disposal and decommissioning

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Closure and disposal of assets may occur when there is insufficient use of the asset or continued existence of the asset is not justified.

Assets may become surplus to requirements for any of the following reasons:

- Under-utilisation;
- Obsolescence;
- Provision exceeds required level of service;
- Uneconomic to upgrade or operate;
- Policy change;
- Service provided by other means;
- Potential risk of ownership.

Council's process for decommissioning and disposal of assets is as follows:

Step	Description
1	Potential asset rationalisation/disposal may be identified from a number of sources, including: <ul style="list-style-type: none"> • Within a Service Plan Strategy; • From an assessment of future demand.
2	Projects are justified against the criteria above and placed in a Long Term Rationalisation/Disposal Works Program.
3	Potential projects are reported to Council for consideration.
4	The Long Term Rationalisation/Disposal Works Program is referred to the Long Term Financial Plan for inclusion as projected cash-flow expenditure.
5	As part of the Annual Budget process the Long Term Rationalisation/Disposal Works Program is rationalised to match the available budget expenditure and new priorities.
6	Following the decommissioning of the asset in accordance with the Asset Handover process, details of the change is reported to the Asset Manager for removal from the Asset Register.

It is acknowledged that a reduction in the asset inventory can assist in reducing the renewal gap and result in annual savings from not having to fund operations and maintenance of the assets.

Appendices

A1	10-Year Planned Expenditure Forecast
A2	Dashboard Summary: Part A – All Infrastructure Assets
A3	Dashboard Summary: Part B – Roads
A4	Dashboard Summary: Part C – Paths
A5	Dashboard Summary: Part D – Bridges & Major Culverts
A6	Dashboard Summary: Part E – Drainage
A7	Dashboard Summary: Part F – Property
A8	Dashboard Summary: Part G – Open Space

A1: 10-Year Planned Expenditure Forecast

Renewal Requirement	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	10 year average
Roads	\$14,388,455	\$14,594,465	\$14,803,523	\$15,015,675	\$15,230,967	\$15,449,448	\$15,671,167	\$15,896,172	\$16,124,515	\$16,356,245	\$15,353,063
Paths	\$1,472,309	\$1,499,824	\$1,527,854	\$1,556,408	\$1,585,496	\$1,615,127	\$1,645,312	\$1,676,061	\$1,707,385	\$1,739,294	\$1,602,507
Bridges	\$1,344,009	\$1,357,493	\$1,371,113	\$1,384,870	\$1,398,764	\$1,412,798	\$1,426,972	\$1,441,289	\$1,455,750	\$1,470,355	\$1,406,341
Drainage	\$1,347,189	\$1,360,246	\$1,373,429	\$1,386,740	\$1,400,180	\$1,413,750	\$1,427,452	\$1,441,287	\$1,455,256	\$1,469,360	\$1,407,489
Property	\$14,209,039	\$14,556,566	\$14,912,645	\$15,277,486	\$15,651,308	\$16,034,333	\$16,426,789	\$16,828,908	\$17,240,932	\$17,663,105	\$15,880,111
Open Space	\$1,582,954	\$1,626,317	\$1,670,868	\$1,716,640	\$1,763,665	\$1,811,978	\$1,861,615	\$1,912,612	\$1,965,005	\$2,018,834	\$1,793,049
Total Renewal Requirement	\$34,343,955	\$34,994,912	\$35,659,433	\$36,337,819	\$37,030,380	\$37,737,435	\$38,459,307	\$39,196,330	\$39,948,843	\$40,717,194	\$37,442,561
Operations & Maintenance Expenditure	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	
Operating	\$27,247,826	\$27,507,842	\$27,686,588	\$27,807,014	\$27,923,467	\$28,031,697	\$28,154,214	\$28,303,491	\$28,461,620	\$28,590,896	\$27,971,465
Maintenance	\$30,084,619	\$30,371,706	\$30,569,061	\$30,702,025	\$30,830,602	\$30,950,100	\$31,085,372	\$31,250,191	\$31,424,782	\$31,567,518	\$30,883,598
Total Operations & Maintenance	\$57,332,445	\$57,879,548	\$58,255,649	\$58,509,039	\$58,754,069	\$58,981,797	\$59,239,585	\$59,553,682	\$59,886,402	\$60,158,414	\$58,855,063
Renewal Expenditure	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	
Roads	\$22,693,585	\$13,460,000	\$16,445,000	\$14,360,000	\$13,530,000	\$13,455,000	\$14,755,000	\$13,910,000	\$15,585,000	\$15,860,000	\$15,405,359
Paths	\$865,000	\$930,000	\$995,000	\$1,010,000	\$1,025,000	\$1,440,000	\$1,455,000	\$1,470,000	\$1,120,000	\$1,125,000	\$1,143,500
Bridges	\$570,000	\$1,015,000	\$1,465,000	\$2,315,000	\$2,065,000	\$690,000	\$690,000	\$1,690,000	\$940,000	\$290,000	\$1,173,000
Drainage	\$4,431,900	\$2,675,000	\$1,900,000	\$2,050,000	\$1,500,000	\$1,600,000	\$1,900,000	\$2,000,000	\$2,000,000	\$2,200,000	\$2,225,690
Property	\$9,270,551	\$8,889,000	\$6,890,000	\$7,708,000	\$7,423,000	\$6,630,000	\$6,720,000	\$6,295,000	\$15,460,000	\$5,915,000	\$8,120,055
Open Space	\$880,000	\$1,145,000	\$1,385,000	\$1,480,000	\$1,675,000	\$1,515,000	\$1,730,000	\$1,845,000	\$1,340,000	\$1,275,000	\$1,427,000
Total Renewal	\$38,711,036	\$28,114,000	\$29,080,000	\$28,923,000	\$27,218,000	\$25,330,000	\$27,250,000	\$27,210,000	\$36,445,000	\$26,665,000	\$29,494,604
Upgrade, Expansion & New Expenditure	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	
Roads	\$5,802,250	\$3,780,000	\$4,205,000	\$2,690,000	\$1,820,000	\$1,895,000	\$795,000	\$340,000	\$865,000	\$390,000	\$2,258,225
Paths	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Bridges	\$130,000	\$535,000	\$785,000	\$735,000	\$485,000	\$110,000	\$110,000	\$1,110,000	\$360,000	\$110,000	\$447,000
Drainage	\$3,086,900	\$2,325,000	\$1,400,000	\$140,000	\$1,040,000	\$1,000,000	\$1,300,000	\$1,400,000	\$1,400,000	\$1,600,000	\$1,469,190
Property	\$6,285,666	\$10,580,000	\$3,774,200	\$1,165,000	\$440,000	\$435,000	\$850,000	\$1,825,000	\$1,925,000	\$900,000	\$2,817,987
Open Space	\$450,000	\$435,000	\$1,660,000	\$2,910,000	\$3,570,000	\$3,325,000	\$4,735,000	\$5,035,000	\$5,795,000	\$5,275,000	\$3,319,000
Total Upgrade & Expansion	\$16,754,816	\$18,655,000	\$12,824,200	\$8,640,000	\$8,355,000	\$7,765,000	\$8,790,000	\$10,710,000	\$11,345,000	\$9,275,000	\$11,311,402
Renewal Gap	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	
Roads	-\$8,305,130	\$1,134,465	-\$1,641,477	\$655,675	\$1,700,967	\$1,994,448	\$916,167	\$1,986,172	\$539,515	\$496,245	-\$52,295
Paths	\$607,309	\$569,824	\$532,854	\$546,408	\$560,496	\$175,127	\$190,312	\$206,061	\$587,385	\$614,294	\$459,007
Bridges	\$774,009	\$342,493	-\$93,887	-\$930,130	-\$666,236	\$722,798	\$736,972	-\$248,711	\$515,750	\$1,180,355	\$233,341
Drainage	-\$3,084,711	-\$1,314,754	-\$526,571	-\$663,260	-\$99,820	-\$186,250	-\$472,548	-\$558,713	-\$544,744	-\$730,640	-\$818,201
Property	\$4,938,488	\$5,667,566	\$8,022,645	\$7,569,486	\$8,228,308	\$9,404,333	\$9,706,789	\$10,533,908	\$1,780,932	\$11,748,105	\$7,760,056
Open Space	\$702,954	\$481,317	\$285,868	\$236,640	\$88,665	\$296,978	\$131,615	\$67,612	\$625,005	\$743,834	\$366,049
Total Annual Shortfall/Suplus	-\$4,367,081	\$6,880,912	\$6,579,433	\$7,414,819	\$9,812,380	\$12,407,435	\$11,209,307	\$11,986,330	\$3,503,843	\$14,052,194	\$7,947,957
Cumulative Renewal Gap (all)	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	2031-2032	2032-2033	2033-2034	2034-2035	
Cumulative Renewal Gap (all)	-\$4,367,081	\$2,513,832	\$9,093,264	\$16,508,083	\$26,320,463	\$38,727,898	\$49,937,205	\$61,923,535	\$65,427,378	\$79,479,571	
Cumulative Renewal Gap (Roads)	-\$8,305,130	-\$7,170,665	-\$8,812,141	-\$8,156,467	-\$6,455,500	-\$4,461,051	-\$3,544,885	-\$1,558,712	-\$1,019,197	-\$522,952	
Cumulative Renewal Gap (Paths)	\$607,309	\$1,177,133	\$1,709,987	\$2,256,396	\$2,816,892	\$2,992,019	\$3,182,331	\$3,388,392	\$3,975,776	\$4,590,070	
Cumulative Renewal Gap (Bridges)	\$774,009	\$1,116,502	\$1,022,616	\$92,485	-\$573,751	\$149,047	\$886,020	\$637,309	\$1,153,059	\$2,333,414	
Cumulative Renewal Gap (Drainage)	-\$3,084,711	-\$4,399,465	-\$4,926,036	-\$5,589,296	-\$5,689,116	-\$5,875,366	-\$6,347,914	-\$6,906,627	-\$7,451,371	-\$8,182,012	
Cumulative Renewal Gap (Property)	\$4,938,488	\$10,606,054	\$18,628,699	\$26,198,185	\$34,426,494	\$43,830,827	\$53,537,616	\$64,071,524	\$65,852,456	\$77,600,561	
Cumulative Renewal Gap (Open Space)	\$702,954	\$1,184,272	\$1,470,140	\$1,706,779	\$1,795,444	\$2,092,422	\$2,224,038	\$2,291,649	\$2,916,655	\$3,660,489	

A2: Part A – All Infrastructure Assets

REPLACEMENT VALUE
\$1.9 B +

ASSET CLASSES

Bridges & Major Culverts: includes floodways

Buildings & Structures: building structure, roof, services, fitout and miscellaneous structures

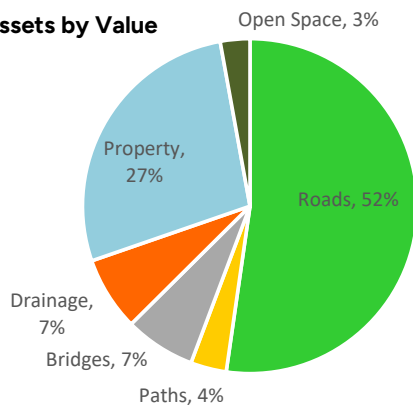
Drainage: pits, pipes, open drains

Open Space: playgrounds and structures within parks, reserves and streetscapes

Paths: concrete, sealed and unsealed paths

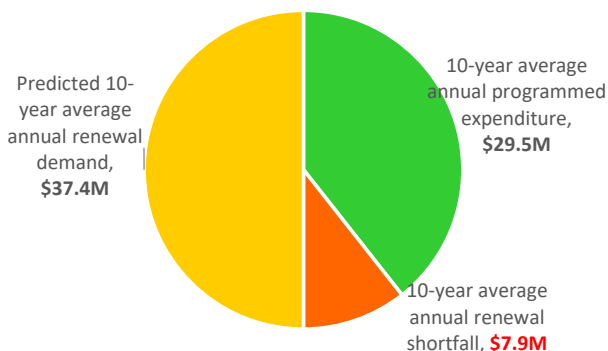
Roads: urban sealed, rural sealed & unsealed roads, kerb & channel, off-street car parks

Assets by Value

**10 YEAR AVERAGE ANNUAL RENEWAL DEMAND**

Proposed funding below demand (based on renewal model)

	Demand	Budget
Bridges	\$1.4M	1.1M
Property	\$15.9M	\$8.1M
Drainage	\$1.4M	\$2.2M
Open Space	\$1.8M	\$1.4M
Paths	\$1.6M	\$1.1M
Roads	\$15.3M	\$15.4M



Asset Plan 2025

AVERAGE AGE & ASSET LIFE

Bridges & major culverts	44 years / 99 years
Buildings & structures	27 years / 44 years
Drainage	38 years / 96 years
Open space	17 years / 35 years
Paths	19 years / 53 years
Roads:	
• Urban sealed	35 years / 79 years
• Rural sealed	37 years / 86 years
• Unsealed	43 years / 71 years
• Kerb & channel	30 years / 70 years

ASSET EXPENDITURE 2023/24

Renewal:	\$41,862,609
Upgrade/Expansion:	\$30,427,400
Operational/Maintenance:	\$56,498,882

NEW/UPGRADE WORKS

Average annual expenditure next 10 years: \$11.3 M

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: \$31.9M or 1.7%
 - Asset renewal: 2.2%
 - Asset Upgrade/Expansion/New: 1.6%
 - Renewal as % of consumption: 131.2%
 - Assets added as % of stock: 0.6%
 - Operating/Maintenance ratio: 2.9%
- *includes operational maintenance provision costs

IMPROVEMENT ACTIONS

- Condition data will continue to be reviewed for various asset classes to inform future asset planning.
- Determine levels of service which will identify assets below or exceeding service hierarchy requirements, from which asset upgrade and rationalisation programs can be developed
- Significant increases in valuations resulting from revaluations post the COVID period. This is driving the apparent renewal shortfall. It will be continually monitored to understand if shortfall is sustained over the longer term.

SUMMARY

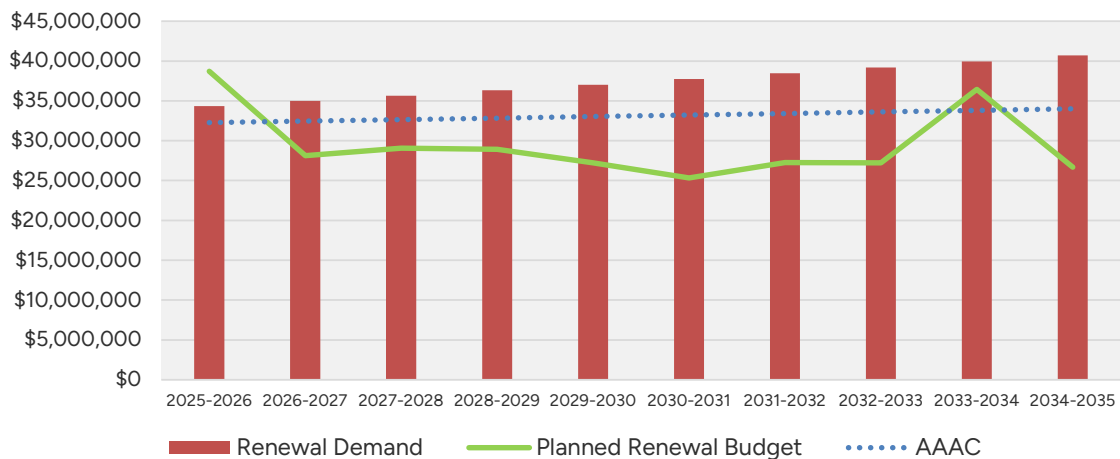
- Road assets make up over half the total asset replacement value.
- Condition data will continue to be reviewed for various asset classes to inform future asset planning.
- Additional funding has been allocated to Drainage assets as we unlock land for new development.

Page | 35

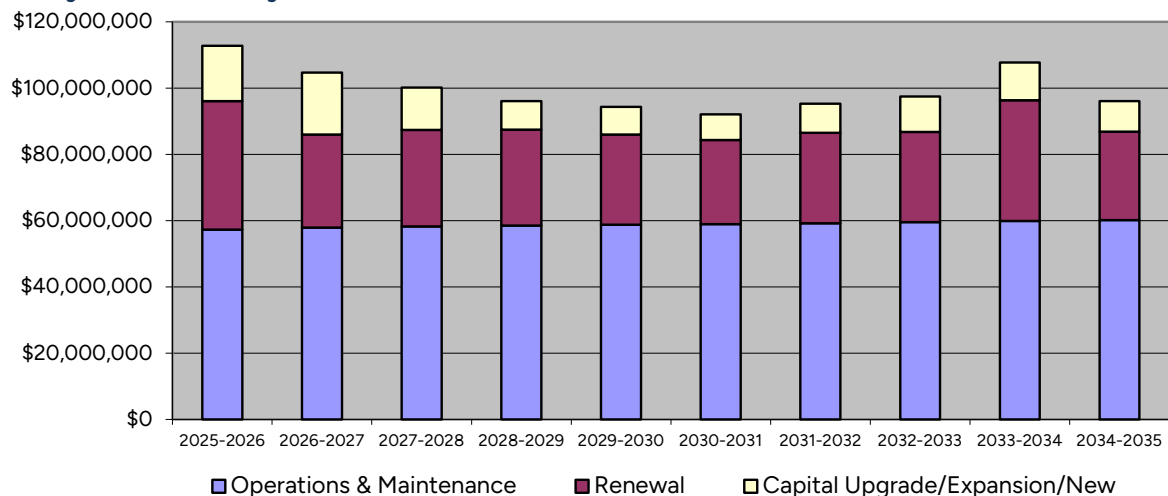
10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	\$34,343,955	\$38,711,036	\$4,367,081	\$4,367,081
2026-2027	\$34,994,912	\$28,114,000	\$6,880,912	\$2,513,832
2027-2028	\$35,659,433	\$29,080,000	\$6,579,433	\$9,093,264
2028-2029	\$36,337,819	\$28,923,000	\$7,414,819	\$16,508,083
2029-2030	\$37,030,380	\$27,218,000	\$9,812,380	\$26,320,463
2030-2031	\$37,737,435	\$25,330,000	\$12,407,435	\$38,727,898
2031-2032	\$38,459,307	\$27,250,000	\$11,209,307	\$49,937,205
2032-2033	\$39,196,330	\$27,210,000	\$11,986,330	\$61,923,535
2033-2034	\$39,948,843	\$36,445,000	\$3,503,843	\$65,427,378
2034-2035	\$40,717,194	\$26,665,000	\$14,052,194	\$79,479,571
10 Year Total	\$333,708,414	\$268,281,036	\$79,479,571	\$79,479,571
Annual Average	\$37,442,561	\$29,494,604	\$7,947,957	

Renewal Demand vs Planned Renewal Expenditure - All Assets



Lifecycle Summary



A3: Part B – Roads

Asset condition ongoingly assessed.
Valuation completed in the 2023/24 financial year

ASSET CATEGORIES

Sealed roads: urban and rural roads with a bitumen surface, typically spray seal or asphalt

Unsealed roads: usually rural roads formed and surfaced using local granular and blended materials

Kerb & channel: constructed along the edge of sealed road, usually in urban areas, to drain road surface water run-off into the underground piped drainage network

Rural road drainage: includes table drains and minor culverts

Verge: traffic control devices and signage

Car parks: both on and off-street parking areas

Urban sealed roads	210 km
Rural sealed roads	1,334 km
Unsealed roads	1,533 km
Kerb & channel	408 km

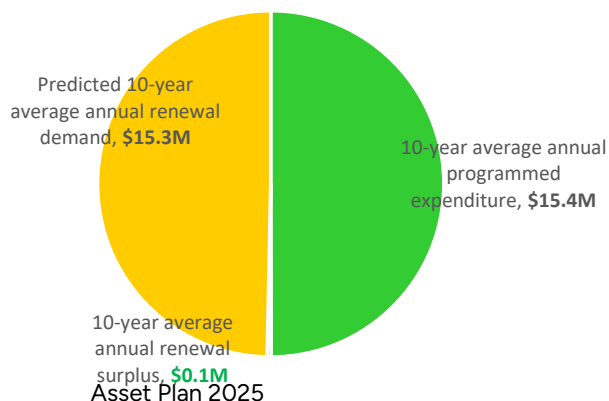
NEW/UPGRADE WORKS

Current programs are:

- Roads & Street Construction Plan - Schemes
- Road widening projects
- Intersection upgrades
- Average annual new/upgrade expenditure next 10 years: \$2.25 M

10 YEAR RENEWAL

- Reseal & gravel road resheet program
- Pavement reconstruction program
- Kerb & channel renewal program



REPLACEMENT VALUE

\$1B +

(27% increase from 2019/2020)

52.3% of total \$1.9 B

ASSET LIFE

Pavement

Sealed road: 100 years

Unsealed road Local A & Above: 15 years

Unsealed road Local B & C: 20 years

Wearing surface: seal 15 / asphalt 30 years

Kerb & channel: 70 years

Rural road drainage & verge: 100 years

EXPENDITURE 2023/2024

Renewal:	\$17,005,052
Upgrade/Expansion:	\$2,270,628
Operational/Maintenance:	\$17,120,152

Type	Condition 2024
Urban Sealed	As New 23% / Very Good 70% / Fair 7% / Poor 0%
Rural Sealed	As New 3% / Very Good 75% / Fair 21% / Poor 1%
Unsealed	As New 0% / Very Good 43% / Fair 52% / Poor 5%
Kerb	As per urban sealed roads

FINANCIAL INDICATORS 2022/23

- Average Annual Asset Consumption: \$13.7M or 1.4%
- Asset renewal: 1.7%
- Asset Upgrade/Expansion/New: 0.2%
- Renewal as % of consumption: 123.8%
- Roads added as % of stock: 0.3%
- Operating/Maintenance lifecycle cost ratio: 1.7%

IMPROVEMENT ACTIONS

- Improve collection of condition and maintenance cost data through implementation of new asset management system and mobile devices for field staff.
- Review condition intervention levels at which road assets are renewed.
- Determine levels of service which will identify roads below service requirements, from which asset upgrade programs can be developed.

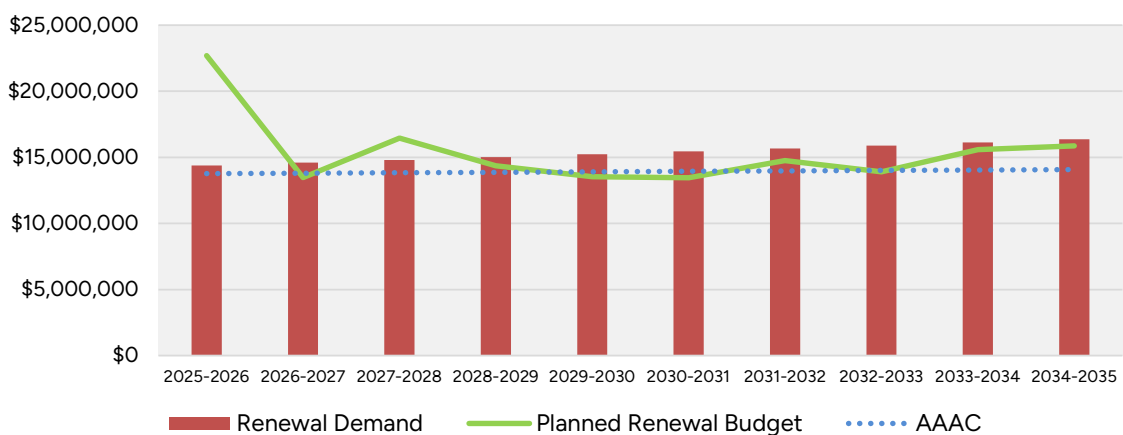
SUMMARY

- Roads to Recovery Program funding increases are a key component to managing renewal programmed expenditure.
- Road assets are of a high overall value.
- Urban and rural sealed roads are in good condition.
- The majority of unsealed roads are in fair condition.

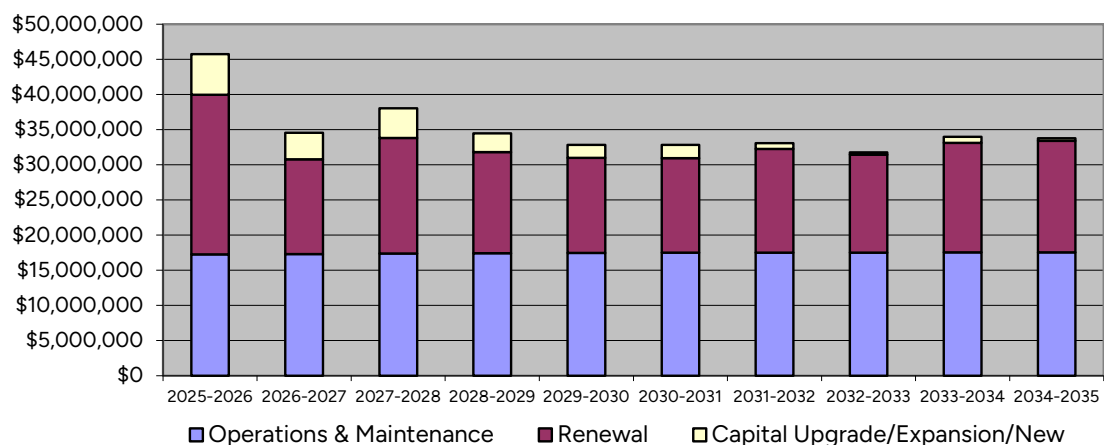
10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	\$14,388,455	\$22,693,585	\$8,305,130	\$8,305,130
2026-2027	\$14,594,465	\$13,460,000	\$1,134,465	\$7,170,665
2027-2028	\$14,803,523	\$16,445,000	\$1,641,477	\$8,812,141
2028-2029	\$15,015,675	\$14,360,000	\$655,675	\$8,156,467
2029-2030	\$15,230,967	\$13,530,000	\$1,700,967	\$6,455,500
2030-2031	\$15,449,448	\$13,455,000	\$1,994,448	\$4,461,051
2031-2032	\$15,671,167	\$14,755,000	\$916,167	\$3,544,885
2032-2033	\$15,896,172	\$13,910,000	\$1,986,172	\$1,558,712
2033-2034	\$16,124,515	\$15,585,000	\$539,515	\$1,019,197
2034-2035	\$16,356,245	\$15,860,000	\$496,245	\$522,952
10 Year Total	\$153,530,633	\$154,053,585	\$522,952	\$522,952
Annual Average	\$15,353,063	\$15,405,359	\$52,295	

Roads - Renewal Demand vs Planned Renewal Expenditure



Lifecycle Summary



A4: Part C – Paths

Asset condition ongoingly assessed.
Valuation completed in the 2023/24 financial year.

**Approx.
361 km
687,690 m²**

**REPLACEMENT
VALUE
\$66.7 M**

(49% increase from 2019/2020)

3.5% of total \$1.9 B

ASSET CATEGORIES

Footpath: A path used primarily for pedestrian use. A shared path is used for both pedestrian and cyclist use.

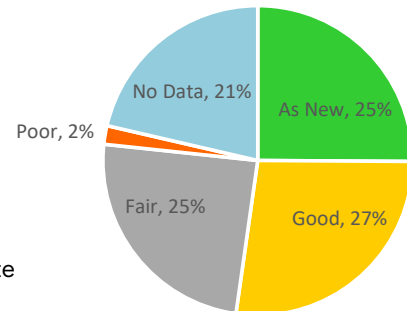


ASSET LIFE

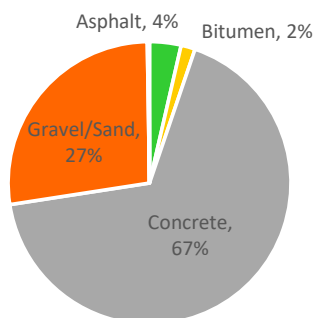
Asphalt 15 years
Spray seal 15 years
Concrete 60 years
Gravel 10 years
Paved 60 years

Defect inspections: concrete paths only as per RMP

Path Condition



Path Surfaces



EXPENDITURE 2023/24

Renewal:	\$1,613,622
Upgrade/Expansion:	\$2,731,950
Operational/Maintenance:	\$1,049,168

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: \$1.25M or 1.9%
- Asset renewal: 2.4%
- Asset Upgrade/Expansion/New: 4.1%
- Renewal as % of consumption: 129.4%
- Paths added as % of stock: 0.8%
- Operating/Maintenance ratio: 1.57%

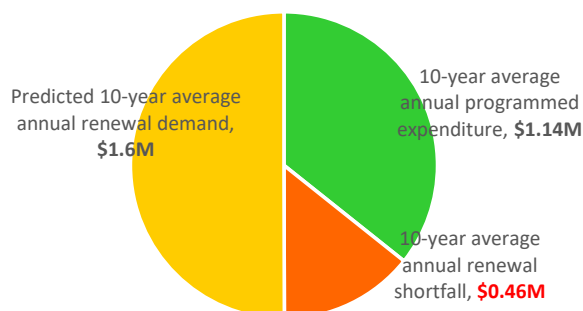
NEW/UPGRADE WORKS

Current programs are:

- Roads & Street Construction Schemes
- Network connections program
- Urban Paths Plan
- Average annual expenditure next 10 years: \$1M

10 YEAR RENEWAL

Prioritising extending our path network has resulted in a renewal shortfall.



Asset Plan 2025

IMPROVEMENT ACTIONS

- Review and enhance condition and defect assessment programs for gravel paths
- Review condition intervention levels at which path assets are renewed
- Determine levels of service which will identify paths below or exceeding service hierarchy requirements, from which asset upgrade and rationalisation programs can be developed
- Use condition information to support reviews of forward capital works programs

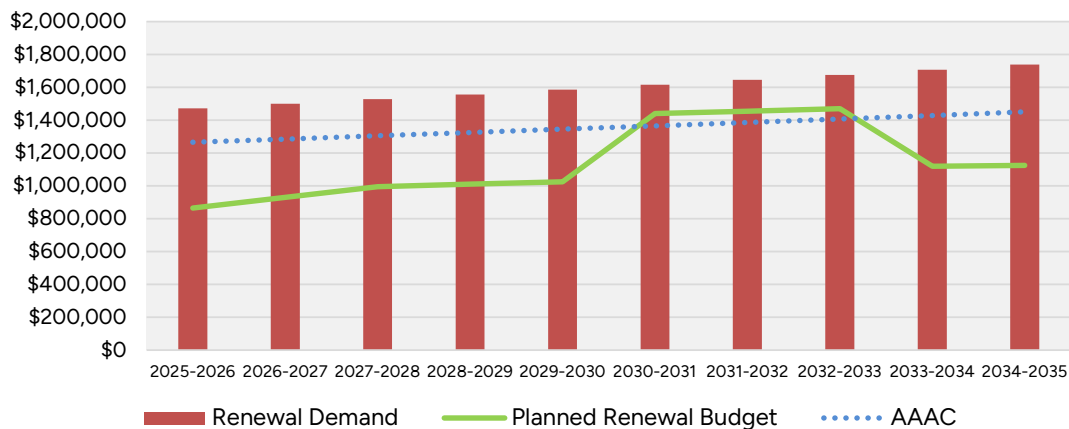
SUMMARY

- Path assets make up 3.5% of overall asset value.
- Paths are predominately of concrete construction
- The majority of paths are in good condition
- Proposed renewal funding is below demand
- Condition and defect inspections are completed on an as needed basis.

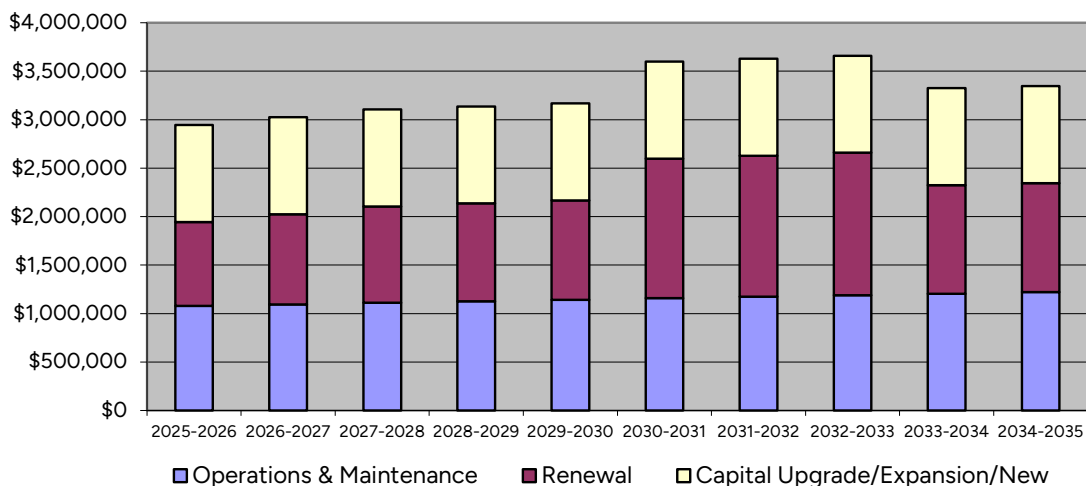
10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	\$1,445,298	\$865,000	\$607,309	\$607,309
2026-2027	\$1,499,824	\$930,000	\$569,824	\$1,177,133
2027-2028	\$1,527,854	\$995,000	\$532,854	\$1,709,987
2028-2029	\$1,556,408	\$1,010,000	\$546,408	\$2,256,396
2029-2030	\$1,585,496	\$1,025,000	\$560,496	\$2,816,892
2030-2031	\$1,615,127	\$1,440,000	\$175,127	\$2,992,019
2031-2032	\$1,645,312	\$1,455,000	\$190,312	\$3,182,331
2032-2033	\$1,676,061	\$1,470,000	\$206,061	\$3,388,392
2033-2034	\$1,707,385	\$1,120,000	\$587,385	\$3,975,776
2034-2035	\$1,739,294	\$1,125,000	\$614,294	\$4,590,070
10 Year Total	\$15,998,059	\$11,435,000	\$4,590,070	\$4,590,070
Annual Average	\$1,602,507	\$1,143,500	\$459,007	

Footpaths - Renewal Demand vs Planned Renewal Expenditure



Lifecycle Summary



A5: Part D – Bridges & Major Culverts

Valuation completed in the 2022/23 financial year.

488 structures

+ 2 VicRoads structures with maintenance agreements

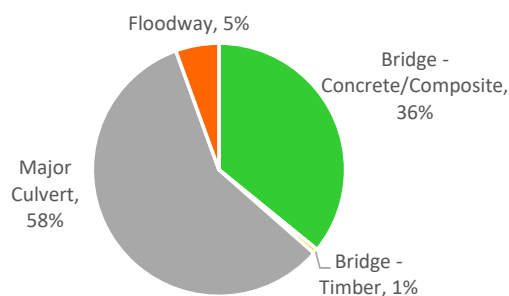
ASSET CATEGORIES

Bridge: a structure on, over or under a road that has a single span or diameter of 1.8 m or greater and includes all structural components (abutments, retaining walls, traffic safety barriers etc.) and associated pathways within the limits of the structure.

Major Culvert: drainage structure beneath the road which has a structural floor or base as well as a structural deck or roof. Has a waterway area of 1 m² or greater.

Floodway: a trafficable watercourse crossing over a shallow depression which is subject to flooding.

Assets by Quantity



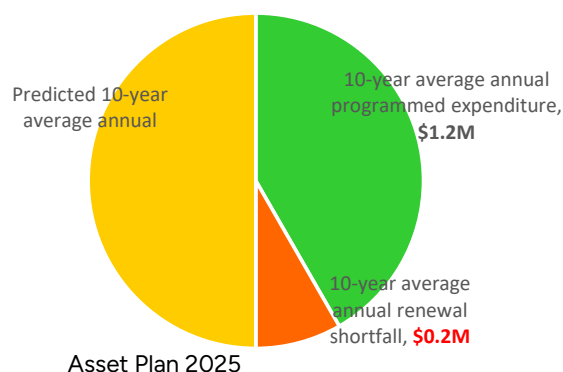
NEW/UPGRADE WORKS

Current programs are:

- Safety barrier renewal & end post protection
 - Major culvert replacement program
- Average annual new/upgrade expenditure next 10 years: \$447k

10 YEAR RENEWAL

Proposed funding slightly below demand



REPLACEMENT VALUE

\$131.5 M

(19% increase from 2019/2020)

6.8% of total \$1.9 B

ASSET LIFE

Asset Life / Average Age

Bridge – Concrete	100 years / 34 years
Bridge – Timber	60 years / 64 years (3 assets)
Bridge - Composite	60 years / 5 years (4 assets)
Major Culvert	100 years / 50 years
Floodway	100 years / 51 years

CONDITION & DEFECTS

Programmed condition assessments are not performed for bridge assets

Defect inspections are performed in line with Road Management Plan

EXPENDITURE 2023/24

Renewal:	\$1,001,288
Upgrade/Expansion:	\$4,444,215
Operational/Maintenance:	\$1,151,749

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: \$1.32M or 1.0%
- Asset renewal: 0.8%
- Asset Upgrade/Expansion/New: 3.4%
- Renewal as % of consumption: 76%
- Assets added as % of stock: 0.4%
- Operating/Maintenance ratio: 0.9%

IMPROVEMENT ACTIONS

- Review and enhance condition assessment processes if required
- Review condition intervention levels at which assets are renewed
- Use enhanced condition information to support reviews of forward capital works programs

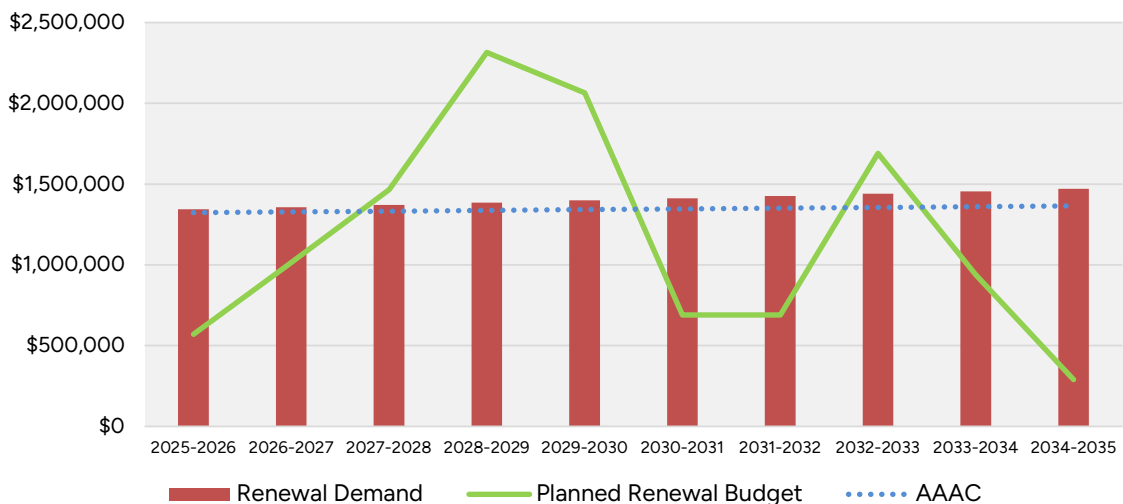
SUMMARY

- Bridges are predominately of concrete construction and have a 100 year life.
- Condition and defect assessment processes for bridges will be reviewed and enhanced if required

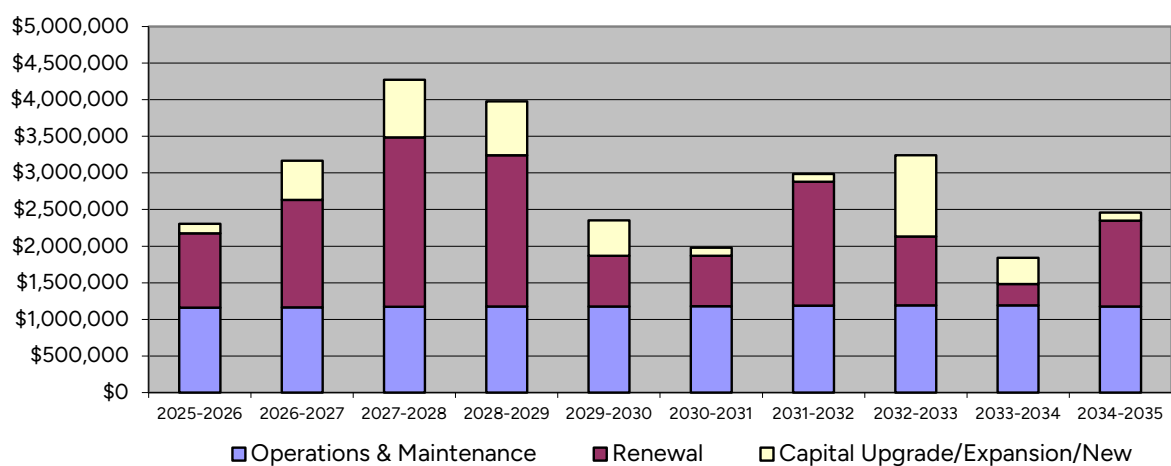
10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	\$1,330,658	\$570,000	\$774,009	\$774,009
2026-2027	\$1,344,009	\$1,015,000	\$342,493	\$1,116,502
2027-2028	\$1,371,113	\$1,465,000	\$93,887	\$1,022,616
2028-2029	\$1,384,870	\$2,315,000	\$930,130	\$92,485
2029-2030	\$1,398,764	\$2,065,000	\$666,236	\$573,751
2030-2031	\$1,412,798	\$690,000	\$722,798	\$149,047
2031-2032	\$1,426,972	\$690,000	\$736,972	\$886,020
2032-2033	\$1,441,289	\$1,690,000	\$248,711	\$637,309
2033-2034	\$1,455,750	\$940,000	\$515,750	\$1,153,059
2034-2035	\$1,470,355	\$290,000	\$1,180,355	\$2,333,414
10 Year Total	\$14,036,579	\$11,730,000	\$2,333,414	\$2,333,414
Annual Average	\$1,406,341	\$1,173,000	\$233,341	

Bridges - Renewal Demand vs Planned Renewal Expenditure



Lifecycle Summary



A6: Part E – Drainage

Asset valuation completed in the 2022/23 financial year.

ASSET CATEGORIES

Drainage assets include the below ground structures that form part of the urban stormwater system. It excludes box drains and minor culverts that are outside of the urban system (these fall under the Roads asset class).

Pits

Pipes

Open Drains: earthen and concrete lined channels

Retention Basins

Gross Pollutant Traps

Pump Wells

Other: drainage structures such as box drains and flood gates

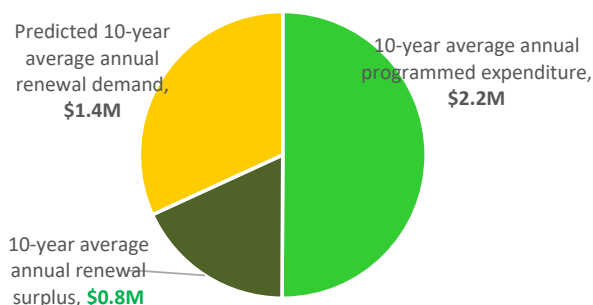
Pits	9,586
Pipes	274 km
Open Drains	29 km

NEW/UPGRADE WORKS

- Current programs are:
- Targeted outfall renewal/upgrade as determined by condition assessments
- Average annual expenditure next 10 years: \$1.5M

10 YEAR RENEWAL

- Minor drainage networks
- Major drainage development
- Street reconstruction
- Streetscape renewal
- Proposed funding above demand



REPLACEMENT VALUE

\$137.6 M +

(40% increase from 2019/2020)

7.1% of total \$1.9 B

ASSET LIFE

Pits & pipes: 100 years
 Concrete open drain – 100 years
 Box drains: 100 years
 Pump well: 20 years
 Earthen open drain – indefinite
 Retention basin – indefinite

EXPENDITURE 2023/24

Renewal:	\$851,409
Upgrade/Expansion:	\$233,808
Operational/Maintenance:	\$1,926,253

CONDITION

Programmed condition assessments are currently performed for drainage assets. This program will be expanded over the next 10 years.

Defect inspections are performed as required.

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: \$1.3 M or 1.0%
- Asset renewal: 0.6%
- Asset Upgrade/Expansion/New: 0.2%
- Renewal as % of consumption: 63.8%
- Drainage added as % of stock: 0.7%
- Operating/Maintenance ratio: 1.4%

IMPROVEMENT ACTIONS

- Continue condition assessment program to incrementally target trunk drainage and document the assessment methodology,
- Based on condition data, refine the 10-year capital program for specific renewal and/or upgrade works to be undertaken on the drainage network.

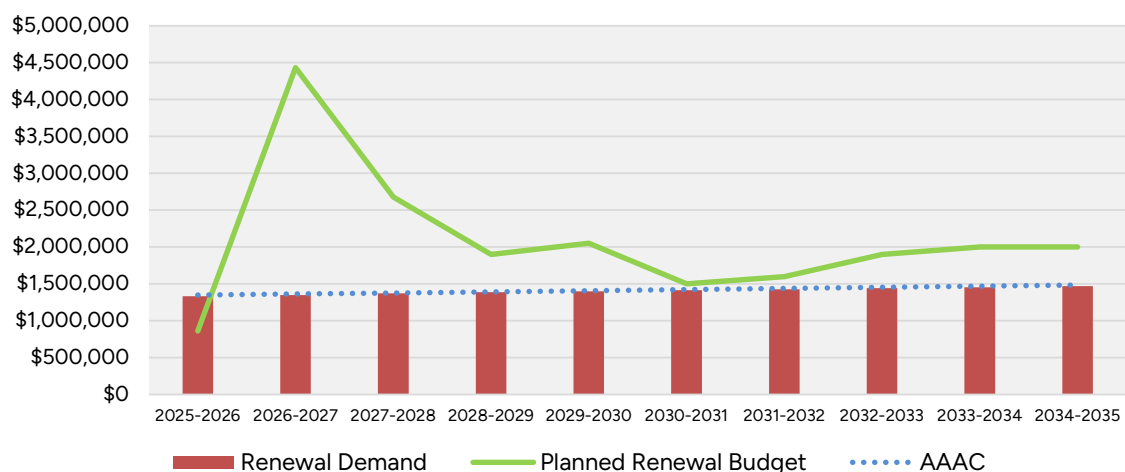
SUMMARY

- Drainage assets are of a moderate overall value.
- Additional funding has been allocated as we unlock land for new development.
- Proposed renewal funding meets demand.
- Asset condition will continue to be reviewed.

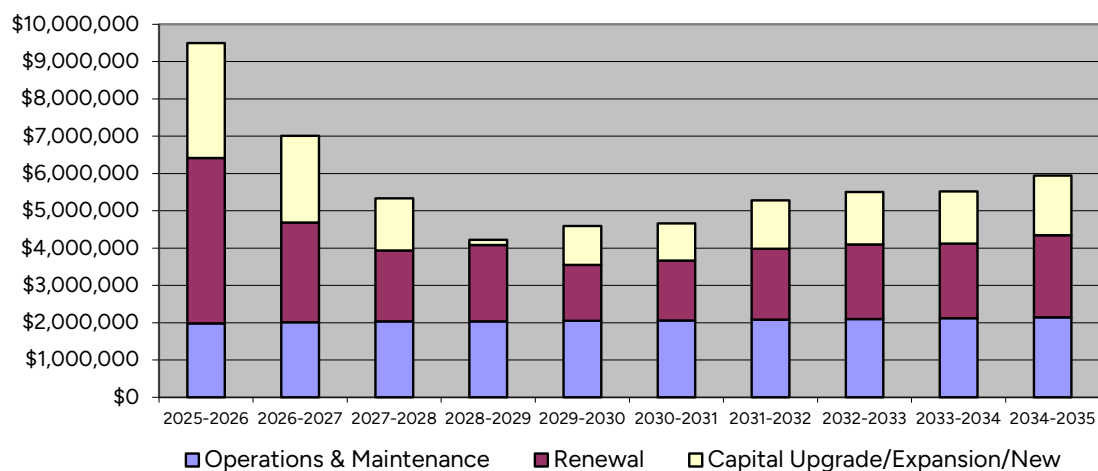
10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	\$1,334,258	\$861,500	\$3,084,711	\$3,084,711
2026-2027	\$1,347,189	\$2,675,000	\$1,314,754	\$4,399,465
2027-2028	\$1,373,429	\$1,900,000	\$526,571	\$4,926,036
2028-2029	\$1,386,740	\$2,050,000	\$663,260	\$5,589,296
2029-2030	\$1,400,180	\$1,500,000	\$99,820	\$5,689,116
2030-2031	\$1,413,750	\$1,600,000	\$186,250	\$5,875,366
2031-2032	\$1,427,452	\$1,900,000	\$472,548	\$6,347,914
2032-2033	\$1,441,287	\$2,000,000	\$558,713	\$6,906,627
2033-2034	\$1,455,256	\$2,000,000	\$544,744	\$7,451,371
2034-2035	\$1,469,360	\$2,200,000	\$730,640	\$8,182,012
10 Year Total	\$14,048,900	\$18,686,500	\$8,182,012	\$8,182,012
Annual Average	\$1,404,890	\$2,225,690	\$818,201	

Drainage - Renewal Demand vs Planned Renewal Expenditure



Lifecycle Summary



A7: Part F – Property

Asset condition and valuation completed in the 2022/23 financial year.

ASSET TYPES

Buildings: permanent structures with the following components: structure, roof, services and fit out

Structures: miscellaneous structures such as fencing, lighting, bores, sports courts, marine structures

FACILITY CATEGORIES

Commercial: aerodromes, caravan parks, rental properties (shops and residential), tourist information centres

Community & Cultural: public halls, museums, libraries, art galleries, theatres, multipurpose community centres

Human Services: kindergartens, senior citizens centres, neighbourhood houses, infant health centres

Municipal Operational: civic offices, depots, waste management facilities

Sport & Recreation: boating facilities, swimming pools, stadiums, recreation

NEW/UPGRADE WORKS

Since 2019/2020 Community Facility condition assessment has improved for all asset types. With the most significant being:

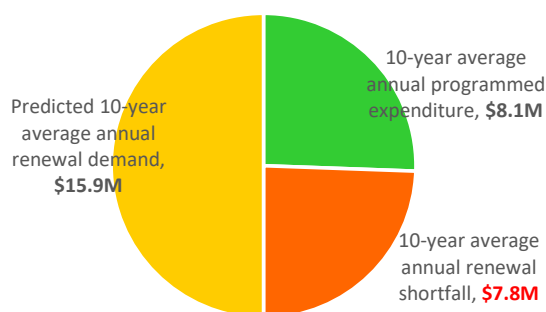
- Carparks: 67% to 87% good
- Community 51% to 73% good

Current programs are:

- Sporting Infrastructure Plan
- Community Infrastructure Plan
- Early Years Infrastructure Plan
- Recreational Boating Facilities Plan

10 YEAR RENEWAL

- Community Facilities Renewal Program
- Early Years Facilities Renewal Program



Asset Plan 2025

REPLACEMENT VALUE

\$528.6 M +

(117% increase from 2019/2020)

27.4% of total \$1.9 B

ASSET LIFE

Average age / Average life

Aerodromes:	37 years / 42 years
Car Parks:	22 years / 61 years
Community:	31 years / 34 years
Other:	25 years / 37 years
Waste Management:	17 years / 36 years

EXPENDITURE 2023/2024

Renewal:	\$14,917,164
Upgrade/Expansion:	\$16,172,961
Operational/Maintenance:	\$27,695,292

Type	Condition 2024
Aerodromes	Good 38% / Fair 53% / Poor 10%
Car Parks	Good 87% / Fair 0% / Poor 2%
Community	Good 73% / Fair 21% / Poor 5%
Other	Good 63% / Fair 31% / Poor 7%
Waste Facilities	Good 57% / Fair 41% / Poor 2%

FINANCIAL INDICATORS 2023/24

- Average Annual Asset Consumption: \$12.8M or 2.4%
 - Asset renewal: 2.8%
 - Asset Upgrade/Expansion/New: 3.1%
 - Renewal as % of consumption: 117%
 - Assets added as % of stock: 0.8%
 - Operating/Maintenance ratio: 5.2%
- *includes operational maintenance provision costs

IMPROVEMENT ACTIONS

- Confirm facility hierarchy and levels of service to identify assets below or exceeding service requirements, from which asset upgrade and rationalisation programs can be developed.
- Utilisation of community facilities to be considered when planning and investing in upgrades and renewals.
- Significant increases in valuations resulting from revaluations post the COVID period. This is driving the apparent renewal shortfall. It will be continually monitored to understand if shortfall is sustained over the longer term.
- Review a 10-year maintenance program from defect audits.
- Master Plans (airports / caravan parks). Aerodrome operational assets are in good condition. Non-operational assets are subject to private development ie. Old Tafe Site.
- Waste infrastructure plan being developed.

SUMMARY

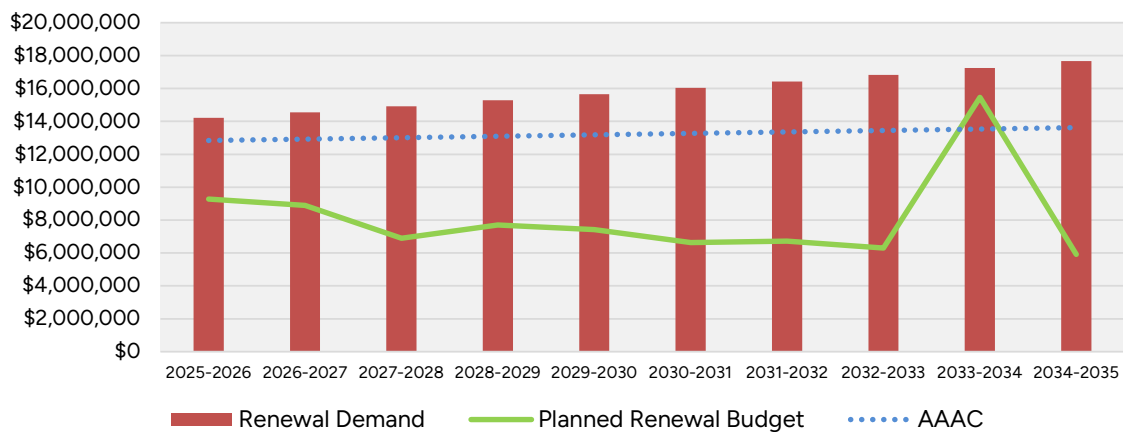
- Property assets are of a significant overall value
- Proposed renewal funding below predicted recommendation due to recent higher valuations.

Page | 45

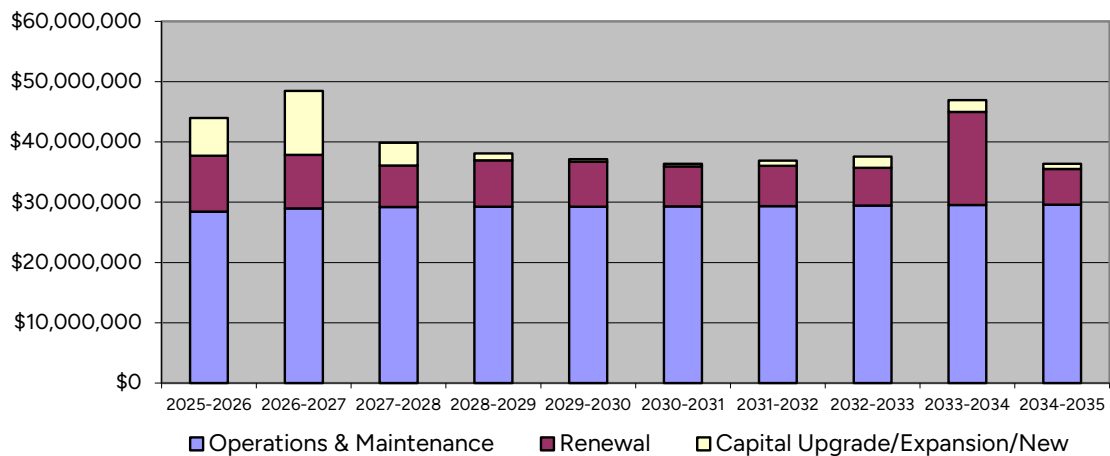
10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	\$14,209,039	\$9,270,551	\$4,938,488	\$4,938,488
2026-2027	\$14,556,566	\$8,889,000	\$5,667,566	\$10,606,054
2027-2028	\$14,912,645	\$6,890,000	\$8,022,645	\$18,628,699
2028-2029	\$15,277,486	\$7,708,000	\$7,569,486	\$26,198,185
2029-2030	\$15,651,308	\$7,423,000	\$8,228,308	\$34,426,494
2030-2031	\$16,034,333	\$6,630,000	\$9,404,333	\$43,830,827
2031-2032	\$16,426,789	\$6,720,000	\$9,706,789	\$53,537,616
2032-2033	\$16,828,908	\$6,295,000	\$10,533,908	\$64,071,524
2033-2034	\$17,240,932	\$15,460,000	\$1,780,932	\$65,852,456
2034-2035	\$17,663,105	\$5,915,000	\$11,748,105	\$77,600,561
10 Year Total	\$158,801,112	\$81,200,551	\$77,600,561	\$77,600,561
Annual Average	\$15,880,111	\$8,120,055	\$7,760,056	

Renewal Demand vs Planned Renewal Expenditure



Lifecycle Summary



A8: Part G – Open Space

Asset condition and valuation completed in the 2022/23 financial year.

ASSET CATEGORIES

Playgrounds: public areas containing play equipment, includes skate parks and BMX tracks

Sports Grounds: located in Sale and Wurruk

Irrigation: located in streetscapes, parks and sport grounds

Parks & Reserves: open space for passive recreation, including ornamental gardens, open space corridors and native landscapes.

Streetscapes: The visual elements of a street, including street furniture, trees and open spaces, that combine to form the street's character, appearance, identity, and functionality

Note: trees, landscaping, network assets (litter bins, bollards, outdoor furniture) are expensed and not listed on the asset register for the purposes of asset renewal

Asset	No.
Playgrounds, Skate, Pump Tracks	91
Reserves – Level 1 & 2	36
Reserves – Level 3 & 4	141
Reserves – Level 5	91

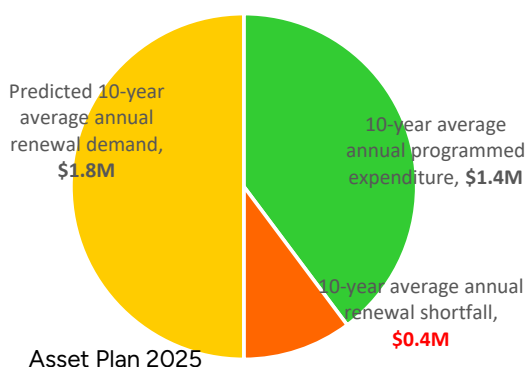
NEW/UPGRADE WORKS

Current programs are:

- Parks & reserves upgrade program
- Refer to Public Open Space Plan
- Average annual expenditure next 10 years: \$3.3M

10 YEAR RENEWAL

- Playground renewal program
- Streetscape renewal program
- Parks shelter renewal program



REPLACEMENT VALUE

\$55.1 M +

(112% increase from 2019/2020)

2.9% of \$1.9B Total Assets

ASSET LIFE

Average age 18 years; Average life 34 years

Average Age / Average Useful Life

Playground:	13 / 22 years
Shelter:	16 / 30 years
BBQ:	12 / 15 years
Basketball Court	8 / 20 years
Irrigation system:	13 / 20 years
Lighting:	13 / 20 years

EXPENDITURE 2023/2024

Excludes trees, landscaping & network assets

Renewal:	\$6,474,072
Upgrade/Expansion:	\$4,573,838
Operational/Maintenance:	\$7,556,268

Type	Condition 2024
Playgrounds	Good 98% / Fair 2% / Poor 0%
BBQs & Shelters	Good 91% / Fair 8% / Poor 1%
Irrigation	Good 100% / Fair 0% / Poor 0%
Other Park/Streetscape	Good 92% / Fair 7% / Poor 2%

FINANCIAL INDICATORS 2023/2024

- Average Annual Asset Consumption: \$1.5M or 2.7%
- Asset renewal: 11.8%
- Asset Upgrade/Expansion/New: 3.0%
- Renewal as % of consumption: 429.2%
- Assets added as % of stock: 0.2%
- Operating/Maintenance ratio: 13.7%

IMPROVEMENT ACTIONS

- Park hierarchy to be reviewed and reassigned to each open space asset in the Asset Management System.
- Significant increases in valuations resulting from revaluations post the COVID period. This is driving the apparent renewal shortfall. It will be continually monitored to understand if shortfall is sustained over the longer term.
- Review condition intervention levels and expected useful life at which open space assets are renewed.

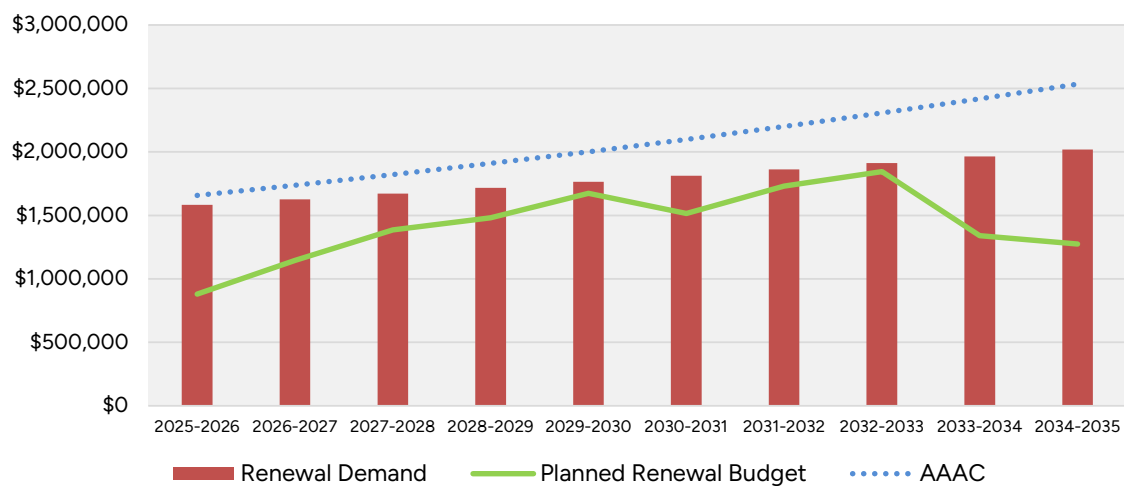
SUMMARY

- Open space assets are in very good condition and indicates that short term renewal is not required.
- Open space assets tend to have a short life.
- Proposed renewal funding is below demand as expected due to current condition and current average asset life.

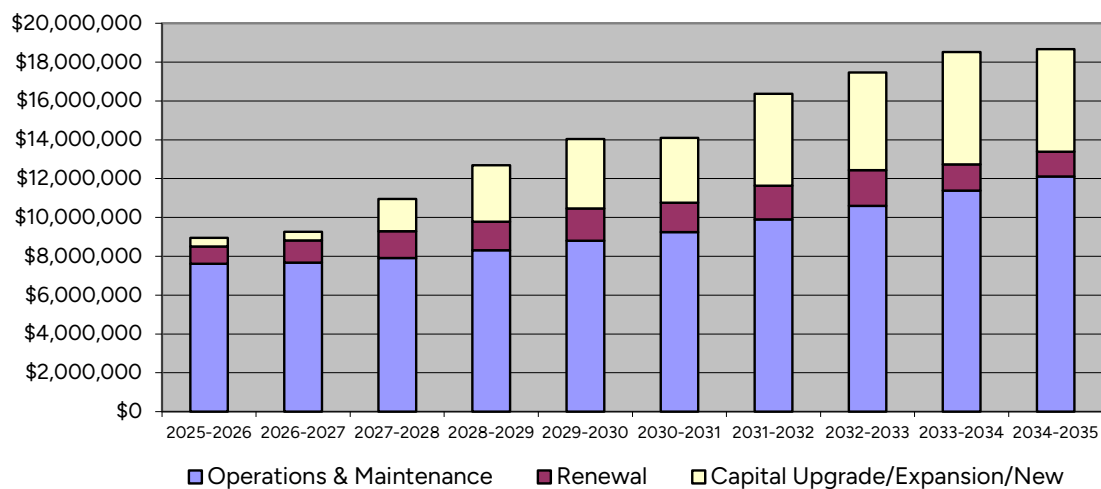
10 Year Renewal Plan

Year	Required renewals	Planned renewal budget	Renewal funding shortfall/surplus	Cumulative funding shortfall/surplus
2025-2026	\$1,582,954	\$880,000	\$702,954	\$702,954
2026-2027	\$1,626,317	\$1,145,000	\$481,317	\$1,184,272
2027-2028	\$1,670,868	\$1,385,000	\$285,868	\$1,470,140
2028-2029	\$1,716,640	\$1,480,000	\$236,640	\$1,706,779
2029-2030	\$1,763,665	\$1,675,000	\$88,665	\$1,795,444
2030-2031	\$1,811,978	\$1,515,000	\$296,978	\$2,092,422
2031-2032	\$1,861,615	\$1,730,000	\$131,615	\$2,224,038
2032-2033	\$1,912,612	\$1,845,000	\$67,612	\$2,291,649
2033-2034	\$1,965,005	\$1,340,000	\$625,005	\$2,916,655
2034-2035	\$2,018,834	\$1,275,000	\$743,834	\$3,660,489
10 Year Total	\$17,930,489	\$14,270,000	\$3,660,489	\$3,660,489
Annual Average	\$1,793,049	\$1,427,000	\$366,049	

Open Space - Renewal Demand vs Planned Renewal Expenditure



Lifecycle Summary





Sale Service Centre

18 Desailly Street, Sale Victoria 3850
Telephone 1300 366 244

Yarram Service Centre

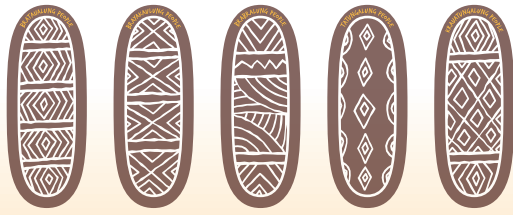
156 Grant Street, Yarram Victoria 3971
Telephone 03 5182 5100

www.wellington.vic.gov.au
enquiries@wellington.vic.gov.au



MUNICIPAL PUBLIC HEALTH & WELLBEING PLAN 2025-29





Acknowledgement of Country

Wellington Shire Council acknowledges our offices are located on the traditional lands of the Gunaikurnai nation. We pay our deep respects to their Elders past, present and future and acknowledge their ongoing cultural and spiritual connections to their land and waters.



Aunty Eileen Harrison

(born Australia 1948)

Gunaikurnai

Celebration of our Culture, 2018

Acrylic on canvas, 140 x 240cm

Collection Gippsland Art Gallery

Purchased with the assistance of the
Robert Salzer Foundation and the Friends
of the Gallery, 2025

© The artist

Contents

Acknowledgement of Country.....	2
1. Mayors Message	4
2. Our Councillors.....	5
3. About Live Well in Wellington.....	6
4. Council's Role.....	8
5. How LWIW was Developed.....	9
5.1 Municipal Scan.....	9
5.2 Policy and Legislative Considerations.....	9
5.3 Partner and Community Engagement.....	10
6. Guiding Principles	12
7. Roadmap.....	13
7.1 Cycle of Continuous Improvement.....	13
7.2 Monitoring for change	14
8. Priority Groups.....	15
8.1 Low socioeconomic/income.....	15
8.2 LGBTQIA+.....	15
8.3 People with a disability	16
8.4 Aboriginal and Torres Strait Islander People	16
8.5 Women and girls.....	16
8.6 Culturally and Racially Marginalised People (CARM).....	16
9. Health and Wellbeing Profile.....	18
10. Health and WellbeingPriorities	19
Priority 1: Safe and Respectful	20
Priority 2: Mental Health and Wellbeing	25
Priority 3: Healthy and Active	29
11. Key Definitions	33
12. References.....	35

1. Mayors Message

I'd like to introduce 'Live Well in Wellington', Wellington Shire Council's Municipal Public Health and Wellbeing Plan. This plan is responsible for our municipal-wide response to health and wellbeing. Put simply, it details how we will work with our partners to keep our community healthy and well.

Live Well in Wellington is more than just another plan, it is our shared commitment to equity, inclusion, safety, and collective action. It responds to some of the most difficult and distressing truths facing our community. Some we cannot continue to ignore.

Family violence is one of the biggest health and safety challenges in Wellington Shire. It affects one in five Victorian women and is the leading cause of preventable illness, injury, and death for women aged 15 to 44. It contributes to homelessness, mental illness, financial stress, and child protection concerns.

The statistics in Wellington continue to be deeply troubling. In 2024, there were 3,194 reported family violence incidents per 100,000 people - more than 14.2% higher than the year before and double the states occurrence at 1,503. While we take an equal approach to all the work we do, women are affected by family violence at three times the rate of men, and First Nations women in our communities are experiencing harm at over five times the rate of the general female population.

This plan puts equity and prevention at its centre because the trauma of violence can shape every part of a person's life. But we know we can't fix these issues alone. Live Well in Wellington is part of a bigger picture, and one built in collective impact and partnerships with Wellington's Health and Wellbeing Coalition, a network of dedicated community and health organisations working every day to change the story.

Through Live Well in Wellington, we're also tackling broader health issues. In our Shire, only 4% of people eat enough vegetables, and nearly one in four adults (23.4%) don't do any moderate or vigorous physical activity each week placing us among the lowest-ranked councils in Victoria.

These figures are a warning sign for our health system. But we believe change is possible when local agencies and communities work together. This is something we all have a role in-we're in it together.

This plan was shaped by community voices through the Future Wellington project, and created alongside our committed partners, including Ramahyuck District Aboriginal Corporation, Victoria Police, Central Gippsland Health, Gippsland Women's Health, Quantum Support Services, GippSport, Yarram & District Health Service, and many others.

Together, we're determined to turn these statistics around and build a future where every person in Wellington can live a healthy, well and safe life with dignity.

I encourage you to keep reading through this plan, and in conjunction with the Council Plan 2025-29 as part of Future Wellington, where we are creating communities we can all be proud of.

Cr Scott Rossetti
Mayor

OUR COUNCILLORS



Cr Liz Foat
Central Ward



Cr Scott Rossetti
Central Ward



Cr Geoff Wells
Central Ward



Cr Catherine Bannerman
Coastal Ward



Cr Cindy Madeley
Coastal Ward



Cr Garry Stephens
Coastal Ward



Cr Edward Lowe
Northern Ward



Cr Carmel Ripper
Northern Ward



Cr John Tatterson
Northern Ward

3. About Live Well in Wellington

As required by the *Victorian Public Health and Wellbeing Act 2008*, Wellington Shire Council's Municipal Public Health and Wellbeing Plan, Live Well in Wellington (LWIW), outlines the health and wellbeing priorities for the Shire for the next four years from 2025-2029.

LWIW is a key strategic roadmap for Council to work in partnership with other health and community organisations to protect, promote and improve the health and wellbeing of our community.

LWIW recognises the critical role that Council plays in shaping the social, environmental, and economic factors that influence health, known as the [Social Determinants of Health](#) (SDH). This role includes leading the delivery of services and programs, funding health and wellbeing initiatives through the community grants program, partnering with others, and advocating on behalf of our community.

LWIW has been developed alongside the Wellington Shire Council Plan 2025-29 and recognises health and wellbeing as the foundation for every community member to live full and productive lives.

In accordance with the *Victorian Public Health and Wellbeing Act 2008*, LWIW considers the health priorities set out by the Victorian Public Health and Wellbeing Plan 2023-2027 and is guided by local evidence from Council's Municipal Scan, extensive partner and community engagement, and evaluation of previous plans.

Based on the evidence LWIW focuses on three key health and wellbeing priorities, as shown in Figure 1 below. These priorities were chosen for their potential to achieve the greatest impact on the health and wellbeing of the Wellington Shire community, while also aligning with the role of Council and ensuring effective collaboration for collective impact with local health and community organisation partners.

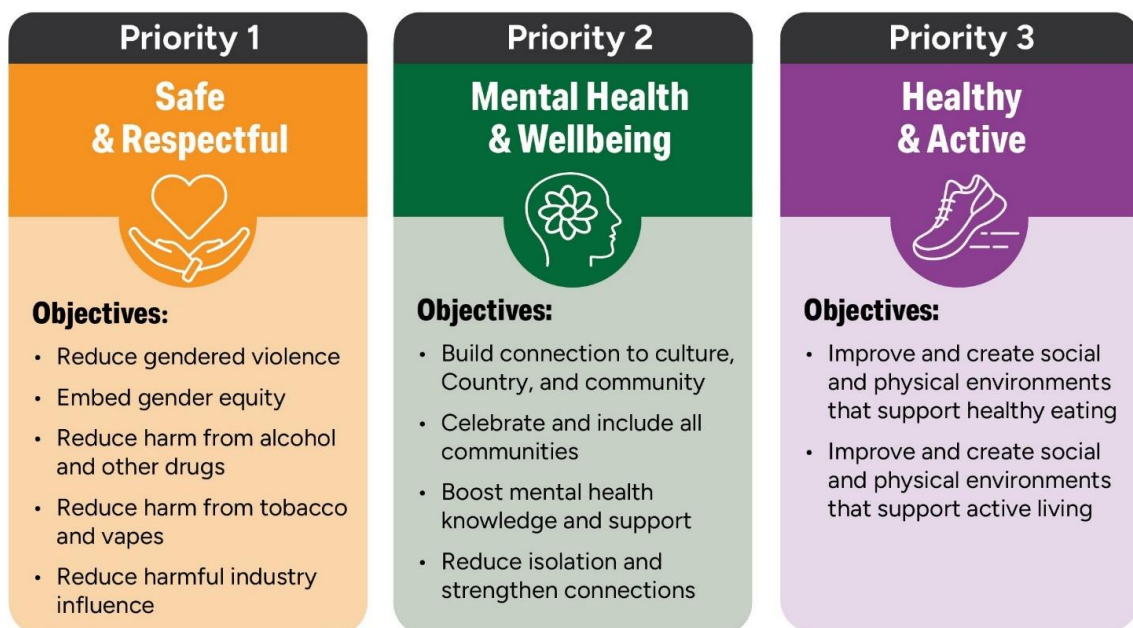


Figure 1 Health and Wellbeing Priorities

LWIW will be implemented through annual action plans and will be evaluated annually to track the progress made towards improving the health and wellbeing of the community.

While Council is committed to leading LWIW, we will work in partnership to ensure implementation has a greater impact. We will work together to respond to each priority area, addressing the social determinants of health to ensure that everyone in our community has the opportunity to live a healthier, more fulfilling life.

4. Council's Role

LWIW recognises that improving the health and wellbeing of the community is best achieved through a collective effort, where coordinated action delivers the most effective and sustainable outcomes for our population.

Recognising the importance of collective action, Council is committed to leading LWIW, while acknowledging there are many objectives where working in partnership or advocating to other levels of government will have a greater impact. In many cases, our partners, particularly those in the not-for-profit sector, are best placed to take the lead, given their on-the-ground knowledge, established relationships, and specialist expertise. We rely on these partners to lead and deliver much of the work that contributes to health and wellbeing across the municipality. Council's role is to support, enable, and work alongside these organisations to ensure coordinated, effective, and community-centred action.

Not every action will be Council-led, rather we aim to focus our efforts where we can collaborate, add the most value, use our resources effectively, and support outcomes that benefit the whole community. The roles Council may take include:

Lead	Council directly delivers programs, services, or initiatives where we have the resources, expertise, and responsibility to act.
Funder	Council provides financial support through a range of community grants programs. These grants help community groups, not-for-profit organisations, and local initiatives to deliver projects that promote health and wellbeing, foster inclusion, encourage participation, and strengthen community connections.
Partner	Council works collaboratively with other organisations, service providers, and community groups to achieve shared goals.
Advocate	Council uses its voice and networks to influence decision-makers and push for change on issues outside our direct control.

Figure 1 Council role LWIW

5. How LWIW was Developed

A robust evidence base has informed the development of LWIW. It comprised the three key activities shown in Figure 2:

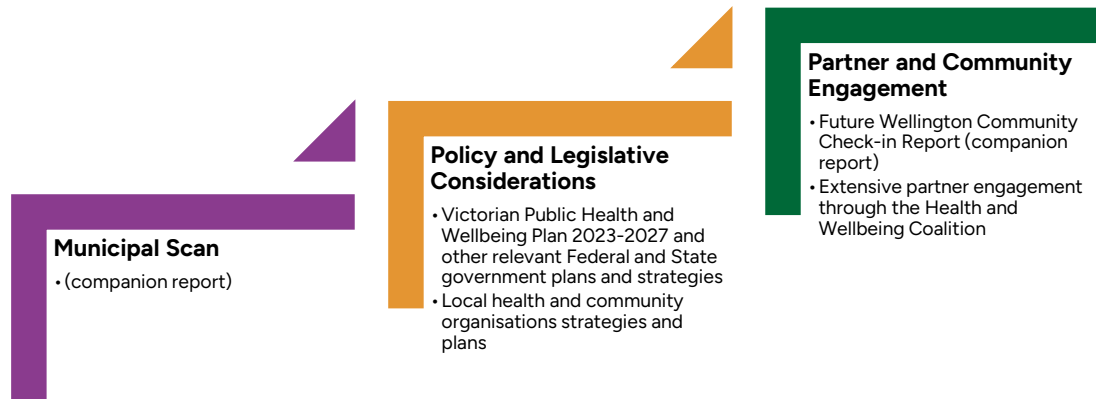


Figure 2 Evidence Base for Live Well In Wellington

5.1 Municipal Scan

In line with the requirements of the *Victorian Public Health and Wellbeing Act 2008*, LWIW is informed by a Municipal Scan that provides an understanding of the health and wellbeing status of our community and the causes that contribute to this status.

Drawing on Census data, the Victorian Population Health Survey, Victorian Health Indicators and other reputable sources, the Municipal Scan was undertaken to establish a strong evidence base. This comprehensive analysis formed the foundation for determining health and wellbeing planning priorities developed in consultation with the community and other partners and stakeholders.

The Municipal Scan is available via the Wellington Shire Council Website.

5.2 Policy and Legislative Considerations

The various policy and legislative frameworks outlined below have informed the development of LWIW to ensure a comprehensive approach to improving health and wellbeing outcomes for our community.

Council Plan 2025-29: a requirement under the *Local Government Act 2020* and is a key strategic document that describes the commitments Council makes to its community. The Council Plan sets the course for Council's work over the next four years and aligns with the Future Wellington 2041 Community Vision. It is built around four Strategic Objectives that shape Council's strategic direction for the next four years.

Climate Change Act 2017: aimed at addressing the impacts of climate change through [mitigation and adaptation](#) strategies. The Act emphasises the importance of integrating climate considerations into decision-making processes across various sectors, including health, transport, and energy. The Act mandates local government to include climate change in their Municipal Public Health and Wellbeing Plans.

Gender Equality Act 2020: aimed at promoting gender equality and addressing gender-based discrimination. The Act mandates public sector entities, universities, and local councils to develop and implement Gender Equality Action Plans, conduct gender impact assessments, and report on their progress towards gender equality goals.

Local Government Act 2020: governs the operations and responsibilities of local councils in Victoria. The Act aims to improve the transparency, accountability, and efficiency of local government operations. It outlines the roles and functions of councils, including their responsibilities in areas such as governance, community engagement, financial management, and service delivery.

National Aboriginal and Torres Strait Islander Health Plan 2021-3031: a national policy to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander people over the next 10 years.

Public Health and Wellbeing Act 2008: designed to protect and promote the health and wellbeing of the public. It outlines the responsibilities of various entities, including local councils, in addressing public health issues and ensuring the community's overall health.

The Victorian Closing the Gap Implementation Plan 2021-2023: outlines the actions Victoria is taking to achieve the objectives of the National Agreement on Closing the Gap. The plan was initially set for 2021-2023 but has been extended until June 2025 to allow for ongoing consultation with First Peoples stakeholders.

Victorian Public Health and Wellbeing Plan 2023-2027: a strategic framework to deliver on the vision of: A Victoria free of the avoidable burden of disease and injury, so that all Victorians can enjoy the highest attainable standards of health, wellbeing and participation at every age. The plan outlines key priorities and objectives to address public health challenges and promote a healthier Victoria.

Gippsland Population Health Strategy 2025-2029: designed to address the health and wellbeing needs of the community within the Gippsland Region Public Health Unit catchment area. The Strategy outlines the Gippsland prevention sectors collaborative actions towards the three top health priorities of: Reducing tobacco-related harm (including e-cigarettes), increasing active living and increasing healthy eating.

The Community Health - Health Promotion Guidelines 2025-2029: outlines the requirements for community health - health promotion funded agencies including a focus on three main areas: promoting healthy eating, encouraging active living, and reducing harm from tobacco and e-cigarettes. The program also considers the impact of climate change on health.

5.3 Partner and Community Engagement

Future Wellington Community Check-in

An extensive community engagement process was undertaken in 2024 to inform the review of Council's Community Vision and long-term plans. The feedback received through this process has shaped the direction and priorities within these plans, including the Municipal Public Health and Wellbeing Plan, *Live Well in Wellington*.

As part of the engagement, community members were asked to share the barriers that make it difficult to live a happy and healthy life. Key issues raised included the rising cost of living, limited

access to health services, concerns about safety, and the need for a more accessible and inclusive community.

They were also invited to provide feedback about the top four Victorian Population Health and Wellbeing Plan priorities considered to be most relevant to the Wellington Shire community. The results were as follows:

- 1. Improving wellbeing (mental health) - 68%**
- 2. Preventing all forms of violence - 67%**
- 3. Increasing active living - 60%**
- 4. Increasing healthy eating - 39%**

This feedback provided has informed the development of LWIW. The Future Wellington Community Check-in Findings Report can be found at [Future Wellington](#).

Wellington Health and Wellbeing Coalition – Partner Engagement

The Wellington Health and Wellbeing Coalition was formed to embed a partnership approach to ensure the effective collaboration for collective impact required to improve the health and wellbeing of the community. The Coalition participated in a series of three workshops in February 2025 to consider the evidence base to inform the three key health priorities and objectives that form the basis of LWIW. The Health and Wellbeing Coalition has a critical role to play over the next four years in guiding implementation of LWIW and taking collaborative action to promote and support the health and wellbeing for all.

Table 1 outlines the local health services and organisations that form the Wellington Health and Wellbeing Coalition:

Yarram & District Health Service	Gippsland Region Public Health Unit	Gippsland Women's Health
Neighbourhood Houses	Quantum Support Services	GippSport
Gippsland	Gippsland Centre Against Sexual Assault	Department of Families, Fairness and Housing
Ramahyuck	Gippsland Primary Health Network	
Central Gippsland Health		
Victoria Police		
Uniting		

Table 1 Wellington Health and Wellbeing Coalition

6. Guiding Principles

The following principles will guide the leadership and implementation of LWIW by supporting our commitment to working together towards our shared population health and wellbeing priorities. They align with the principles of the Wellington Health and Wellbeing Coalition, our health and organisation partners, and the legislative context.

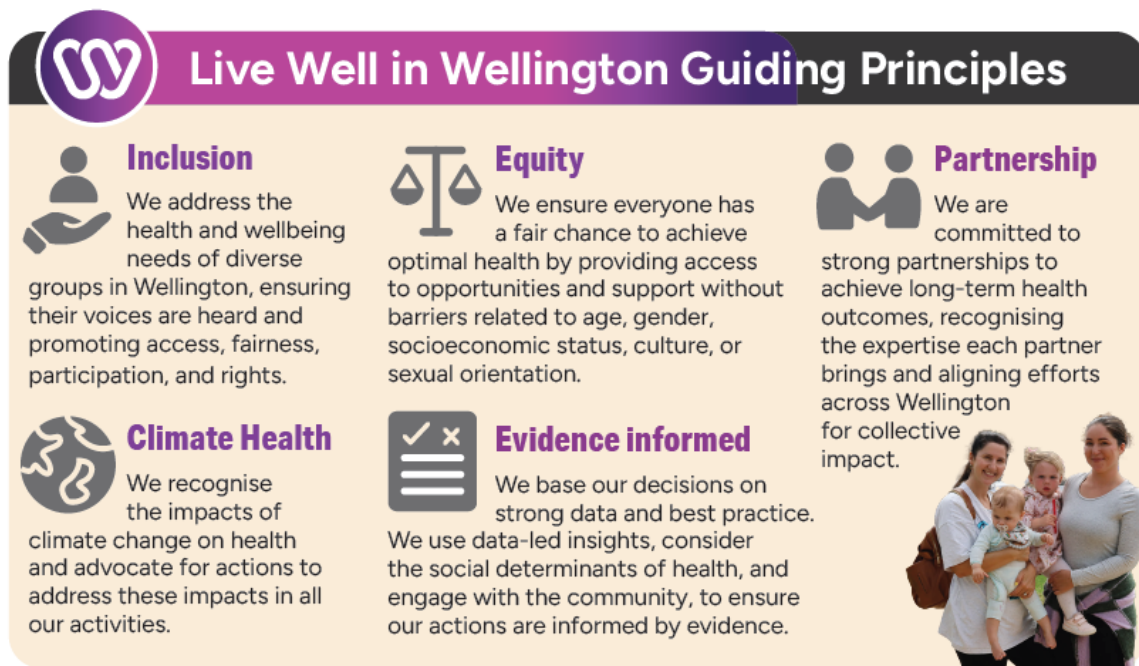


Table 2 LWIW Guiding Principles

7. Roadmap

LWIW will be implemented through annual action plans and evaluated each year to monitor the progress towards improving the health and wellbeing of the community.



Figure 2 Annual Action Plan Timeline

7.1 Cycle of Continuous Improvement

To support the effective implementation of LWIW, we will adopt a cycle of continuous improvement. This structured approach provides a consistent way to ensure our work remains focused, responsive, and accountable. The cycle involves four key phases:

- **Review** what has been done, what has worked, and what can be improved.
- **Identify** current gaps, emerging needs, and opportunities for action.
- **Plan** next steps in collaboration with community and stakeholders.
- **Act** by implementing and monitoring initiatives, then feeding results back into the cycle.

By applying this method, we can ensure health and wellbeing actions are sustained, continuously improved, and embedded in our everyday practices.



Figure 3 Live Well in Wellington Cycle of Continuous Improvement

7.2 Monitoring for change

LWIW aims to positively impact population indicators such as the percentage of adults meeting vegetable consumption guidelines or engaging in sufficient physical activity. However, while it is anticipated that LWIW will contribute to changes in these indicators, any shifts cannot be directly attributed to our work.

Public health outcomes are shaped by many different factors working together at local, state, national, and global levels. Things like government policies, the economy, social trends, and other big-picture issues can all affect how people live and make health decisions. For example, the cost of food across the country, national health campaigns, or changes in the global economy can all impact the health and wellbeing of our community, often in ways that are beyond our control.

By selecting population-level indicators that reflect the health needs of our community, we ensure that our efforts are targeted towards issues we know are relevant to the people of Wellington Shire.

The population indicators used in this plan are drawn from reputable and publicly available data sources, such as the Australian Bureau of Statistics, the Victorian Population Health Survey, and other datasets. These indicators are not collected by Council. Instead, they are part of broader monitoring frameworks that allow us to align with the work of our partners and state government. Many of the measures used in LWIW are also taken directly from the Victorian Public Health and Wellbeing Outcomes Framework, supporting a consistent and coordinated approach to improving population health across the state.

Because we use data from external sources, it's important to note that some indicators may change over time. The datasets we rely on might be updated, changed, or even stopped, which could affect our ability to report on certain measures in the future. If this happens, we'll do our best to find other indicators that are as similar as possible, so we can continue to track the health and wellbeing of our community over time.

We remain committed to tracking and reporting on the indicators that are most relevant and reliable for our community, and to using local evaluation and outcomes tracking to complement population-level measures.

8. Priority Groups

LWIW is committed to supporting the diverse health and wellbeing needs of all members of our community, especially those who may experience greater barriers to achieving good health. This includes our LGBTQIA+ communities, culturally and racially marginalised communities, people living with disabilities, Aboriginal and Torres Strait Islander peoples, individuals from low socioeconomic backgrounds, and women and girls. We acknowledge that these community members are more likely to face systemic challenges such as unequal access to healthcare, discrimination and social disconnection.

LWIW uses an intersectional lens to better understand and address the inequalities faced by our priority groups. This means we look at how different parts of a person's identity like their culture, gender, sexuality, age, income, or where they live can combine and create extra barriers or unfair treatment. A person might face challenges for more than one reason at the same time. For example, someone might experience disadvantage not just because they have a disability, but also because they are from a refugee background or live in a rural area. By recognising how these factors overlap, we can better support people who are most at risk of poor health and make sure our actions are fair and inclusive for everyone.

By addressing these inequalities LWIW aims to build a healthier and more inclusive community where everyone can thrive.

Whole-of-Population Planning with Equity in Mind

While most LWIW actions will be designed as whole-of-population interventions, identifying the needs of specific population groups ensures that these actions are inclusive, equitable, and responsive to varying levels of access, risk, and support. In practice, this may involve adapting broad strategies to address the needs of priority groups. For example, encouraging increased consumption of fresh fruit and vegetables is a valid public health goal for all residents; however, promoting high-cost health foods without risks unintentionally excluding or disadvantaging those in low socioeconomic circumstances. By considering such factors, we aim to ensure that our health promotion efforts are relevant and accessible to all community members, including those experiencing compounded forms of marginalisation.

8.1 Low socioeconomic/income

We recognise that everyone does not have the same access to material resources such as housing, or opportunities for social participation, and this can have a powerful impact on health and wellbeing. Low socioeconomic status can significantly impact health outcomes, often leading to worse outcomes for nearly every disease and health condition.

8.2 LGBTQIA+

Many people in our LGBTQIA+ communities are treated unfairly based on their sexual orientation, gender identity, or expression. This can affect their sense of safety and belonging across different parts of life, from home and school to healthcare settings and public spaces. These experiences can contribute to social disconnection and increased risk of emotional, physical, and sexual harm. We are committed to making sure everyone feels valued and supported in our community.

8.3 People with a disability

People living with disabilities are important and valued members of our community and we acknowledge that they face greater barriers that can impact their overall health and wellbeing. They may often experience higher levels of psychological distress and higher rates of health risks that can be changed, like poor diet and smoking. We also understand that the nature and severity of a disability can make it difficult to participate in social and physical activities, which can further affect health outcomes. Additionally, individuals living with disabilities often encounter disadvantages in areas like education, employment, and social support, which can also impact their health.

We recognise that long-term health conditions can lead to disabilities and living with a disability can exacerbate existing health problems.

Women living with disabilities are particularly vulnerable, being twice as likely to experience sexual violence in their lifetime compared to women without disabilities. They are also more likely to experience intimate partner violence.

8.4 Aboriginal and Torres Strait Islander People

Aboriginal and Torres Strait Islander people continue to carry the effects of historical and ongoing injustices, including the impacts of colonisation, the Stolen Generations, and systemic racism. These experiences have led to significant health disparities, with Aboriginal and Torres Strait Islander people having a life expectancy that is 10 years lower than non-Indigenous people. They also experience higher rates of family violence, homelessness, and psychological distress.

8.5 Women and girls

Family and gender-based violence is a significant issue in Wellington Shire, affecting one in five women and contributing to preventable death, illness, homelessness, and poor mental health. Women and girls in our community are often at the forefront when it comes to seeking mental health services. They represent the majority of individuals accessing Medicare-subsidised care and being hospitalised for issues such as self-harm and eating disorders.

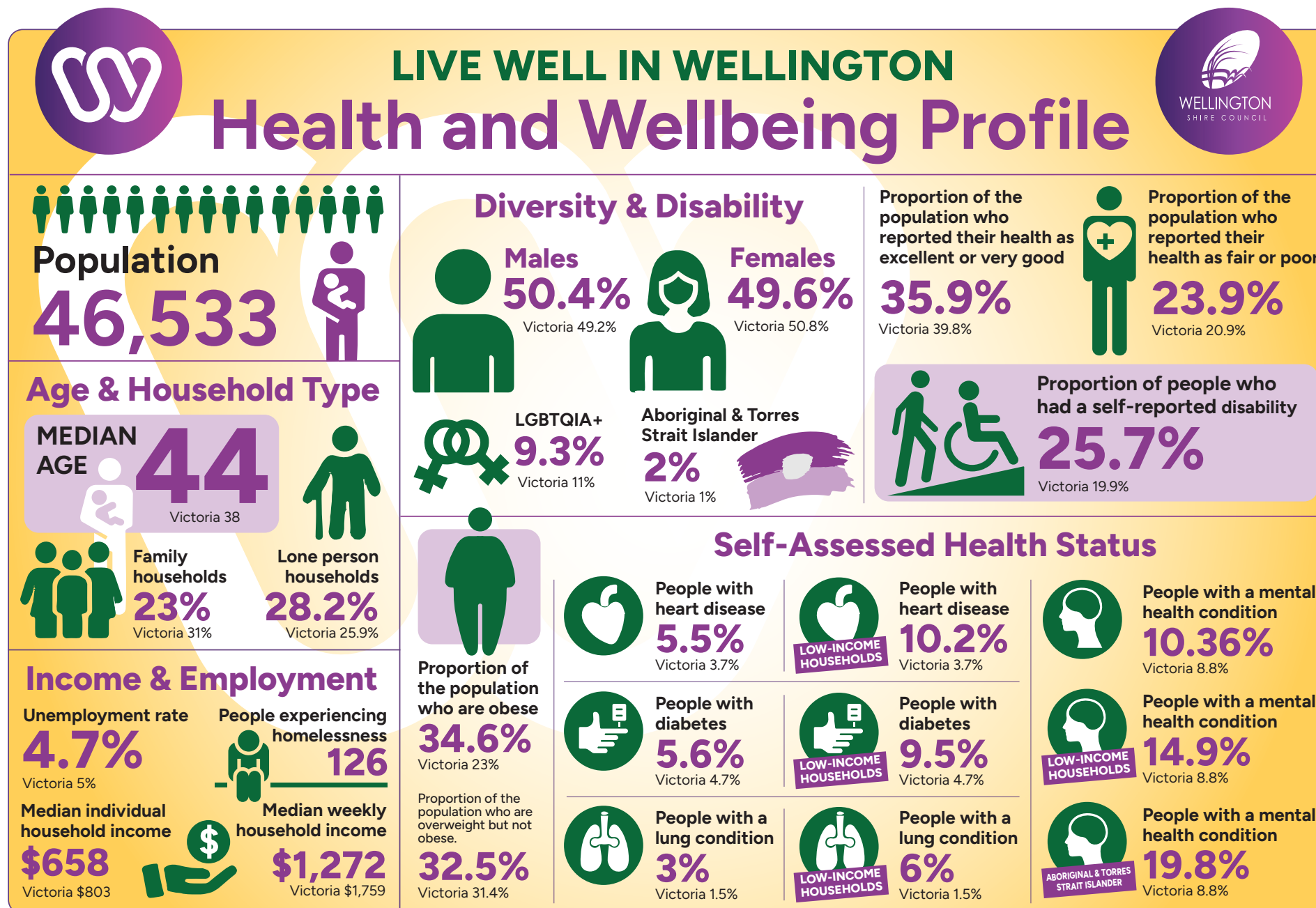
Informal caregiving, predominantly undertaken by women, can amplify health problems and negatively impact employment and social connection opportunities, especially for older caregivers and those living in rural areas. Women also take on most unpaid domestic and care work, which can affect their mental health and overall quality of life.

8.6 Culturally and Racially Marginalised People (CARM)

People in our community who speak languages other than English or come from culturally diverse backgrounds enrich our region in many ways. At the same time, people from our CARM communities often face particular challenges that can make them feel isolated and undervalued.

Language barriers, communication difficulties, and different understandings of health can create obstacles to accessing essential services. These challenges are often compounded by experiences of stigma, discrimination, and racism, which can lead to social isolation.

Additionally, financial stress, food and energy insecurity, unstable working conditions, and a fear of engaging with government services, particularly for vulnerable groups like undocumented migrants, can further exacerbate these difficulties.





LIVE WELL IN WELLINGTON

Priority 1

Safe & Respectful



Objectives:

- Reduce gendered violence
- Embed gender equity
- Reduce harm from alcohol and other drugs
- Reduce harm from tobacco and vapes
- Reduce harmful industry influence

Priority 2

Mental Health & Wellbeing



Objectives:

- Build connection to culture, Country, and community
- Celebrate and include all communities
- Boost mental health knowledge and support
- Reduce isolation and strengthen connections

Priority 3

Healthy & Active



Objectives:

- Improve and create social and physical environments that support healthy eating
- Improve and create social and physical environments that support active living

Guiding Principles



Inclusion

We address the health and wellbeing needs of diverse groups in Wellington, ensuring their voices are heard and promoting access, fairness, participation, and rights.



Climate Health

We recognise the impacts of climate change on health and advocate for actions to address these impacts in all our activities.



Equity

We ensure everyone has a fair chance to achieve optimal health by providing access to opportunities and support without barriers related to age, gender, socioeconomic status, culture, or sexual orientation.



Evidence informed

We base our decisions on strong data and best practice. We use data-led insights, consider the social determinants of health, and engage with the community, to ensure our actions are informed by evidence.



Partnership

We are committed to strong partnerships to achieve long-term health outcomes, recognising the expertise each partner brings and aligning efforts across Wellington for collective impact.



Priority Groups

Low
Socioeconomic/
income

LGBTQIA+

People with a
disability

Aboriginal and
Torres Strait
Islander People

Women
and Girls

Culturally
and Racially
Marginalised
(CARM)

Priority 1: Safe and Respectful

Objectives

- Reduce all forms of gendered violence
- Embed gender equity by addressing structural barriers and fostering inclusive policies, environments, and community culture
- Reduce harm from alcohol and other drugs
- Reduce harm from tobacco and vapes
- Reduce the influence of harmful industries

When people feel safe and respected, they are more likely to engage in social activities, seek medical care and support, and participate in the life of the community. Overall, a safe and respectful community creates a foundation for individuals to thrive and achieve better health outcomes [1].

LWIW focuses on five key objectives that together collectively contribute to all people in Wellington Shire feeling safe and respected. These objectives are outlined in further detail below.

Reduce all forms of gendered violence

Reducing gender-based violence will significantly impact feelings of safety and respect within the community. Gender-based violence refers to any act of violence that is directed against an individual based on their gender identity or perceived gender. It includes physical, emotional, psychological, financial, and sexual abuse, as well as coercive control, intimate partner violence, elder abuse, and actions that restrict an individual's freedom or independence [2].

While gender-based violence impacts individuals of all ages, cultures, and backgrounds, it disproportionately affects women and girls. It is the leading cause of homelessness for women and children, with over 45% seeking homelessness assistance identifying family and domestic violence as the cause [3]. Globally, the World Health Organization reports approximately one in three women worldwide have been subjected to either physical and/or sexual intimate partner violence or non-partner sexual violence in their lifetime. The effects can be severe and long-lasting, impacting physical, mental, sexual, and reproductive health [4].

Locally, the rate of family violence in Wellington Shire in 2022 was almost double the state average [5] and 37.1% of criminal offences were related to family violence incidents [6]. Reducing gender-based violence is essential to improving health and wellbeing, strengthening social cohesion, and fostering a community where all individuals feel safe, respected, and valued.

Embed gender equity by addressing structural barriers and fostering inclusive policies, environments, and community culture

To prevent gendered violence, we must address the underlying conditions that allow it to occur. Gender inequality is the primary driver of gendered violence. It manifests through unequal power relations, rigid gender roles and stereotypes, and the structural disadvantage experienced by women and gender-diverse people. By challenging harmful gender norms, promoting respectful relationships, and advancing gender equity across all areas of community life, we can build a foundation for long-term cultural change.

In Wellington Shire, gender inequality is reflected in the following key indicators:

- **Employment Rates:** Only 38.5% of women in Wellington Shire have full-time jobs, compared to 69.2% of men [7]
- **Leadership Roles:** In 2021, only 7.9% of women in Wellington Shire were employed as Chief Executives, General Managers, and Legislators, compared to 15.6% of women in Victoria [7]
- **Male Dominance in Leadership:** The rate of men in these leadership roles in Wellington Shire is more than double that of women, at 19.5% [7]

By removing systemic obstacles and implementing inclusive policies; and by fostering a culture of inclusivity and equality, people are more likely to feel respected and supported in their communities.

A focus on gender equality benefits the whole community.

Reduce harm from alcohol and other drugs

During the Future Wellington Community Check-In process, feeling unsafe was identified as one of the top four challenges to living a happy and healthy life. A key concern was the impact of alcohol and other drugs on community safety and wellbeing.

Adults in Wellington Shire are at higher risk of alcohol-related harm compared to the Victorian average. Approximately 21.7% of adults are at increased risk of disease or injury from alcohol use, compared to 13.1% statewide, ranking Wellington Shire as the 6th highest local government area in Victoria on this measure. In 2021, 7% of households in Wellington Shire reported experiencing alcohol- or drug-related problems, compared to 3.5% in Victoria overall [8]. There were also 99 recorded deaths related to illicit drugs and alcohol in Wellington Shire [9].

Reducing alcohol and other drug related harm is key to improving community safety and wellbeing. LWIW aims to create safer environments by minimising the negative impacts of alcohol and drug use on individuals and families.

Reduce harm from tobacco and vapes

Wellington Shire faces significant challenges related to tobacco and vaping use. Around 24.2% of residents report smoking tobacco or vaping, much higher than the Victorian average of 18.5%, ranking Wellington Shire 7th highest out of 79 Councils in Victoria [10]. The daily smoking rate sits at 16.2%, significantly higher than the Victorian average of 10%, placing Wellington Shire 8th highest in the state [10].

Vaping presents a growing public health concern, particularly for young people. There is growing evidence that vapes are creating a new pathway to nicotine addiction, risking a reversal of decades of progress in reducing tobacco use. The marketing, accessibility, and appeal of vapes have contributed to increased uptake among young people, many of whom would not otherwise have smoked [2].

The health impacts of high smoking and vaping rates in Wellington Shire are already evident. Lung conditions are reported at twice the rate of the Victorian average [11]. These impacts are particularly severe for people in low-income households, who are four times more likely to experience lung conditions than the state average [12].

LWIW prioritises reducing harm from tobacco and vaping, especially among young people and vulnerable groups, to protect and improve long-term community health.

Reduce the influence of harmful industries

Harmful industries such as gambling, alcohol, tobacco, and fast food use a range of strategies to shape community norms and behaviours. Rather than focusing only on individual choices, this objective addresses the broader systems and strategies that normalise harmful behaviours and increase exposure to risk.

In Wellington Shire, the impact of the gambling industry is clearly visible. In the 2022-2023 financial year, residents lost \$724 per person on electronic gaming machines, compared to \$545 per person across Victoria [13]. Australians lose more money per person to electronic gaming machines than any other country [14]. These losses are linked to a range of harms, including financial hardship, relationship breakdown, and mental health issues [14].

LWIW aims to limit the impact of industries that contribute to the health issues that can negatively affect individuals and communities. Addressing the promotion of harmful industries can advance social equity, which in turn fosters social cohesion and a sense of security.

Health Equity

Gendered violence is a health equity issue that affects many individuals in our community. Aboriginal and Torres Strait Islander women in Wellington Shire experience family violence at more than five times the rate of the general Wellington Shire female population. Women with disabilities are also twice as likely to experience sexual violence, and barriers like stigma and discrimination often prevent them from seeking help.

Promoting gender equity is essential to reducing harm. Structural barriers and social discrimination limit access to leadership, employment, and services, particularly for women and LGBTQIA+ people in our community. By addressing these barriers, we can create a more inclusive and supportive environment for everyone.

Tobacco use and vaping continue to cause significant harm, particularly among groups who already face social and health inequities. Higher smoking rates are linked to broader structural challenges faced by rural residents, Aboriginal and Torres Strait Islander people, LGBTQIA+ communities, young people, those living with mental illness or alcohol and other drug (AOD) issues, and people with disabilities. These groups are often more exposed to stress, targeted marketing, and limited access to culturally safe or accessible support, all of which contribute to higher smoking rates and poorer health outcomes.

The impact of alcohol and other drugs (AOD) is greater among Aboriginal people, those with mental illness, LGBTQIA+ communities, and people in the justice system, especially where access to support is limited. By working together to address these issues, we can create a healthier and more equitable community for all.

Linkages

- Family violence causes housing instability for women and children
- Gender based violence and family violence negatively impacts women and children's mental health

- Addiction to smoking and vaping causes poor mental health and wellbeing
- Waste from cigarettes contributes to climate change
- Vapes are made from plastic which does not biodegrade and can contain heavy metals which pollute the environment
- Smoking and vaping negatively impact sexual and reproductive health in men and women
- Alcohol and other drugs can negatively impact mental health and wellbeing
- Alcohol is not a cause or excuse for family violence, but in many instances is a significant risk factor that can exacerbate it. Alcohol is involved in between 23% to 65% of police reported family violence incidents [15]
- Gender inequality and lack of income parity between men and women cause increased food insecurity among women

Indicators/Monitoring for change

Family Violence

Rate of police recorded incidents of family violence per 100,000

Smoking and Vaping

Proportion (%) of people who smoke tobacco or vape

Proportion (%) of people who vaped daily

Proportion (%) of people who smoked tobacco daily

Alcohol and other Drugs

Proportion of the adult population at increased risk of harm from alcohol-related disease or injury

Proportion of the adult population at reduced risk of harm from alcohol-related disease or injury

Gambling

Electronic gaming machine losses per person

Aligned policies:

- Public Health and Wellbeing Act 2008
- Gippsland Population Health Strategy 2024-2029
- Victorian Population Health and Wellbeing Plan 2023-2027
- Gender Equality Act 2020
- Free From Violence: Victoria's Strategy to Prevent Family Violence and All Forms of Violence Against Women
- National Preventive Health Strategy 2021-2030
- Wellington Gender Equality Action Plan (GEAP) 2021-25
- Wellington Shire Council Fair Access Policy

Strategies

- Support local prevention initiatives that raise awareness of gendered violence
- Promote safe and inclusive public spaces, events, and facilities that are welcoming to all genders and provide opportunities for connection and visibility

- Support gendered violence training and capacity building for community organisations, sporting clubs, and businesses
- Apply a gender equity lens to planning, policy and service delivery, using tools like Gender Impact Assessments
- Support smoke-free and vape-free environments through signage, policy, and community education
- Build community awareness about the tactics and impacts of harmful industries, especially among young people
- Review and strengthen Council policies and sponsorship arrangements to minimise promotion of gambling, alcohol, tobacco, and vaping

Priority 2: Mental Health and Wellbeing

Objectives

- Build connection to culture, Country, and community
- Ensure diverse and marginalised communities are included, represented, and celebrated
- Increase community knowledge and capacity to support mental health and wellbeing
- Reduce social isolation and strengthen community connections

Mental health and wellbeing is a vital part of overall health. It refers not just to the absence of mental illness, but to a person's ability to cope with life's challenges, build and maintain relationships, and contribute meaningfully to their community. Good mental health supports resilience, confidence, emotional regulation, and a sense of purpose. It can exist alongside mental illness, with the right supports and community environment helping individuals to thrive.

Beyond the individual impact, mental health affects the whole community. It influences our capacity for social connection, economic participation, and collective wellbeing. Supporting good mental health and wellbeing across the population not only reduces the burden of illness, but also strengthens community resilience, productivity, and cohesion.

LWIW focuses on four key objectives that together collectively contribute to enhance the mental health and wellbeing of the community.

Build connection to culture, Country, and community

When people feel connected to culture and community, it fosters a sense of belonging, pride, and purpose. This connection can help reduce isolation and improve overall wellbeing. Engaging with cultural heritage strengthens identity, promotes continuity, and offers traditional practices that support mental health.

For Aboriginal and Torres Strait Islander peoples, connection to Country, culture, and community is deeply linked to health and healing. In Wellington Shire, 19.8% of Aboriginal and Torres Strait Islander people report mental health conditions, more than double the state average of 8.8% [12]. Strengthening cultural connections plays a vital role in addressing these disparities.

Ensure diverse and marginalised communities are included, represented, and celebrated

Mental health and wellbeing is shaped by a range of social, cultural, economic, and environmental factors, including housing, employment, access to services, safety, and inclusion. [2]. When individuals or groups experience disadvantage or exclusion, the risk of mental distress increases.

Representation matters. When diverse and marginalised communities are included, represented and celebrated, it promotes equality and reduces stigma. This sense of inclusion can improve mental health by making individuals feel valued, respected, and safe.

In Wellington Shire, only 54.7% of people believe that multiculturalism makes their life better, significantly lower than the Victorian average of 66.5% [10]. This may reflect fewer opportunities for intercultural engagement and a need to build greater appreciation for diversity. Research also shows that people who hold intolerant attitudes toward diversity may experience poorer physical and mental health themselves—highlighting that inclusive community's benefit everyone.

Strengthening inclusion builds resilience, enhances social cohesion, and supports the wellbeing of the whole community.

Increase community knowledge and capacity to support mental health and wellbeing

Improving mental health literacy empowers individuals to care for their own mental health and support others. This includes recognising early signs of distress, knowing where to seek help, and understanding how to foster positive mental wellbeing.

In Wellington Shire, mental health challenges are more common than the state average. For instance, 11.1% of young people aged 12-24 in Wellington Shire have a mental health condition, compared to 9.3% in Victoria [12]. Additionally, the rate of emergency department visits for mental and behavioural disorders among children aged 0 to 14 years is significantly higher in Wellington Shire, with 405.1 per 100,000 compared to 291.8 in Victoria [16]. For young people aged 15 to 24 years, the rate is also much higher in Wellington Shire at 3981.0 per 100,000, compared to 1989.6 in Victoria [16].

A more informed community can better support one another and foster environments that improve mental health and wellbeing [17].

Reduce social isolation and strengthen community connections

Social isolation can have major consequences for mental health, leading to higher rates of anxiety, depression, and even suicide. In contrast, having a strong sense of social connection, whether through a large network of friends or close relationships with just a few people, has been associated with improved overall quality of life, more positive mental health outcomes, and better physical wellbeing [18].

In Wellington Shire, 25% of adults reported experiencing loneliness, compared to 23.3% in Victoria with a higher suicide rate in Wellington Shire at 12.6 per 100,000 people, compared to 9.0 in Victoria. Higher suicide rates can be an indicator of severe social isolation and mental health issues within the community. In addition, 10.6% of people aged 15-24 in Wellington Shire are disengaged from workforce and educational activities, compared to 7.5% in Victoria [12], which can also lead to social isolation and reduced opportunities for young people.

Despite this, data the Future Wellington Shire Community Check-in process highlighted evidence of important community connections that are already in place and can be further strengthened through LWIW with:

- 86% of respondents indicating that “People in my community are kind to me”
- 78% indicating they “feel comfortable taking part in local activities (such as social, education or recreation)”; and
- 75% who “feel like I belong in my local community” [19].

By reducing social isolation and fostering strong community bonds, people can experience a greater sense of belonging and support. This can help alleviate feelings of loneliness and depression, contributing to better mental health and wellbeing outcomes [20].

Health Equity

People from diverse and marginalised backgrounds in our community, including those from low socioeconomic backgrounds, Aboriginal and Torres Strait Islander communities, LGBTQIA+ individuals, people with disabilities, and [CARM](#) communities, can face unique challenges that impact their mental health and wellbeing. Experiences of discrimination, isolation, and limited access to care can lead to poorer mental health outcomes for these groups.

In rural areas, disadvantage can significantly affect mental wellbeing, especially for children and young people. Similarly, people with disabilities and LGBTQIA+ communities often report higher levels of psychological distress and social disconnection.

Aboriginal and Torres Strait Islander people in our community face distinct challenges due to the ongoing impacts of racism, colonisation, and trauma. For them, connection to culture, community, and Country is essential for healing and mental wellbeing.

People from our [CARM](#) communities in Wellington Shire may encounter language barriers, stigma, and limited access to culturally appropriate services, increasing their risk of social isolation and poor mental health.

Housing insecurity is closely linked to mental health – unstable or unsafe housing can increase stress, anxiety and depression, while mental ill-health can also place individuals at greater risk of losing secure housing [21].

Although men and boys in Australia are less likely than women to be diagnosed with a mental health condition, they face disproportionately high rates of suicide. In fact, male suicide deaths are nearly double the national road toll. Around 43% of men will experience anxiety or depression at some point in their lives, yet many delay seeking help, over a quarter report putting off visits to their GP even when they needed support. Men account for the majority of daily suicide deaths [22].

To improve mental health equity across Wellington Shire, it's crucial to build inclusive and connected communities where diversity is celebrated, and all groups are represented.

Linkages

- By prioritising good mental health and wellbeing, we reduce stigma, increase social connection, improve physical health, promote productivity and create safer environments
- Improving mental health can increase physical health and activity and vice versa
- People who are less tolerant of diversity often experience high levels of psychological distress
- Loneliness is as damaging for peoples health and wellbeing as smoking fifteen cigarettes a day
- The effects and/or risks of climate change can negatively impact peoples mental health and feelings of anxiety
- Benefits of increased social connection include lower rates of anxiety and depression, higher self-esteem, greater empathy, and more trusting and cooperative relationships
- Loneliness can lead to disrupted sleep patterns, elevated blood pressure, and increased cortisol (a stress hormone)

- Loneliness can reduce your immune system leading to increased usage of antibiotics
- Loneliness is a risk factor for antisocial behaviour, depression and suicide
- Older people who remain connected socially have lower risk of dementia
- People experiencing poor mental health may be at increased risk of poor physical health and developing chronic health conditions, such as diabetes and heart disease

Indicators/Monitoring for change

Social Connection and Inclusion

Proportion (%) of people who believe multiculturalism makes their life better

Proportion (%) of adults experiencing loneliness

Proportion (%) of people who have experienced discrimination in the last 12 months

Mental Health

Suicide rate (rate per 100,000)

Proportion (%) of people with high or very high psychological distress

Aligned policies

- Victoria's Anti-Racism Strategy 2024-2029
- Victorian Closing the Gap Implementation Plan 2021-2023
- Victoria's Mental Health Reform Plan
- Victorian Population Health and Wellbeing Plan 2023-2027
- Victorian Suicide Prevention Framework 2016–2025
- Wellington Equal Opportunity Anti-Discrimination Policy
- Wellington Shire Council's Disability Action Plan 2025-2029
- Wellington Shire Councils Community Managed Facilities Strategy

Strategies

- Encourage volunteering, mentoring, and peer support as pathways to connection
- Use infrastructure and planning to create welcoming spaces that bring people together
- Foster inclusive opportunities for social participation in local places and spaces
- Build community confidence in recognising and responding to signs of mental distress
- Encourage early help-seeking by connecting people to local mental health services and supports
- Include diverse representation in Council materials, initiatives, and public communications
- Facilitate opportunities for all community members to connect with Country, local history, heritage, and environment

Priority 3: Healthy and Active

Objectives

- Improve and create social and physical environments that support healthy eating
- Improve and create social and physical environments that support active living

Healthy eating is fundamental for maintaining good physical and mental health. A nutritious diet supports a healthy weight, protects against chronic diseases such as cardiovascular disease, type 2 diabetes, dementia, certain cancers, and strengthens the immune system [2].

Active living is also vital across all stages of life. Regular physical activity helps prevent and manage chronic diseases, improves quality of life, reduces pain, and promotes mental wellbeing [2].

LWIW focuses on two key objectives: improving and creating social and physical environments that support healthy eating and active living. The *physical environment* refers to the built and natural spaces that influence health-related choices and opportunities. The *social environment* includes people, relationships, knowledge, and cultural norms that shape behaviours.

Creating environments that make it easier for people to access healthy foods and incorporate physical activity into their daily routines is essential. This includes designing towns and neighbourhoods, schools, community facilities and workplaces in ways that promote healthy eating and active living [2].

Improve and create social and physical environments that support healthy eating

Through the Future Wellington Community Check-in process, the community identified the rising cost of living as one of the top four barriers to living a happy and healthy life. In particular, the high cost of healthy, nutritious food makes it difficult for many residents to prioritise their health and wellbeing [19].

Physical environments play a crucial role in supporting healthy eating by influencing the availability, accessibility, and affordability of nutritious foods. Making healthy food available and affordable in key settings allows people to make healthier food choices [23].

Social environments, including knowledge, attitudes, and cultural norms, also shape eating behaviours. For instance, families that keep healthy foods at home and share meals together tend to have better dietary habits. Additionally, community settings and the built environment, such as the availability of grocery stores and fast-food outlets, impact fruit and vegetable consumption and obesity levels [24].

By fostering environments that support healthy eating we can create a healthier community for everyone.

Improve and create social and physical environments that support active living

The Future Wellington Community Check-in Process revealed that many people feel they have little time to focus on their health and wellbeing due to the demands of earning a living. Additionally, the high cost of fitness services was identified as a barrier.

Designing healthy, safe, inclusive, and accessible environments can help encourage more physical activity within the community [2]. Incorporating healthy design principles into land-use planning can promote active living and social connection [2].

In Wellington Shire, the proportion of adults who did at least 150 minutes of moderate to vigorous physical activity per week is 35%, which is almost on par with the Victorian average of 35.1% [10]. However, 23.4% of adults did not engage in any moderate or vigorous activity per week, ranking 8th worst in the state out of 79 Councils [10].

Sedentary behaviour, defined as sitting for seven hours or more on an average weekday, is a significant health issue in Wellington Shire with high proportion of adults spending a considerable amount of time sitting on an average weekday. Specifically, 22.6% spend eight or more hours sitting, 13.3% spend six to seven hours sitting, and 28.1% spend four to five hours sitting [10].

In addition, the proportion of the population who are obese or overweight is significantly higher in Wellington Shire (67.1%) compared to Victoria (54.4%) [10]. The prevalence of chronic conditions such as heart disease, asthma, and diabetes are also higher in Wellington Shire compared to Victoria. For instance, 5.5% of people in Wellington Shire have heart disease compared to 3.7% in Victoria [11]. Similarly, the prevalence of asthma [12] and diabetes [11] is higher in Wellington Shire.

Health Equity

Access to healthy food and safe spaces for physical activity is not equal for everyone in our community. Those most impacted include people with low incomes, people with disabilities, Aboriginal and Torres Strait Islander peoples, [CARM](#) communities, seniors, and LGBTQIA+ individuals.

Food insecurity is rising in Wellington Shire, especially among our low-income households, with a significant proportion, over a quarter, of Victorian adults worried about being able to afford enough food. The COVID-19 pandemic and cost-of-living pressures have made this even worse, particularly for those already experiencing disadvantage in our community.

The prevalence of heart disease and diabetes is notably higher among low-income households and the prevalence of asthma and mental health conditions is higher among Aboriginal and Torres Strait Islander people.

Barriers to physical activity are also more common for women and gender-diverse people, Aboriginal Victorians, those with health conditions, and people with disabilities or from multicultural communities. Safety concerns, particularly for women and LGBTQIA+ individuals, often restrict their ability to participate in outdoor exercise.

Older adults face unique challenges in staying active but benefit greatly from regular movement, which supports independence, cognitive function, and quality of life.

Housing insecurity also plays a significant role in limiting healthy choices. People without stable housing often lack access to kitchen facilities to prepare nutritious meals and may live in areas without supermarkets, affordable produce, or safe outdoor spaces. Temporary or overcrowded living arrangements can also increase stress, disrupt sleep, and reduce opportunities for physical activity. Addressing housing insecurity is essential to improving health equity and supporting long-term wellbeing in our community [25].

Supporting healthy eating and active living through inclusive environments and local access will help reduce these inequities and promote health and wellbeing for all.

Linkages

- Diets aligned with Australian Dietary Guidelines reduce carbon footprints, benefiting the environment
- Active transport, such as walking and cycling, helps mitigate climate change by reducing traffic congestion, lowering carbon emissions, and improving air quality
- Healthy eating supports mental health and overall wellbeing
- Physical activity and healthy eating are vital for development, healthy ageing, and maintaining long-term health
- Regular physical activity improves self-esteem, mood, and sleep quality
- Connecting with nature and spending time in green spaces reduces anxiety and depression while fostering social connections
- Producing and consuming healthy, fresh food promotes environmental sustainability
- A healthy environment is essential for active transport to remain viable
- Local food production relies on stable climate conditions to ensure fresh, healthy food availability
- A stable climate supports agriculture, contributing to food security and overall wellbeing

Indicators/Monitoring for change

Healthy eating

Proportion (%) of the adult population who consume sugar-sweetened beverages daily or several times a week – Victorian Population Health Survey

Proportion (%) of adults with adequate vegetable intake

Proportion (%) of adults with adequate fruit intake

Food Security

Proportion (%) of people who experienced food insecurity in the last year

Proportion (%) of people who were worried about food security in the last year

Physical activity

Proportion (%) of the adult population who did at least 150 minutes of moderate to vigorous physical activity per week

Proportion (%) of the adult population who did not engage in any moderate or vigorous activity per week

Proportion (%) of the adult population who spend 8+ hours sitting on an average weekday

Aligned policies

- Healthy kids, healthy futures: Victoria's five-year action plan to support children and young people to be healthy, active and well
- Victorian Population Health and Wellbeing Plan 2023-2027
- Active Victoria 2022-26 – A Strategic Framework for Sport and Active Recreation
- Victorian Health Building Authority Universal Design Policy
- Wellington Shire Council's Urban Paths Plan
- Wellington Shire Council's Road Management Plan

- Wellington Shire Council's Community Managed Facilities Strategy
- Wellington Shire Council's Fair Access Policy
- Wellington Shire Council's Open Space Strategy
- Wellington Shire Council's Sustainability Strategy

Strategies

- Encourage healthy food provision in council-owned and managed facilities and events (e.g. healthy catering guidelines)
- Support projects and activities that enable people to play
- Ensure parks, playgrounds, and recreational facilities are accessible, safe, and inclusive of all ages, abilities, genders, and cultural backgrounds
- Promote gender-safe and culturally appropriate environments through design and community engagement
- Invest in and promote walkable and rideable neighbourhoods through implementation of the Urban Paths Plan
- Develop and deliver local campaigns to raise awareness of healthy eating and physical activity, with messages tailored for specific populations

11. Key Definitions

Key Terms	Definitions
CARM (Culturally and Racially Marginalised)	CARM refers to individuals or communities who are marginalised or disadvantaged due to their cultural background and/or limited proficiency in the dominant language(s) of a society. The term highlights the systemic barriers these groups face in accessing services, resources, and opportunities. CARM acknowledges not just cultural and linguistic diversity, but the <i>exclusion and inequity</i> that can result from it.
Climate Change Adaptation	Changes made to natural and human systems to prepare for actual or expected changes in climate to minimise harm, act on opportunities or cope with consequences. Adaptation
Climate Change Mitigation	A human intervention to reduce emissions or enhance the sink of greenhouse gases.
Health Equity	Health equity ensures that everyone has a fair chance to achieve optimal health by providing access to opportunities and support without barriers related to age, gender, socioeconomic status, culture, or sexual orientation.
Indicator	A specific, observable, and measurable characteristic or change that shows the progress made towards achieving a particular health objective.
Intersectionality	Refers to the ways in which different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation [26]. Aspects of a person's identity can include social characteristics such as Aboriginality, gender, sex, sexual orientation, gender identity, ethnicity, colour, nationality, refugee or asylum seeker background, migration or visa status, language, religion, ability, age, mental health, socioeconomic status, housing status, geographic location, medical record, and criminal record [26]
Linkages	Refer to the shared impact across priorities and objectives both positive and negative.
Marginalisation	Refers to the inequality certain individuals and groups face in society due to power imbalances built within, but not limited to social, economic and political structures.
Physical Environment	The built and natural spaces that impact choices and opportunities for health.

Key Terms	Definitions
Social Environment	The people, relationships, knowledge, and social norms that shape behaviours.
Social Determinants of Health (SDH).	Social determinants of health are the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, live, work, and age which can contribute positively or negatively to a person's health. Research shows that social determinants can be more important than health care or lifestyle choices in influencing health [27]. Some key social determinants of health include housing, income, social status, education, employment and working conditions, social support networks, access to healthcare services, and the physical environment.

12. References

- [1] A. R. N. S. E. e. a. Lansing, "Building Trust: Leadership reflections on community empowerment and engagement in a large urban initiatives," 28 June 2023. [Online]. Available: <https://doi.org/10.1186/s12889-023-15860-z>.
- [2] Department of Health, "Victorian Public Health and Wellbeing Plan 2023/2027," State of Victoria , Melbourne, 2023.
- [3] h. Australia, "Homelessness and domestic and family violence. State of response report 2024.," 2024.
- [4] WHO, "Violence Against Women," [Online]. Available: <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>. [Accessed 5 May 2025].
- [5] Womens Health Atlas Victoria, "Wellington Violence Against Women Fact Sheet," Women's Health Victoria, Melbourne, 2024.
- [6] Crime Statistics Agency, "Family Violence Dashboard," State of Victoria, 2023. [Online]. Available: <https://www.crimestatistics.vic.gov.au/family-violence-data/family-violence-dashboard>. [Accessed 20 September 2024].
- [7] Womens Health Atlas Victoria, "Wellington Socioeconomics Fact Sheet," Women's Health Victoria, Melbourne, 2024.
- [8] Department of Education and Training, "Outcomes for Victorian Children at School Entry. Findings from the school entrant questionnaire 2021. Wellington.," State of Victoria, Melbourne, 2024.
- [9] Turning Point, "AOD Stats," 2023. [Online]. Available: <https://aodstats.org.au/>. [Accessed 11 10 2024].
- [10] Victorian Agency for Health Information, "Victorian Population Health Survey," State of Victoria, Melbourne, 2023.
- [11] Australian Bureau of Statistics, "Wellington 2021 Census All persons Quickstats," ABS Website, 2021. [Online]. Available: <https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA26810>. [Accessed 20 09 2024].
- [12] .id (informed decisions), "Australian Bureau of Statistics compiled and presented by .id," 2021. [Online]. Available: <https://profile.id.com.au/wellington-vic>. [Accessed 11 10 2024].

- [13] Victorian Gambling and Casino Control Commission, "Expenditure Data," VGCCC, 2023.
- [14] G. E. C. Council, "Gambling Prevalence and Impacts," [Online]. Available: <https://www.gleneira.vic.gov.au/media/2933/fact-sheet-gambling-prevalence-and-impacts.pdf>. [Accessed 6 May 2025].
- [15] FARE, "Family Violence," [Online]. Available: <https://fare.org.au/policy/family-violence/#:~:text=Alcohol%20use%20is%20not%20a,police%2Dreported%20family%20violence%20incidents..> [Accessed 5 May 2025].
- [16] PHIDU, Torrens University Australia, "Social Health Atlases of Australia: Local Government Areas, Vic," 09 2024. [Online]. Available: <https://phidu.torrens.edu.au/social-health-atlases/data#social-health-atlases-of-australia-local-government-areas>. [Accessed 11 10 2024].
- [17] P. R. Centres, "7 Ways Community Can Boost Your Mental Health Services," [Online]. Available: <https://www.pheonixrisingcentres.org.blogs/communitgty-boost-mental-health-services>. [Accessed 6 May 2025].
- [18] R. Health, "The Connection Between Community and Mental Health," 22 August 2022. [Online]. Available: <https://radiashealth.org/the-connection-between-community-and-mental-health>. [Accessed 6 May 2025].
- [19] WSC, "Future Wellington," 17 November 2024. [Online]. Available: <https://your.wellington.vic.gov.au/92923/widgets/437800/documents/301005>. [Accessed 6 May 2025].
- [20] C. f. D. C. a. Prevention, "Health Effects of Social Isolation and Loneliness," [Online]. Available: <https://www.cdc.gov/social-connectedness/risk-factors/index.html>. [Accessed 6 May 2025].
- [21] NSW Ministry of Health, "Housing and Mental Health Agreement 2022," 2022.
- [22] Beyond Blue, "Men's mental health," [Online]. Available: <https://www.beyondblue.org.au/mental-health/mens-mental-health>. [Accessed 06 06 2025].
- [23] C. Nutrician, "Healthy Food Environments," [Online]. Available: <https://www.cdc.gov/nutrition/healthy-food-environments/index.html>. [Accessed 6 May 2025].
- [24] H. T. S. o. P. Health, "The Nutrician Source," [Online]. Available: <https://nutritionsource.hsph.harvard.edu/healthy-food-environment/>. [Accessed 6 May 2025].

- [25] A. F. S. W. D. E. K. L. D. K. Whitney Denary, "Rental Assistance Improves Food Security and Nutrition: An Analysis of National Survey Data," *Prev Med*, 2023.
- [26] Victorian Government, "Understanding intersectionality," State of Victoria, 2024. [Online]. Available: <https://www.vic.gov.au/understanding-intersectionality>. [Accessed 11 10 2024].
- [27] World Health Organization, "Social determinants of health," [Online]. Available: https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1. [Accessed 14 01 2025].
- [28] National Health Survey, "Wellington," Data presented by Populus, 2018. [Online]. Available: <https://app.populusdata.com.au/home/location/4e90dde8-dcb4-48be-80d6-ae45e32a4b53?tab=all-data>. [Accessed 11 10 2024].
- [29] Womens Health Atlas Victoria, "Wellington Mental Health Fact Sheet," Women's Health Victoria, Melbourne, 2024.
- [30] Births, Deaths and Marriages, "Suicide Rate Wellington Shire," Data presented by Populus, 2021. [Online]. Available: <https://app.populusdata.com.au/home/location/4e90dde8-dcb4-48be-80d6-ae45e32a4b53?tab=all-data>. [Accessed 14 10 2024].
- [31] V. A. f. H. Information, "Victorian Population Health Survey 2017," State of Victoria, Melbourne, 2017.
- [32] Womens Health Atlas Victoria, "Wellington Sexual and Reproductive Health Fact Sheet," Women's Health Victoria, Melbourne, 2024.
- [33] Womens Health Atlas Victoria, "Wellington Chronic Disease Fact Sheet," Women's Health Victoria, Melbourne, 2024.
- [34] Victorian Agency for Health Information, "The health and wellbeing of the lesbian, gay, bisexual, transgender, intersex and queer population in Victoria: Findings from the Victorian Population Health Survey 2017.," State of Victoria, Melbourne, 2020.
- [35] Department of Health, "Department of Health multicultural health action plan 2023-27," State of Victoria, Melbourne, 2024.
- [36] Australian Institute of Health and Welfare, "People with disability in Australia 2024," Australian Government, 2024.
- [37] Department of Health and Human Services, "Korin Korin Balit-Djak. Aboriginal health, wellbeing and safety strategic plan 2017-2027," State of Victoria, Melbourne, 2017.

- [38] Department of Health and Human Services, "Inequalities in the social determinants of health and what it means for the health of Victorians: findings from the 2014 Victorian Population Health Survey," State of Victoria, Melbourne, 2017.
- [39] Australian Bureau of Statistics, "Wellington Shire Service Age Groups," .ID (Informed Decisions), 2021. [Online]. Available: <https://profile.id.com.au/wellington-vic/service-age-groups?BMID=40>. [Accessed 20 September 2024].
- [40] Department of Education and Training, "Victorian Child and Adolescent Monitoring System (VCAMS) Kindergarten Participation Rate," State of Victoria, Melbourne, 2024.
- [41] Australian Early Development Census, "Data Explorer," Commonwealth of Australia, 2021. [Online]. Available: <https://www.aedc.gov.au/data-explorer/?id=181513>. [Accessed 11 10 2024].
- [42] Department of Social Services, "Wellington," Populus, 2017. [Online]. Available: <https://app.populusdata.com.au/home/location/4e90dde8-dcb4-48be-80d6-ae45e32a4b53?tab=all-data>. [Accessed 11 10 2024].
- [43] Australian Institute of Health and Welfare, "Wellington," Data presented by Populus, 2023. [Online]. Available: <https://app.populusdata.com.au/home/location/4e90dde8-dcb4-48be-80d6-ae45e32a4b53?tab=all-data>. [Accessed 11 10 2024].
- [44] Traffic Accident Commission, "Lives Lost 2023," 2023. [Online]. Available: <https://www.tac.vic.gov.au/road-safety/statistics/summaries/lives-lost-by-lga>. [Accessed 11 10 2024].
- [45] Victorian Injury Surveillance Unit, "Injury Atlas Victoria," Monash University Accident Research Centre, 2023. [Online]. Available: <https://vicinjuryatlas.org.au>. [Accessed 11 10 2024].
- [46] D. o. Health, "Victorian sexual and reproductive health and viral hepatitis strategy: strategy overview and system enabler plan 2022–30," State of Victoria, Melbourne, 2022.
- [47] Australian Bureau of Statistics, "National Health Survey 2017-2018: Customised Victoria-specific report," Australian Government, Canberra, 2018.
- [48] A. Y. S. B. M. N. M. M. K. B. A. D. S. C. G. J. Emily Banks, "Electronic cigarettes and health outcomes: systematic review of global evidence," Australian National University, Canberra, 2022.

- [49] Consultative Council on Obstetric and Paediatric Mortality and Morbidity, "Victoria's mothers babies and children 2020 report and presentations," State of Victoria, Melbourne, 2022.
- [50] World Health Organisation, "Tobacco: Poisoning our Planet," WHO, Geneva, 2022.
- [51] W. M. S. D. R. C. S. B. T. M. S. B. S. F. B. S. A. F. C. F. J. J. S. Joseph Firth, "The effects of dietary improvement on symptoms of depression and anxiety: a meta-analysis of randomized controlled trials," *Psychosomatic Medicine*, vol. 81, no. 3, 2019.
- [52] L. M. d. W. P. F. B. T. S. P. C. B. W. J. H. P. F. G. Z. Floriana S Luppino, "Overweight, obesity, and depression: a systematic review and meta-analysis of longitudinal studies," *Archives of General Psychiatry*, vol. 67, no. 3, pp. 220-229, 2010.
- [53] O. L. P. C. E. Z. B. S. S. R. Louise Czosnek, "Health benefits, safety and cost of physical activity interventions for mental health conditions: A meta-review to inform translation efforts," *M*, vol. 16, pp. 140-151, 2019.
- [54] X. F. Thomas Astell-Burt, "Association of Urban Green Space With Mental Health and General Health Among Adults in Australia," *JAMA Network Open*, 2019.
- [55] M. S. R. E. W. D. V. F. B. S. E. H. S. G. J. T. S. B. T. S. E. J. L. S. M. E. F. N. J. N. V. W. M. G. A.-F. Joseph Firth, "A meta-review of "lifestyle psychiatry": the role of exercise, smoking, diet and sleep in the prevention and treatment of mental disorders," *World Psychiatry*, vol. 19, no. 3, pp. 360-380, 2020.
- [56] World Health Organisation, "Guideline: Sugars intake for adults and children," WHO, Geneva, 2015.
- [57] K. S. M. P. Moores CJ, "Systematic Review of the Effect on Caries of Sugars Intake: Ten-Year Update," *Journal of Dental Research*, vol. 101, no. 9, pp. 1034-1045, 2022.
- [58] D. B. . G. A. H. Bradley Ridoutt, "Diets within Environmental Limits: The Climate Impact of Current and Recommended Australian Diets," *Nutrients*, vol. 13, no. 4, 2021.
- [59] Australian Institute of Health and Welfare, "Alcohol, tobacco & other drugs in Australia," AIHW, Canberra, 2019.
- [60] Australian Institute of Health and Welfare, "Australian Burden of Disease Study 2018," AIHW, Canberra, 2021.
- [61] Government of Victoria, "Free From Violence second action plan (2022-2025)," Melbourne, State of Victoria, 2022.

- [62] Department of Health, "Victorian women's sexual and reproductive health plan (2022-2030)," State of Victoria, Melbourne, 2022.
- [63] Department of Families, Fairness and Housing, "Family violence reform rolling action plan 2020-2023," State of Victoria, Melbourne, 2022.
- [64] Department of Social Services, "National plan to end violence against women and children 2022-2032," Australian Government, Canberra, 2022.
- [65] Australian Government, "National Elder Abuse Prevalence Study: final report," Australian Government, Canberra, 2021.
- [66] L. K. Miller, "Foodbank Hunger Report 2022," Foodbank Australia, Yarraville, 2022.
- [67] Victorian Agency for Health Information, "Victorian Population Health Survey," State of Victoria, Melbourne, 2020.
- [68] World Health Organization, "Physical Activity," WHO, Geneva, 2022.
- [69] D. P. R. B. H. M. N. K. A. L. N. M. S. Pawel Posadzki, "Exercise/physical activity and health outcomes: an overview of Cochrane systematic reviews," *BMC Public Health*, vol. 20, no. 1, 2020 .
- [70] J. W. F. B. R. C. U. E. J. F. R. J. F. B. O. P. T. K. Jean-Philippe Chaput, "2020 WHO guidelines on physical activity and sedentary behaviour for children and adolescents aged 5-17 years: summary of the evidence," *International Journal of Behavioural Nutrition and Physical Activity*, vol. 17, no. 1, 2020.
- [71] P. C. J. C. S. G. Mariya Geneshka, "Relationship between Green and Blue Spaces with Mental and Physical Health: A Systematic Review of Longitudinal Observational Studiess," vol. 18, 2021.
- [72] E. D. E. A.-B. I. A.-P. A. C. A. d. N. M. G. M. G.-B. R. G. T. G. F. I. S. K. M. L. M. J. N. J. Christian Brand, "The climate change mitigation effects of daily active travel in cities," vol. 93.
- [73] T. B. C. L. C. L. J. C. Anja Mizdrak, "Potential of active transport to improve health, reduce healthcare costs, and reduce greenhouse gas emissions: A modelling study," vol. 14, no. 7, 2019.
- [74] Australian Institute of Health and Welfare, "Physical activity across the life stages," AIHW, Canberra, 2018.
- [75] Australian Institute of Health and Welfare, "Dementia in Australia," AIHW, Canberra, 2022.

- [76] A. E. A. I. M. T. K. D. R. S. C. M. J. W. F. M. N. D. Y. P. Jehonathan Ben, "Racism in Australia: a protocol for a systematic review and meta-analysis," vol. 11, no. 1, 2022.
- [77] Liang Ma, Yage Liu, Jason Cao, and Runing Ye, "The impact of perceived racism on walking behavior during the COVID-19 lockdown," 2022.
- [78] E. B. Molly Johnson, "Everyday sexism:: Australian women's experiences of street harrassment," The Austrlian Institute, Canberra, 2015.
- [79] Australian Institute of Health and Welfare, "Illicit Drug Use," AIHW, Canberra, 2023.
- [80] GBD 2016 Alcohol and Drug Use Collaborators, "The global burden of disease attributable to alcohol and drug use in 195 countries and territories, 1990–2016: a systematic analysis for the Global Burden of Disease Study 2016," vol. 5, no. 12.
- [81] Department of Health and Aged Care, "National Drug Strategy 2017-2026," Australian Government, Canberra, 2017.
- [82] A. B. R. M. M. C. A. L. Adam O Hill, "Private Lives 3. The Health and Wellbeing of LGBTQ People in Victoria.," La Trobe University: Australian Research Centre in Sex, Health and Society., 2020.
- [83] N. J. F. G. K. W. A. T. Z. A. M. K. H. L. C. S. H. S. E. L. Catherine Sherrington, "Exercise for preventing falls in older people living in the community".
- [84] N. J. F. G. K. W. A. T. Z. A. M. K. H. L. C. S. H. S. E. L. Catherine Sherrington, "Exercise for preventing falls in older people living in the community," vol. 1, no. 1, 2019.
- [85] J. H. Thi Thu Le Pham, "Injury Deaths Victoria 2018-2020," Monah University, Melbourne, 2023.
- [86] T. T. L. P. J. B.-G. Jane Hayman, "Unintentional Hospital Treated Injury Victoria 2020/2021," Monash University, Melbourne, 2022.
- [87] Government of Victoria, "Victorian water safety strategy 2021-2025," State of Victoria, Melbourne, 2021.
- [88] Australian Institue of Health and Welfare, "Rural and Remote Health," AIHW, Canberra, 2021.
- [89] W. N. A. P. A. J. B. P. B. W. C. S. C. T. C. M. C. A. C. P. M. C. J. D. P. D. P. E. V. G. D. G. Nick Watts, "Health and climate change: policy responses to protect public health," vol. 386, 2015.
- [90] World Health Organization, "Climate Change and Health," WHO, Geneva, 2021.

- [91] Department of Families, Fairness and Housing, "Health and human services climate change adaption action plan 2022-2026," State of Victoria, Melbourne, 2022.
- [92] Review on Antimicrobial Resistance, "Antimicrobial Resistance: Tackling a crisis for the health and welfare of nations.," United Kingdom Wellcome Trust, 2014.
- [93] VicHealth, "Promoting equity in child and adolescent mental wellbeing," Victorian Health Promotion Foundation, Melbourne, 2015.
- [94] Department of Health, "Victorian women's sexual and reproductive health plan 2022-2030," State of Victoria, Melbourne, 2022.
- [95] S. Friel, "Climate change, society, and health inequities," vol. 219, no. 9, 2022.
- [96] Australian Bureau of Statistics, "Proficiency in spoken English (ENGLP)," 15 10 2021. [Online]. Available: <https://www.abs.gov.au/census/guide-census-data/census-dictionary/2021/variables-topic/cultural-diversity/proficiency-spoken-english-englp>. [Accessed 08 01 2025].
- [97] Australian Bureau of Statistics, "ANZSCO - Australian and New Zealand Standard Classification of Occupations," 22 11 2022. [Online]. Available: <https://www.abs.gov.au/statistics/classifications/anzsco-australian-and-new-zealand-standard-classification-occupations/2022/browse-classification/2>. [Accessed 08 01 2025].
- [98] Australian Institute of Health and Welfare, "National framework for protecting Australia's children indicators," 15 06 2022. [Online]. Available: <https://www.aihw.gov.au/reports/child-protection/nfpac/contents/national-framework-indicators-data-visualisations/0-6-early-childhood-development>. [Accessed 08 01 2025].
- [99] V. H. Muthy, "Our Epidemic of Loneliness and Isolation," United States Public Health Service, 2023.
- [100] Australian Bureau of Statistics, "Housing," 28 04 2022. [Online]. Available: <https://www.abs.gov.au/statistics/detailed-methodology-information/concepts-sources-methods/survey-income-and-housing-user-guide-australia/2019-20/housing>. [Accessed 13 01 2025].
- [101] G. Sutherland, "Violence against people with disability - Fact sheets," [Online]. Available: <https://mspgh.unimelb.edu.au/research-groups/centre-for-health-policy/disability-and-health-unit/violence-against-people-with-disabilities#:~:text=They%20are%20twice%20as%20likely%20than%20women%20without%20disability%20to,7%25%20of%20men%20without%20disa>. [Accessed 14 01 2025].

- [102] Australian Bureau of Statistics, "Socio-economic advantage and disadvantage," 11 06 2018. [Online]. Available:
<https://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/2071.0~2016~Main%20Features~Socio-Economic%20Advantage%20and%20Disadvantage~123>.
 [Accessed 14 01 2025].

- [103] U. U. UN Women, "Implementation of the 2030 Agenda for Sustainable Development," 2019. [Online]. Available:
<https://www.unwomen.org/sites/default/files/headquarters/Attachments/Sections/Library/Publications/2019/EGM-Tackling-global-challenges-to-equality-and-inclusion-en.pdf>. [Accessed 29 April 2025].

- [104] W. H. Organisation, "Mental Health," 17 June 2022. [Online]. Available:
<http://www.who.int/news-room/fact-sheets/detail/mental-health-strengthening-our-response>. [Accessed 29 April 2025].

- [105] D. V. R. Centre, "Safe and Equal," [Online]. Available:
https://safeandequal.org.au/wp-content/uploads/Complete-set_Hyperlink_-Web-view.pdf.



Sale Service Centre

18 Desailly Street, Sale Victoria 3850
Telephone 1300 366 244

Yarram Service Centre

156 Grant Street, Yarram Victoria 3971
Telephone 03 5182 5100

www.wellington.vic.gov.au
enquiries@wellington.vic.gov.au

13.6. ADOPTION OF THE REVENUE AND RATING PLAN 2025-2029

ACTION OFFICER: MANAGER CORPORATE FINANCE

PURPOSE

To consider and adopt the Revenue and Rating Plan 2025-2029.

RECOMMENDATION

That Council adopt the Revenue and Rating Plan 2025-2029 as attached.

BACKGROUND

The *Local Government Act 2020* requires each Council to prepare and adopt a Revenue and Rating Plan by 30 June following a general election for a period of at least the next 4 financial years.

The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work. The Plan details the most appropriate and affordable revenue and rating approaches which, in conjunction with other income sources, will help finance our Council Plan objectives and ensure long term financial sustainability.

At the ordinary meeting of Council on 6 May 2025, Council resolved to undertake a community engagement process for the draft Revenue and Rating Plan 2025-2029 for the period 7 May to 11 June 2025.

The community engagement process utilised for the draft Revenue and Rating Plan 2025-2029 was facilitated via Council's online community engagement and communication tool 'Your Wellington, Your Say', allowing interested individuals to provide their feedback on the draft.

During the engagement period, 5 individual responses were received and are summarised as follows:

Submission	Number of respondents
Renewable energy projects to pay their share of rates	1
The draft Plan was too complicated	1
No feedback provided	2
Questions about where we spend money and no increase	1

The submissions received have not resulted in any changes to the Revenue and Rating Plan 2025-2029.

A response has been provided where requested in a submission.

With the community engagement process for the Revenue and Rating Plan 2025-2029 completed, the plan is attached for Council consideration and formal adoption. While the statutory deadline for formal adoption was not met, the Revenue and Rating Plan 2025-2029 is effective from 1 July 2025, aligning with the commencement of the new financial year.

ATTACHMENTS

1. Revenue and Rating Plan 2025-2029 [**13.6.1** - 26 pages]

OPTIONS

Council has the following options available:

1. Adopt the Revenue and Rating Plan 2025-2029 as attached; or
2. Seek further information and present the Revenue and Rating Plan 2025-2029 to Council for consideration at a future meeting.

PROPOSAL

That Council adopt the Revenue and Rating Plan 2025-2029 as attached.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 4 “Services and Infrastructure” states the following strategic outcomes:

Strategic Outcome 4.1: *"A financially sustainable, high performing organisation."*

This report supports the above Council Plan strategic outcome.

FINANCIAL IMPACT

The Revenue and Rating Plan 2025-2029 prescribes the methodologies chosen to collect rates and service fees. Major changes could have significant impacts on the distribution of rates and charges collected across the community.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

Under Section 93 of the *Local Government Act 2020* a Council must prepare a Revenue and Rating Plan to cover a minimum period of four years by 30 June following each Council election. While the statutory deadline for formal adoption was not met, the delay was due to a procedural step not being completed during the document finalisation process. This has since been resolved, and Council remains committed to fulfilling its legislative obligations and maintaining transparency in financial planning and reporting.

COUNCIL POLICY IMPACT

This impact has been assessed and there is no effect to consider at this time.

RESOURCES AND STAFF IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNITY IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENVIRONMENTAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENGAGEMENT IMPACT

Council is committed to genuine and effective community engagement in planning and decision making. Accordingly, a community engagement process was undertaken via Council's online community engagement and communication tool 'Your Wellington, Your Say'.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

Wellington Shire Council

Revenue and Rating Plan

2025-2029



Contents

1. PURPOSE	3
2. INTRODUCTION	4
3. COMMUNITY ENGAGEMENT	5
4. RATES AND CHARGES.....	5
4.1 Rating Legislation.....	6
4.2 Rating Principles.....	7
4.3 Determining Which Valuation Base to Use.....	9
4.4 Rating Differentials.....	13
4.5 Inappropriate Subdivisions	16
4.6 Municipal Charge	17
4.7 Special Charge Schemes.....	18
4.8 Service Rates and Charges.....	19
4.9 Collection and Administration of Rates and Charges	20
5. OTHER REVENUE ITEMS.....	23
5.1 User Fees and Charges	23
5.2 Statutory Fees and Charges.....	24
5.3 Grants	25
5.4 Contributions.....	25
5.5 Interest on Investments	25
5.6 Borrowings	26

1. PURPOSE

The *Local Government Act 2020* Section 93 requires each newly elected council to prepare and adopt a Revenue and Rating Plan by 30 June following a general election for a period of 4 years. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Wellington Shire Council which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

This plan is an important part of Council's integrated planning framework, all of which is created to help Council achieve its vision of "*..an engaged and responsible community..*"

Strategies outlined in this plan align with the objectives contained in the Council Plan and will feed into our budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council's strategic planning framework.

This plan will explain how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this plan will set out decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

It is also important to note that this plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

2. INTRODUCTION

Council provides over 110 services and facilities to our local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.

Council's revenue sources include:

- Rates and Charges
- Waste and garbage charges
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e. community groups, developers)
- Interest from investments
- Sale of Assets

Rates are the most significant revenue source for Council and make up approximately 58% of its annual income.

The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. The FGRS continues to restrict Council's ability to raise revenue above the rate cap unless application is made to the Emergency Services Commission for a variation. Maintaining service delivery levels and investing in community assets remain key priorities for Council. This strategy will address Council's reliance on rate income and provide some options to reduce that reliance.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst many are tied directly to the delivery of new community assets, such as roads or sports pavilions. It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

3. COMMUNITY ENGAGEMENT

The Revenue and Rating Plan outlines Council's decision-making process on how revenues are calculated and collected. The following public consultation process will be followed to ensure due consideration and feedback is received from relevant stakeholders.

Revenue and Rating Plan community engagement process:

- Draft Revenue and Rating Plan prepared by officers
- Draft Revenue and Rating Plan placed on public exhibition for comment/feedback for a period of 28 days
- Community engagement through local news outlets and social media
- Consideration of feedback; and
- Draft Revenue and Rating Plan (with any revisions) presented to Council for adoption.

4. RATES AND CHARGES

Rates are property taxes that allow Council to raise revenue to fund public services to cater to their municipal population. Importantly, it is a taxation system that includes flexibility for councils to utilise different tools in its rating structure to accommodate issues of equity and to broadly share rates across all ratepayers.

Council has established a rating structure comprised of key elements. These are:

- **General Rates** – Based on property values (using the Capital Improved Valuation methodology - CIV), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 1989*;
- **Service Charges** - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service.

Wellington Shire Council does not utilise a Municipal Charge as part of its rating strategy, unlike some other Councils.

Striking a proper balance between these elements will help to improve equity in the distribution of the rate burden across ratepayers.

Council makes a further distinction when applying general rates by applying rating differentials based on the purpose for which the property is used. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community.

The Wellington Shire Council rating structure comprises two differential rates (general and farm). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently set as follows:

- General 100%
- Commercial 100%
- Farm land 80%

The formula for calculating Rates, excluding any additional charges, arrears or additional supplementary rates is:

- Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)

The Rate in the Dollar for each rating differential category is included in Council's annual budget.

Rates and charges are an important source of revenue, accounting for over 50% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

Council currently utilises service charges to fully recover the cost of Council's waste services and provide for future landfill rehabilitation costs, these charges are not capped under the Fair Go Rates System.

4.1 Rating Legislation

The legislative framework set out in the *Local Government Act 1989* (remains as a saved provision under the 1989 Act), determines Council's ability to develop a rating system. The framework provides flexibility for Council to tailor a system that suits its needs.

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- General rates under Section 158
- Municipal charges under Section 159
- Service rates and charges under Section 162
- Special rates and charges under Section 163

Wellington Shire Council's recommended strategy in relation to municipal charges, service rates and charges and special rates and charges are discussed later in this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157 (1) of the *Local Government Act 1989* (currently, this remains as a saved provision under the 1989 Act), provides Council with three choices in terms of which valuation base to utilise. They are Site Valuation, Capital Improved Valuation (CIV) and Net Annual Value (NAV).

The advantages and disadvantages of the respective valuation bases are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the *Local Government Act 2020*.

Section 94(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*.

Section 94(3) of the *Local Government Act 2020* also states that Council must ensure that, if applicable, the budget also contains a statement –

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year;
- or
- b) that the Council has made an application to the ESC for a special order and is waiting for the outcome of the application; or
- c) that a special Order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating burden to property owners, however the quantum of rate revenue and rating differential amounts will be determined in the annual Wellington Shire Council budget.

4.2 Rating Principles

When developing a rating strategy, in particular with reference to differential rates, a Council should give consideration to the following good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity.

Wealth Tax

The “wealth tax” principle implies that the rates paid are dependent upon the value of a ratepayer’s real property and have no correlation to the individual ratepayer’s consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

Equity

Horizontal equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).

Vertical equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden).

Efficiency

Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.

Simplicity

How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

Benefit

The extent to which there is a nexus between consumption/benefit and the rate burden.

Capacity to Pay

The capacity of ratepayers or groups of ratepayers to pay rates.

Diversity

The capacity of ratepayers within a group to pay rates. The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

Rates and Charges Revenue Principles:

Property rates will:

- be reviewed annually by the Valuer General Victoria;
- not change dramatically from one year to next via the rate cap; and
- be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.

Differential rating should be applied as equitably as is practical and will comply with the *Ministerial Guidelines for Differential Rating 2013*.

4.3 Determining Which Valuation Base to Use

Under the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

- **Capital Improved Value (CIV)** – Value of land and improvements upon the land.
- **Site Value (SV)** – Value of land only.
- **Net Annual Value (NAV)** – Rental valuation based on CIV.

For residential and farm properties, NAV is calculated at 5% of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or 5% of the CIV.

Capital Improved Value (CIV)

Capital Improved Value is the most commonly used valuation base by local government with over 90% of Victorian councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates to the market value of the property.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if –

- a) It uses the capital improved value system of valuing land; and
- b) It considers that a differential rate will contribute to the equitable and efficient carrying out of its functions.

Where a council does not utilise CIV, it may only apply limited differential rates in relation to farmland, urban farm land or residential use land.

Advantages of using Capital Improved Value (CIV)

- CIV includes all property improvements, and hence is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method takes into account the full development value of the property, and hence better meets the wealth and equity criteria than Site Value and NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals) the market values are more predictable and has reduced the level of objections resulting from valuations.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most councils in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across the state.
- The use of CIV allows council to apply differential rates which greatly adds to council’s ability to equitably distribute the rating burden based on land use and ability to afford council rates.

Disadvantages of using CIV

- The main disadvantage with CIV is the fact that rates are based on the total property value which may not necessarily reflect the income level from time

to time of the property owner as with pensioners and low-income earners.

Site value (SV)

There are currently no Victorian councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in a Wellington Shire Council context would cause a shift in rate burden from the industrial/commercial sectors onto the farming and residential sectors and would hinder Council's objective of a fair and equitable rating system.

Advantages of using Site Value

- There is a perception that under site value, a uniform rate would promote development of land, particularly commercial and industrial developments. There is, however, little evidence to prove that this is the case.

Disadvantages of using Site Value

- Under SV, there will be a significant shift from the industrial/commercial sector onto the farming and residential sectors of council.
- SV is a major burden on property owners that have large areas of land. Some of these owners may have much smaller/older dwellings compared to those who have smaller land areas but well developed dwellings - but will pay more in rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on council to give concessions to categories of landowners on whom the rating burden is seen to fall disproportionately. Large landowners, such as farmers for example, are disadvantaged by the use of site value.
- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The community may have greater difficulty in understanding the SV valuation on their rate notices, as indicated by many inquiries from ratepayers on this issue handled by council's customer service and property revenue staff each year.

Net annual value (NAV)

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is loosely linked to capital improved value for residential and farm properties.

Valuers derive the NAV directly as 5% of CIV.

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties is assessed with regard to actual market rental. This differing treatment of commercial versus residential and farm properties has led to some suggestions that all properties should be valued on a rental basis.

Overall, the use of NAV is not largely supported. For residential and farm ratepayers, actual rental values pose some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

Recommended valuation base

In choosing a valuation base, councils must decide whether they wish to adopt a differential rating system (different rates in the dollar for different property categories) or a uniform rating system (same rate in the dollar). If a council was to choose the former, under the *Local Government Act 1989* (currently, this remains as a saved provision under the 1989 Act), it must adopt either of the CIV or NAV methods of rating.

Wellington Shire Council applies Capital Improved Value (CIV) to all properties within the municipality to take into account the fully developed value of the property. This basis of valuation considers the total market value of the land plus buildings and other improvements.

Differential rating allows (under the CIV method) Council to shift part of the rate burden from some groups of ratepayers to others, through different "rates in the dollar" for each class of property.

Section 161(1) of the *Local Government Act 1989* outlines the requirements relating to differential rates, which include:

- a. A Council may raise any general rates by the application of a differential rate, if Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.
- b. If a Council declares a differential rate for any land, the Council must specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Council's functions and must include the following:
 - i. A definition of the types or classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate.
 - ii. An identification of the type or classes of land which are subject to the rate in respect of the uses, geographic location (other than location on the basis of whether or not the land is within a specific ward in Council's district).
 - iii. Specify the characteristics of the land, which are the criteria for declaring the differential rate.

Once the Council has declared a differential rate for any land, the Council must:

- a. Specify the objectives of the differential rates;
- b. Specify the characteristics of the land which are the criteria for declaring the differential rate.

The purpose is to ensure that Council has a sound basis on which to develop the various charging features when determining its revenue strategies and ensure that these are consistent with the provisions of the *Local Government Act 1989*.

The general objectives of each of the differential rates are to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. There is no limit on the number or types of differential rates that can be levied, but the highest differential rate can be no more than four times the lowest differential rate.

Property Valuations

The Valuation of Land Act 1960 is the principal legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis. Wellington Shire Council applies a Capital Improved Value (CIV) to all properties within the municipality to take into account the full development value of the property. This basis of valuation takes into account the total market value of the land including buildings and other improvements.

The value of land is always derived by the principle of valuing land for its highest and best use at the relevant time of valuation.

Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy outlined in the previous section to ensure that rises and falls in council rates remain affordable and that rating 'shocks' are mitigated to some degree.

Supplementary Valuations

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary valuations and advises council on a monthly basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes.

Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality. Objections to supplementary valuations can be lodged in accordance with Part 3 of the *Valuation of Land Act 1960*. Any objections must be lodged with the Valuer General within two months of the issue of the supplementary rate notice.

Objections to property valuations

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or

amended (supplementary) Rates and Valuation Charges Notice.

A property owner must lodge their objection to the valuation or the AVPCC via the Rating Valuation Objections Portal. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Valuation Notice (via the online Objection Portal) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

4.4 Rating Differentials

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

General Rate

Definition:

General land is any rateable land which does not have the characteristics of Farm Rate land, and includes residential and commercial/industrial properties, both vacant and improved.

Objectives:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to Council's activities in the municipality.

Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate of residential or commercial/ industrial land. The vacant land affected by this rate is that which is zoned residential or commercial/industrial under the Wellington Shire Council Planning Scheme. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

Types and Classes:

Rateable land having the relevant characteristics described below:

- a. used primarily for residential or commercial/ industrial purposes; or
- b. any land that is not defined as Farm Land.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

100% of General Rate.

Use of Land:

Any use permitted under the Wellington Shire Council Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wellington Shire Council Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

Farm Rate**Definition:**

In order for a property to be classified under the Differential Farm rate land must fulfil the following Definition and Criteria and be rated as such.

Any land which is "Farm Land" within the meaning of Section 2(1) of the *Valuation of Land Act 1960* and the additional criteria as defined below:

- a. Farm Land means any rateable land that is 2 or more hectares in area;
- b. used primarily for primary producing purposes from its activities on the land; used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities;
- c. that is used by a business:
 - That has a significant and substantial commercial purpose or character;
 - That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
 - That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

Council criteria:

The ratepayer is a Primary Producer with the Australian Taxation Office and has registered ABN and, a commercial intent as outlined by a business in part c above. That the land is within a Farm Zone in accordance with Council's planning scheme. The Farm Rate is assigned to land upon review of an application or extended to new properties acquired by businesses previously granted the Farm Rate.

Objectives:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined farmland properties is fair and equitable, having regard to Council's activities in the municipality.

The farm rate endeavours to:

- maintain agriculture as a major industry in the municipal district
- facilitate the longevity of the farm sector
- recognise that large land areas are generally required to maintain a viable farming business
- achieve a balance between providing for municipal growth and retaining the important agricultural economic base.

Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of farmland which will be subject to the differential farm rate. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

Types and Classes:

Farmland having the relevant characteristics described below:

- a. used primarily for primary production purposes; or
- b. any land that is not defined as General Land.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

80% of the General Rate.

Use of Land:

Any use permitted under the Wellington Shire Council Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Wellington Shire Council Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

Cultural and Recreational Land

Currently Council levies a general rate on land which has the following characteristics:

- Land which is controlled by a non-profit organisation which exists for the purpose of providing or promoting culture or sporting and recreation facilities which is used for sporting, recreation or cultural purposes or which is used for agricultural showgrounds.

The provision of rate relief to recreational land can also be provided by the *Cultural and Recreational Lands Act 1963*. This Act provides for properties used for outdoor activities to be differently rated unless it involves land that is being leased from a private landowner. The discretion of whether to provide a cultural and recreational land rate rests with Council.

A rebate system applies to these properties and is reassessed regularly. The level of rebate granted is determined by the number of members, annual profit/loss and hours of operation for each applicant. Rebates of 100%, 75%, 50% or 25% of the general rate are granted on this basis.

Advantages of a differential rating system

The advantages of utilising a differential rating system summarised below are:

- There is greater flexibility to distribute the rate burden between all classes of property.
- Allows Council to reflect the unique circumstances of some rating categories where the application of a uniform rate may create an inequitable outcome (e.g. Farming enterprises).
- Allows Council discretion in the imposition of rates to facilitate and encourage appropriate development of its municipal district in the best interest of the community.

Disadvantages of a differential rating system

The disadvantages in applying differential rating are summarised below:

- The justification of the differential rate can at times be difficult for the various groups to accept giving rise to queries and complaints where the differentials may seem to be excessive.
- Differential rates can be confusing to ratepayers, as they may have difficulty understanding the system. Some rating categories may feel they are unfavourably treated because they are paying a different level of rates than other ratepayer groups.
- Differential rating involves a degree of administrative complexity as properties continually shift from one type to another (e.g. residential to farming) requiring Council to update its records. Ensuring the accuracy/integrity of Council's data base is critical to ensure that properties are correctly classified into their right category.

4.5 Inappropriate Subdivisions

The Ninety Mile Beach subdivision is a 25-kilometre strip of land located between Bass Strait and Lake Reeve, which extends north of the Honeysuckles to Paradise Beach.

The land was subdivided into about 11,800 small lots from 1955 to 1969 prior to the introduction of planning controls. Much of the area is now inappropriate for development (e.g. due to flooding, lack of services etc). Areas unsuitable for development are contained in the Rural Conservation Zone. In contrast, land contained in the Low Density Residential Zone in the Honeysuckles and Golden Beach/Paradise Beach settlements can be developed with planning permit approval.

Due to the complex history of the Ninety Mile Beach subdivisions (and associated landowner concerns), the Victorian Ombudsman prepared a report which was tabled in the Victorian Parliament. A copy of the Ombudsman report can be accessed via the Victorian Ombudsman website.

Council welcomed the independent review of the complex issues associated with the Ninety Mile Beach subdivisions and supported each of the three (3) recommendations made for Council at its meeting of 3 December 2019.

Council does not send notices for any of the undevelopable Ninety Mile Beach subdivided lots, this started from 1 July 2019, no further rate notices will be issued for undevelopable blocks. These blocks are now part of a compulsory acquisition process managed by the Department Energy Climate Change Action.

4.6 Municipal Charge

Another principal rating option available to Councils is the application of a municipal charge. Under Section 159 of the *Local Government Act 1989*, (currently, this remains as a saved provision under the 1989 Act), Council may declare a municipal charge to cover some of the administrative costs of the Council. The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge.

The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties, rather than sole use of the CIV valuation method.

Under the *Local Government Act 1989*, a council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the combined sum total of the Council's total revenue from the municipal charge and the revenue from general rates (total rates).

The municipal charge applies equally to all properties and is based upon the recovery of a fixed cost of providing administrative services irrespective of valuation. The same contribution amount per assessment to cover a portion of Council's administrative costs can be seen as an equitable method of recovering these costs.

Wellington Shire Council does not apply a Municipal Charge.

Advantages of Applying the Municipal Charge

A municipal charge applies equally to all properties and is based upon the recovery of

a fixed cost of providing administrative services irrespective of property valuation. The same contribution amount per property can be seen by some as an equitable method of recovering these costs.

Disadvantages of Applying the Municipal Charge

The argument against a municipal charge is that this charge is regressive in nature and would result in lower valued properties paying higher overall rates and charges than they do at present. The equity objective in levying rates against property values is lost in a municipal charge as it is levied uniformly across all properties.

Wellington Shire Council does not utilise a Municipal Charge as part of its rating strategy.

Rebates and Concessions

Section 169(1) of the Act allows Council to grant a rebate or concession –

- a. to assist the proper development of the municipal district; or
- b. to preserve buildings or places in the municipal district which are of historical or environmental interest; or
- c. to restore or maintain buildings or places of historical, environmental, architectural or scientific importance in the municipal district; or
- d. to assist the proper development of part of the municipal district.

A Council resolution granting a rebate or concession must specify the benefit to the community as a whole resulting from the rebate or concession.

Rates Rebate for Land with a Deed of Covenant for Conservation Purposes

Council currently offers a rates rebate for land with a signed Deed of Covenant for Conservation purposes (Trust for Nature). Property owners must apply for the rebate and provide a copy of their Deed. A rate per hectare is determined by Council annually and is applied to reduce the general rates charged to those properties.

4.7 Special Charge Schemes

The *Local Government Act 1989* recognises that councils need help to provide improved infrastructure for their local communities. Legislation allows councils to pass on the cost of capital infrastructure to the owner of a property that generally receives a unique benefit from the construction works. The technical explanation of a Special Charge comes from legislation (under the *Local Government Act 1989*) that allows councils to recover the cost of works from property owners who will gain special benefit from that work.

The purposes for which special rates and special charges may be used include road construction, kerb and channelling, footpath provision, drainage, and other capital improvement projects.

The special rate or special charges may be declared on the basis of any criteria

specified by the council in the rate (Section 163 (2)). In accordance with Section 163 (3), council must specify:

- a) the wards, groups, uses or areas for which the special rate or charge is declared; and
- b) the land in relation to which the special rate or special charge is declared;
- c) the manner in which the special rate or special charge will be assessed and levied; and
- d) details of the period for which the special rate or special charge remains in force.

The special rates and charges provisions are flexible and can be used to achieve a wide range of community objectives. The fundamental principle of special rates and charges is proof "special benefit" applies to those being levied. For example, they could be used to fund co-operative fire prevention schemes. This would ensure that there were no 'free-riders' reaping the benefits but not contributing to fire prevention.

Landscaping and environmental improvement programs that benefit small or localized areas could also be funded using special rates or charges.

4.8 Service Rates and Charges

Section 162 of the *Local Government Act 1989* provides council with the opportunity to raise service rates and charges for any of the following services:

- a) The provision of a water supply;
- b) The collection and disposal of refuse;
- c) The provision of sewage services;
- d) Any other prescribed service.

Kerbside Collection (Garbage) Charge

Wellington Shire Council provides a kerbside collection (garbage) service to around half of its ratepayers within designated areas, based on full cost recovery of the waste function. Applying the equity principle, those who do not receive this service should not have to pay for it through general rates.

Council calculates the cost of this service and applies a 'user pays' charge to those who receive the service, or to whom the service is available - a resident may not opt out of this service where they are in a collection zone. Commercial ratepayers, where they can provide evidence of an alternative, commercially provided waste collection service may opt out.

Waste Infrastructure Charge

Council applies a Waste Infrastructure Charge to all properties within the Shire (only excluding those within the inappropriate subdivision), to fund the provision of future waste management infrastructure e.g. tip cells, transfer station infrastructure, sorting and handling capacity. All funds collected through this charge are placed in the waste infrastructure reserve and are only applied to this purpose.

EPA Levy Charge

Environment Protection Authority (EPA) requirements under the *Environment Protection Act 1970* require Council to provide financial assurances for

rehabilitation, remedial works and aftercare for all licensed landfills. In addition, there are strict guidelines for future landfill siting, design and management.

Changes for Council's levies to the EPA are adjusted annually or as necessary. This separate cost is shown on Rates Notices in the interests of greater transparency. The cost of the levy is influenced by two drivers – one is the volume of waste going into our landfill, and the second is the price per tonne levied by the EPA. While we can do little regarding the price, we can certainly, as a community, make greater efforts to recycle more and reduce the volume of waste to landfill.

4.9 Collection and Administration of Rates and Charges

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

Payment options

In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash),
- Payble – online customer managed payment plans and one off payments
- BPAY,
- Australia Post (over the counter, over the phone via credit card and on the internet),
- by mail (cheques and money orders only).

Interest on arrears and overdue rates

Statutory interest is charged on overdue rates in accordance with the *Local Government Act 1989* (as amended) that do not have an approved payment plan.

Pensioner rebates

Holders of a valid Centrelink or Veteran Affairs Pension Concession card or a Veteran Affairs Gold card which stipulates TPI or War Widow may claim a rebate on a principal place of residence. Upon initial application, ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner rebate is deducted from the rate account each financial year.

Eligible pensioners may gain a municipal rates concession up to a maximum cap as stipulated by the State Government, and updated annually.

With regards to new applicants, after being granted an eligible Concession Card,

pensioners can then apply for the rebate at any time throughout the rating year. Retrospective claims up to a maximum of one previous financial year can be approved by Council on verification of eligibility criteria, for periods prior to this, claims may be approved by the relevant government department.

Financial Hardship

Council recognises that there are cases of genuine financial hardship requiring respect and compassion. All applications will be treated in a consistent, equitable and confidential manner.

Section 171(A) of the Act allows Council to consider applications by a ratepayer who –

- a) is suffering financial hardship; or
- b) would suffer financial hardship if they paid their rates and charges in full; to have all or part of the rates and charges or late payment interest waived.

Rates and charges will not be waived as this places an unfair burden on all other ratepayers. The financial circumstances of each ratepayer in hardship will determine the course of action with their property.

Penalty interest waivers can be applied for under the following categories:-

1. Administrative Waiver – where an administrative error or omission which is proven to have caused or significantly contributed to the failure to pay rates, a waiver of interest, in full or in part, may be applied.
2. Compassionate Grounds – Ratepayers may have interest waived on their principal place of residence where they have demonstrated compassionate grounds. Acceptable compassionate grounds would generally relate to family illness or death. The ratepayer will need to agree to an acceptable payment arrangement to pay the outstanding amount. Waivers shall be applied on a one-off basis and ratepayers will need to apply on each occasion such a waiver is sought.
3. Financial Hardship or Hardship - Applications must demonstrate that the ratepayer is experiencing financial hardship; and the ratepayer must enter into an acceptable payment arrangement and perform against such an arrangement. Under a financial hardship arrangement, whilst rates and interest will still accrue, no further legal action shall be taken. Periodic confirmation will be sought from either the ratepayer or nominated representative that financial hardship conditions still exist. Financial hardship arrangements will be withdrawn automatically upon sale of the property. Financial hardship waivers will not be granted for investment properties or holiday homes.

Deferred Payments

Under Section 170 of the *Local Government Act 1989*, Council may defer the payment of any rate or charge, allowing ratepayers an extended period to make payments or alternatively to forestall payments on an indefinite basis until the ratepayer ceases to own or occupy the land in respect of which rates and charges are to be levied.

Deferral of rates and charges are available to all ratepayers who have been granted Hardship or can prove extenuating circumstances on their primary place of residence. Where Council approves the deferral of rates or charges, interest will continue to be levied on the outstanding balance of rates and charges.

Debt recovery

Council makes every effort to contact ratepayers at their correct address, but it is the ratepayers' responsibility to properly advise Council of their contact details. The *Local Government Act 2020* Section 122 requires a person who acquires property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice of acquisition of an interest in land.

In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest. In the event that the account remains unpaid, Council may take legal action without further notice to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

If an amount payable by way of rates in respect to land has been in arrears for three years or more, Council may take action to sell the property in accordance with the *Local Government Act 1989* Section 181.

Council has a formal Policy (Rates, Hardship and Debt Collection Policy) which discusses all the debt collection actions that may be taken. This Policy can be found on Council's website in the Council Policy Manual.

Fire Services Property Levy

In 2016 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The Fire Services Property Levy helps fund the services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government.

The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

The State Government is reviewing the Fire Service Levy, the name has changed to Emergency Services Volunteer Fund from 1 July 2025.

5. OTHER REVENUE ITEMS

5.1 User Fees and Charges

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure.

Examples of user fees and charges include:

- Waste Management fees
- Leisure Centre, Gym, and Pool visitation and membership fees
- Entertainment Centre Ticket Sales, Performance and Venue Hire fees
- Yard Dues, Droving fees, and related Saleyards charges
- Leases and facility hire fees

The provision of infrastructure and services form a key part of Council's role in supporting the local community. In providing these, Council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

In providing services to the community, Council must determine the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

- A. Market Price
- B. Full Cost Recovery Price
- C. Subsidised Price

Market pricing (A) is where Council sets prices based on the benchmarked competitive prices of alternate suppliers. In general, market price represents full cost recovery plus an allowance for a contribution profit margin. Market prices will be used when other providers exist in the given market, and Council needs to meet its obligations under the government's Competitive Neutrality Policy.

It should be noted that if a market price is lower than Council's full cost price, then the market price would represent Council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that Council is not the most efficient supplier in the marketplace. In this situation, Council will consider whether there is a community service obligation and whether Council should be providing this service at all.

Full cost recovery price (B) aims to recover all direct and indirect costs incurred by Council. This pricing should be used in particular where a service provided by Council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

Subsidised pricing (C) is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. Council provides the service free of charge) to partial subsidies, where Council provides the service to the user with a discount. The subsidy can be funded from Council's rate revenue or other sources such as Commonwealth and state funding programs. Full Council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

As per the Victorian Auditor General's Office report "Fees and charges – cost recovery by local government" recommendations, Council's user fee pricing policy guides the fair and equitable setting of prices. The process for setting fee prices includes such principles as:

- Both direct and indirect costs to be taken into account;
- Accessibility, affordability and efficient delivery of services; and
- Competitive neutrality with commercial providers.

Council compiles a table of fees and charges as part of its annual budget each year. Proposed pricing will be included in this table and will be communicated to stakeholders before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are locked in.

5.2 Statutory Fees and Charges

Statutory fees and fines are those which Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation. Council has little discretion to set these fees.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Animal registration fees
- Caravan park registration fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee.

Penalty units

Penalty units are used to define the amount payable for fines for many offences. For example, the fine for selling a tobacco product to a person aged under 18 is four penalty units.

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee.

5.3 Grants

Grant revenue represents income usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in Council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

5.4 Contributions

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects.

Contributions can be made to Council in the form of either cash payments or asset handovers.

Examples of contributions include:

- Contributions from user groups towards upgrade of facilities
- Contributions from other Councils to complete mutually beneficial projects
- Contributions from individuals or estates towards purchase of artwork
- Assets handed over to Council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.
- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans.

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any Council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements.

5.5 Interest on Investments

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per Council's investment policy, which seeks to earn the best return on funds, whilst minimising risk.

5.6 Borrowings

Whilst not a source of income, borrowings can be an important cash management tool in appropriate circumstances. Loans can only be approved by council resolution. The following financial sustainability principles must be adhered to with new borrowings:

- Borrowings must only be applied for where it can be proven that repayments can be met in the Long Term Financial Plan
- Borrowings must not be used to fund ongoing operations
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations.
- Council will maintain its debt at levels which are sustainable, with:
 - indebtedness <60% of rate and charges revenue, and
 - debt servicing cost <5% of total revenue (excluding capital revenue).

14. GENERAL MANAGER DEVELOPMENT

14.1. MONTHLY PLANNING DECISIONS - JUNE 2025

ACTION OFFICER: MANAGER PLANNING AND BUILDING

PURPOSE

To provide a report to Council on recent planning permit trends and planning decisions made under delegation by Statutory Planners during the month of June 2025.

RECOMMENDATION

That Council note the report on recent Planning Permit trends and Planning Application determinations between 1 and 30 June 2025.

BACKGROUND

Statutory Planners have delegated authority under the *Planning and Environment Act 1987* to make planning decisions in accordance with the *Planning and Environment Act 1987* and the Wellington Planning Scheme, including the issue of planning permits, amended permits, extensions of time, refusal of planning permits and notices of decision to grant a planning permit.

A copy of planning permit decisions made between 1 and 30 June 2025 is included in Attachment 14.1.1 - Planning Decisions Report June 2025.

An overview of recent planning permit trends including decisions made, efficiency of decision making and the estimated value of approved development (derived from monthly planning permit activity reporting data) is included in Attachment 14.1.2 - Planning Trends Report June 2025.

ATTACHMENTS

1. Planning Decisions Report June 2025 [**14.1.1** - 4 pages]
2. Planning Trends Report June 2025 [**14.1.2** - 3 pages]

OPTIONS

Council has the following options available:

1. Receive 1 to 30 June 2025 planning decisions report; or
2. Not receive 1 to 30 June 2025 planning decisions report and seek further information for consideration at a future Council meeting.

PROPOSAL

That Council note the report of recent planning permit trends and planning application determinations between 1 and 30 June 2025.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNICATION IMPACT

The monthly report communicates information about planning trends and determinations including the issue of planning permits, amended permits, refusal of planning permits, and notices of decision to grant a planning permit.

LEGISLATIVE IMPACT

All planning decisions have been processed and issued in accordance with the *Planning and Environment Act 1987* and the Wellington Planning Scheme.

COUNCIL POLICY IMPACT

All planning decisions have been issued after due consideration of relevant Council policy, including Council's Heritage Policy, and the requirements of the Planning Policy Framework in the Wellington Planning Scheme.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 2 "Economy and Sustainable Growth" states the following strategic outcome:

Strategic Outcome 2.1: *"A diverse economy that creates jobs and opportunities."*

Strategic Outcome 2.3: *"An increase in variety of housing choice to support equitable access to housing."*

This report supports the above Council Plan strategic outcomes.

RESOURCES AND STAFF IMPACT

This impact has been assessed and there is no effect to consider at this time.

COMMUNITY IMPACT

This impact has been assessed and there is no effect to consider at this time.

ENVIRONMENTAL IMPACT

Planning decisions are made in accordance with the relevant environmental standards to ensure that environmental impacts are minimised.

ENGAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

RISK MANAGEMENT IMPACT

This impact has been assessed and there is no effect to consider at this time.

**PLANNING APPLICATION DETERMINATIONS
BETWEEN 1/06/2025 AND 30/06/2025**

Application No/Year	Date Received	Property Title & Address	Proposal	Status
404-2.00/2017	8/05/2025	Assessment No. 91330 CA: 27A1 SEC: 8 236 BRIAGOLONG RD STRATFORD	Six lot subdivision and alteration to an access to a Transport Zone 2.	Permit Issued by Delegate of Resp/Auth 20/06/2025
196-3.00/2023	30/05/2025	Assessment No. 213454 LOT: 239 LP: 52647 6 AZURE AVE GOLDEN BEACH	Buildings and works associated with the construction of a dwelling.	Permit Issued by Delegate of Resp/Auth 11/06/2025
325-2.00/2023	22/04/2025	Assessment No. 268839 LOT: 1 TP: 390144 1,178 YARRAM-MORWELL STACEYS BRIDGE	Use of the land for materials recycling (concrete).	Permit Issued by Delegate of Resp/Auth 13/06/2025
139-2.00/2024	8/05/2025	Assessment No. 91330 LOT: S3 PS: 743742J 200 BRIAGOLONG RD STRATFORD	Multi lot subdivision of the land.	Permit Issued by Delegate of Resp/Auth 20/06/2025
156-1.00/2024	17/05/2024	Assessment No. 104216 LOT: 1 LP: 123440 821 NAMBROK RD NAMBROK	U & D of the land for rural workers accommodation.	Lapsed 3/06/2025
218-2.00/2024	22/04/2025	Assessment No. 263731 LOT: 1 TP: 539371U YARRAM-MORWELL RD STACEYS BRIDGE	Use and development of the land for the construction of a dwelling.	Permit Issued by Delegate of Resp/Auth 13/06/2025
304-1.00/2024	25/09/2024	Assessment No. 460410 LOT: 13 LP: 5529 5 CARPENTER ST YARRAM	Three lot re-subdivision of the land.	NOD issued by Delegate of Respon/Auth 10/06/2025
333-1.00/2024	15/10/2024	Assessment No. 278028 LOT: 1 PS: 543465Y 39 SOUTH ST PORT ALBERT	Buildings & works associated with the construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 3/06/2025
337-1.00/2024	16/10/2024	Assessment No. 306977 LOT: 1 TP: 146720L 117 JOHNSON ST MAFFRA	Two lot subdivision of the land.	Permit Issued by Delegate of Resp/Auth 23/06/2025
359-1.00/2024	31/10/2024	Assessment No. 14233 LOT: 1 TP: 173182 43-57 MAFFRA-SALE RD SALE	Alteration to an existing liquor licence.	Permit Issued by Delegate of Resp/Auth 27/06/2025
34-1.00/2025	4/02/2025	Assessment No. 464123 LOT: 5 PS: 917882Y 4/26 COBAINS RD SALE	Use and Develop Industrial Buildings(one for Joinery)& reduce parking.	Permit Issued by Delegate of Resp/Auth 20/06/2025

ATTACHMENT 14.1.1

Application No/Year	Date Received	Property Title & Address	Proposal	Status
46-2.00/2025	12/06/2025	Assessment No. 46201 LOT: 3 PS: 924061C 58 WURRUK WAY WURRUK	2 Lot Subdivision of the Land.	Permit Issued by Delegate of Resp/Auth 30/06/2025
47-2.00/2025	13/06/2025	Assessment No. 353102 LOT: 25 LP: 54201 3 TAMBORITHA TCE COONGULLA	Buildings and works associated with the construction of a dwelling.	Permit Issued by Delegate of Resp/Auth 25/06/2025
55-1.00/2025	24/02/2025	Assessment No. 369546 PLANNING & BUILDING ST WELLINGTON	Works associated with geophysical and geotechnical investigations.	Permit Issued by Delegate of Resp/Auth 13/06/2025
99-1.00/2025	1/04/2025	Assessment No. 195438 LOT: 1 PS: 620576L ELLEN AVE SEASPRAY	Removal of an easement and the creation of a new easement.	Permit Issued by Delegate of Resp/Auth 5/06/2025
105-1.00/2025	4/04/2025	Assessment No. 346346 LOT: 1 TP: 407688B 217 LOCKS RD BOISDALE	Buildings and works associated with the construction of a dwelling.	Permit Issued by Delegate of Resp/Auth 6/06/2025
108-1.00/2025	7/04/2025	Assessment No. 263194 LOT: 17 LP: 144854 33 BYRNES RD WOODSIDE BEACH	Buildings & works associated with the construction of a new dwelling.	Permit Issued by Delegate of Resp/Auth 4/06/2025
120-1.00/2025	11/04/2025	Assessment No. 16063 LOT: 2 LP: 131035 14 TROOD ST SALE	Buildings and works associated with the construction of two dwellings.	Permit Issued by Delegate of Resp/Auth 5/06/2025
121-1.00/2025	11/04/2025	Assessment No. 436220 LOT: 5 PS: 736786C 22-24 WELLINGTON PARK SALE	Buildings and works associated with a telecommunications facility	Withdrawn 16/06/2025
123-1.00/2025	14/04/2025	Assessment No. 460980 LOT: 8 PS: 845013D 26 MILL LANE ROSEDALE	Buildings and works associated with the construction of an outbuilding	Permit Issued by Delegate of Resp/Auth 24/06/2025
131-1.00/2025	6/05/2025	Assessment No. 338004 LOT: 132 LP: 9946 74 KNIGHT ST MAFFRA	Two lot subdivision of the land.	Permit Issued by Delegate of Resp/Auth 24/06/2025
132-1.00/2025	6/05/2025	Assessment No. 295725 LOT: 52 LP: 10751 51 LAWLER ST YARRAM	Buildings & works / construct an extension to an existing building.	Permit Issued by Delegate of Resp/Auth 17/06/2025
140-1.00/2025	12/05/2025	Assessment No. 378448 LOT: 1 PS: 515575A 95-99 COMMERCIAL RD YARRAM	Buildings and works associated with renovation of a building (church).	Permit Issued by Delegate of Resp/Auth 6/06/2025

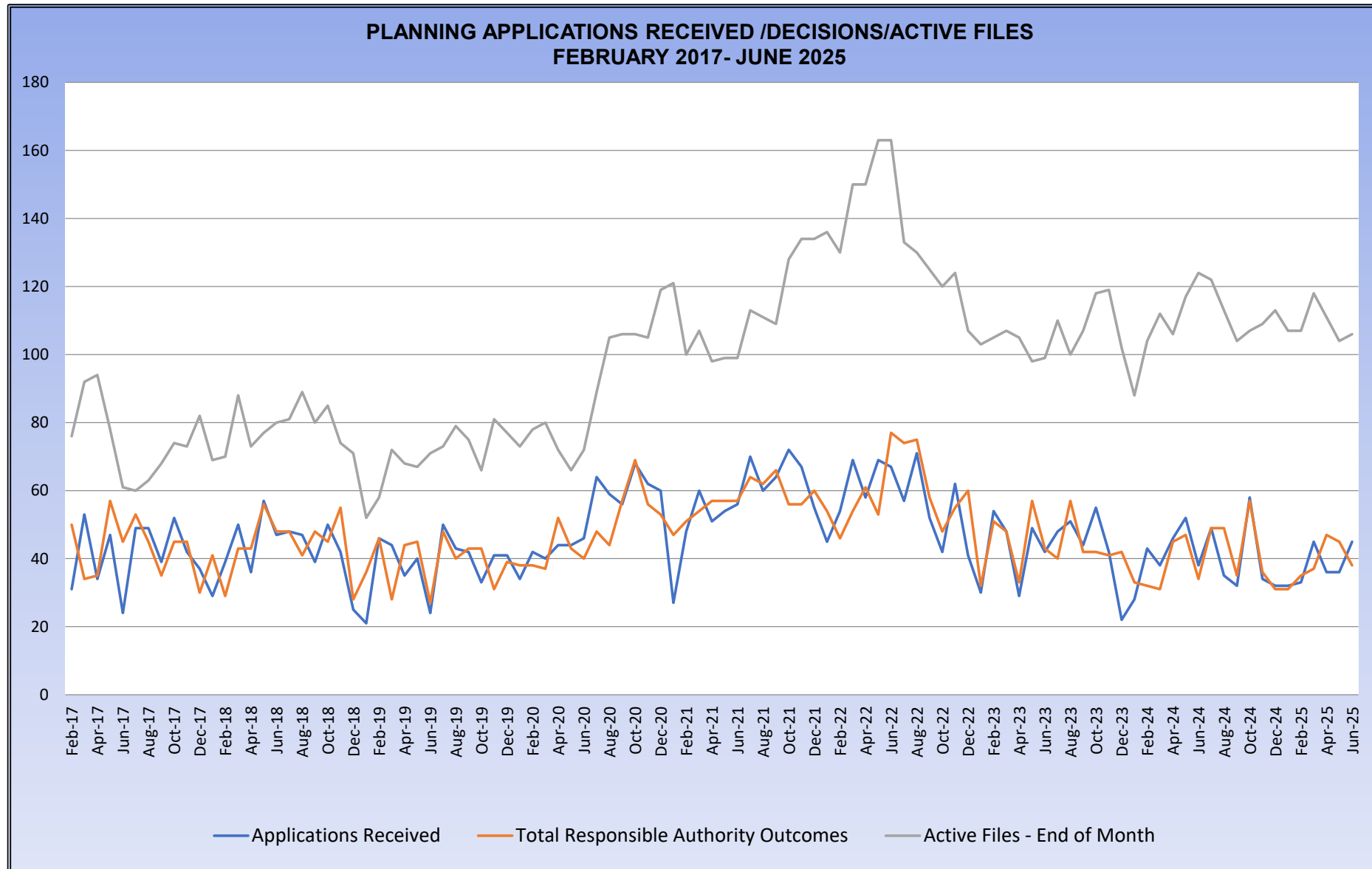
ATTACHMENT 14.1.1

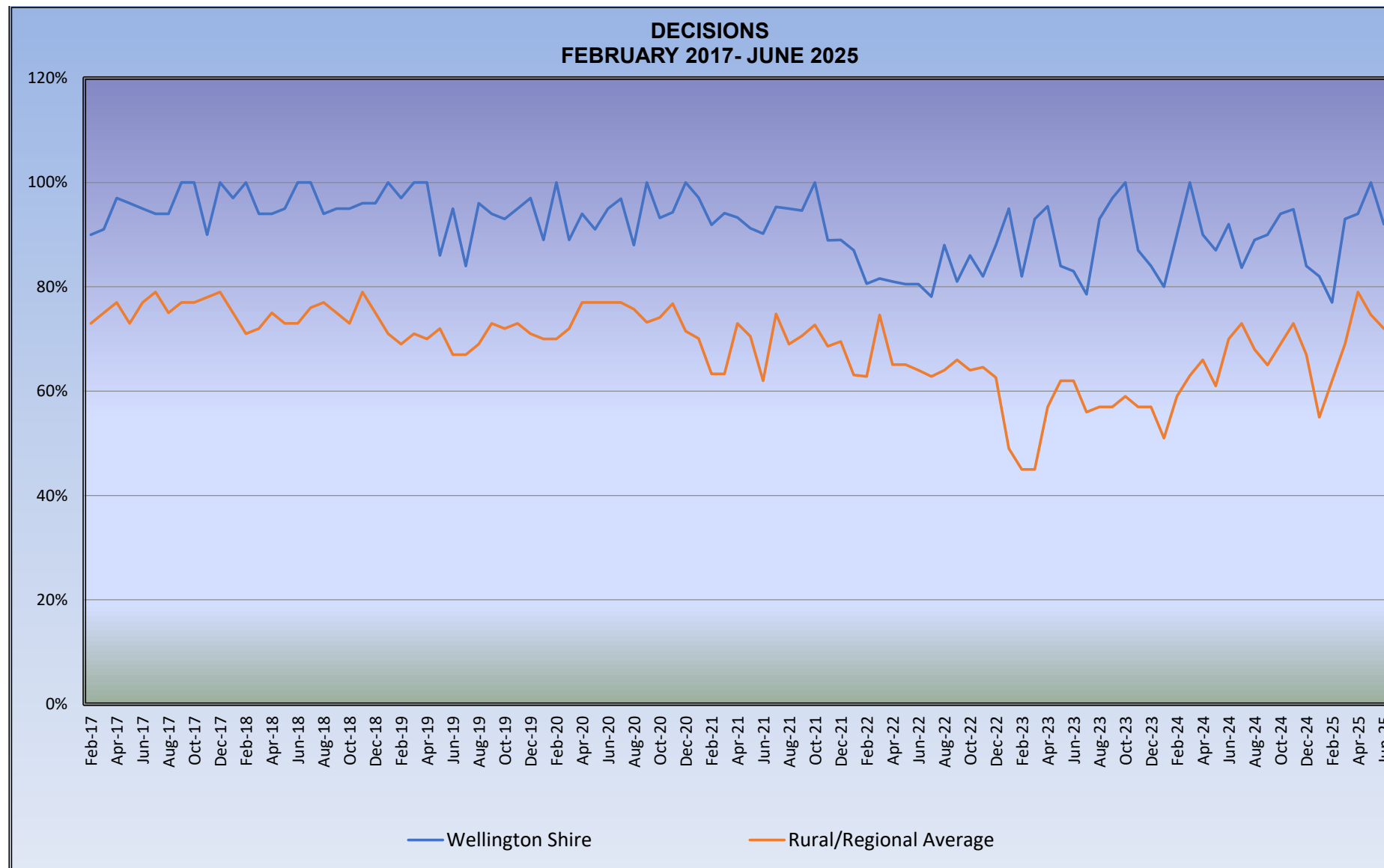
Application No/Year	Date Received	Property Title & Address	Proposal	Status
141-1.00/2025	13/05/2025	Assessment No. 259614 LOT: 1244 LP: 40160 108 THE BOULEVARD PARADISE BEACH	Buildings & works associated with the construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 13/06/2025
143-1.00/2025	13/05/2025	Assessment No. 51631 PCA: 9 SEC: 1 130 FOSTER ST SALE	Buildings and works / extension to an existing building.	Permit Issued by Delegate of Resp/Auth 6/06/2025
153-1.00/2025	23/05/2025	Assessment No. 374397 LOT: 1 TP: 182324 16 WELLINGTON ST PORT ALBERT	Buildings & works associated with the construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 3/06/2025
158-1.00/2025	29/05/2025	Assessment No. 266460 CA: 43A 20 MCALPINE RD CARRAJUNG LOWER	Buildings and works associated with the construction of an outbuilding	Permit Issued by Delegate of Resp/Auth 5/06/2025
160-1.00/2025	30/05/2025	Assessment No. 367524 LOT: 2 PS: 125484 163 VARDYS RD RIVERSLEA	B&Ws associated with construction of an agricultural building.	Permit Issued by Delegate of Resp/Auth 5/06/2025
162-1.00/2025	3/06/2025	Assessment No. 242115 LOT: 2583 LP: 70942 3 SYME ST LOCH SPORT	Buildings and works associated with the construction of a dwelling.	Permit Issued by Delegate of Resp/Auth 13/06/2025
163-1.00/2025	4/06/2025	Assessment No. 213595 PC: 164674E 11-13 WAVE CAP CT GOLDEN BEACH	Buildings and works associated with the construction of an outbuilding	Permit Issued by Delegate of Resp/Auth 16/06/2025
165-1.00/2025	4/06/2025	Assessment No. 357715 PC: 363606Y 5,270 TRARALGON-MAFFRA TINAMBA	B&Ws associated with construction of extension to existing dwelling.	Permit Issued by Delegate of Resp/Auth 20/06/2025
166-1.00/2025	5/06/2025	Assessment No. 346569 LOT: 1 PS: 132307 261 LUCKMANS RD BOISDALE	Buildings & works / construction of an agricultural building.	Permit Issued by Delegate of Resp/Auth 27/06/2025
168-1.00/2025	5/06/2025	Assessment No. 50443 LOT: 1 PS: 532296H 50 YORK ST SALE	Buildings & works associated with the construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 26/06/2025
169-1.00/2025	6/06/2025	Assessment No. 106054 LOT: 4 TP: 814943R 802 SALE-HEYFIELD RD DENISON	Buildings & works /construction of an agricultural building.	Permit Issued by Delegate of Resp/Auth 17/06/2025
171-1.00/2025	6/06/2025	Assessment No. 119297 PC: 357365 7 CALYPSO CT GOLDEN BEACH	Buildings & works associated with the construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 16/06/2025

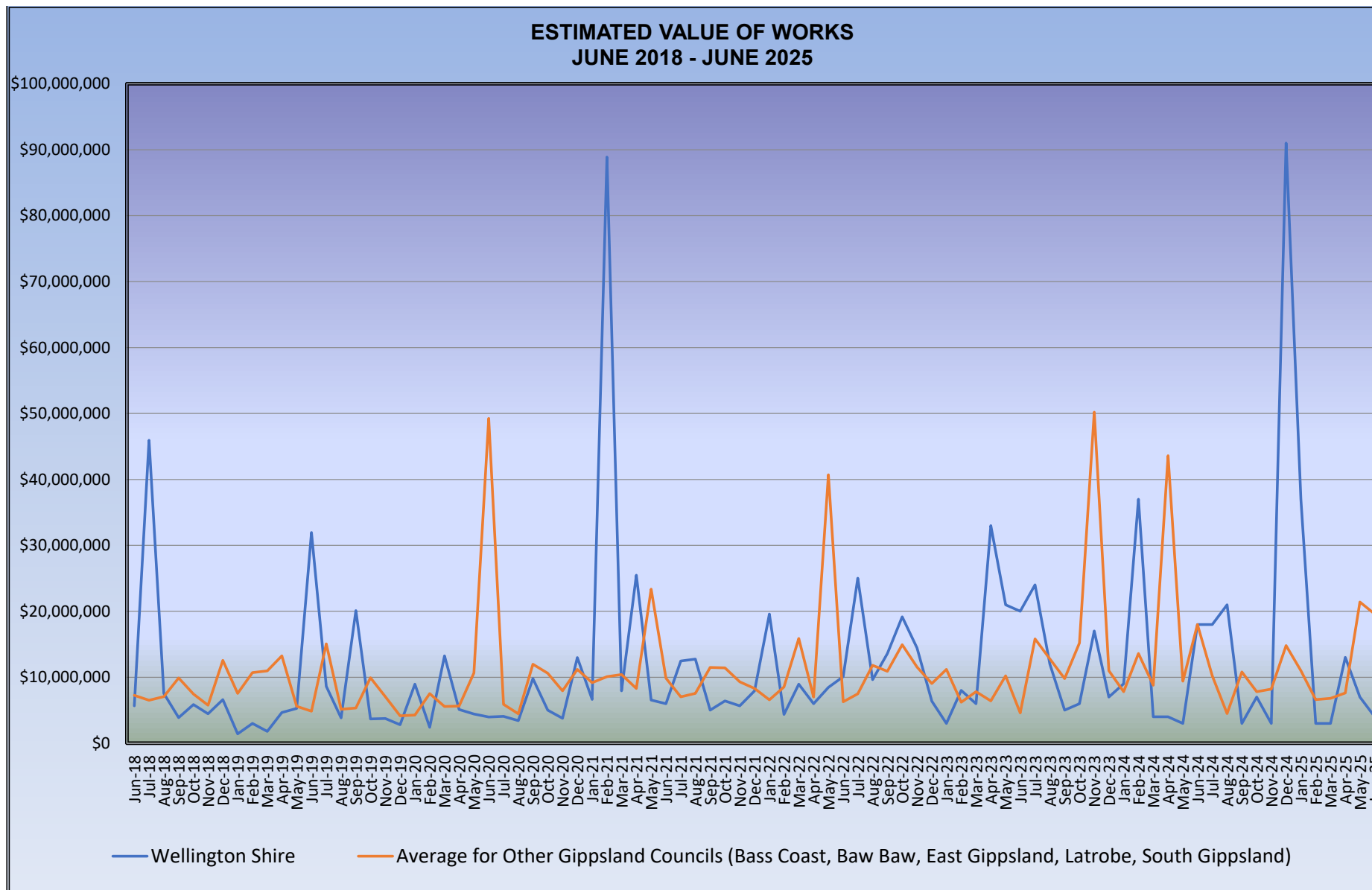
ATTACHMENT 14.1.1

Application No/Year	Date Received	Property Title & Address	Proposal	Status
172-1.00/2025	6/06/2025	Assessment No. 427914 LOT: 1 TP: 252303L 37 HUFFERS RD GORMANDALE	Buildings and works / construction of an agricultural building.	Permit Issued by Delegate of Resp/Auth 26/06/2025
176-1.00/2025	11/06/2025	Assessment No. 420737 LOT: 4 PS: 536484K 45 BROBERG CL HEYFIELD	Buildings & works associated with the construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 20/06/2025
180-1.00/2025	13/06/2025	Assessment No. 106831 LOT: 1 PS: 709715F 178 SALE-TOONGABBIE RD NAMBROK	Buildings & works associated with the construction of an outbuilding.	Permit Issued by Delegate of Resp/Auth 18/06/2025

Total No of Decisions Made: 38







15. GENERAL MANAGER BUILT AND NATURAL ENVIRONMENT

15.1. 2026-001 DUKE STREET RECONSTRUCTION WORKS YARRAM - STAGE 2

ACTION OFFICER: MANAGER ASSETS AND PROJECTS

PURPOSE

For Council to consider entering a contract for the reconstruction of Duke Street in Yarram.

RECOMMENDATION

That Council:

- 1. Adopt the recommendations contained in the confidential attachment 15.1.2 - 2026-001 Tender Contract Evaluation Report for Duke Street Reconstruction Works Yarram – Stage 2; and***
- 2. Note that the information contained in the confidential attachment 15.1.2 - 2026-001 Tender Contract Evaluation Report for Duke Street Reconstruction Works Yarram – Stage 2, was designated confidential by the General Manager Built and Natural Environment on 06 August 2025 because it contains confidential information as defined in section 3(1) of the Local Government Act 2020;***
(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released except that once this recommendation has been adopted the name of the successful tenderer can be made public.

BACKGROUND

Duke Street in Yarram is beginning to fail in several locations and kerb and channel is at the end of its life and beyond maintenance intervention. The works under this contract involve the replacement of the kerb and channel and reconstruction of the remaining 240m section of Duke Street between Campbell Street and Growse Street.

Accordingly, designs have been completed and a tender advertised for these works, which allowed for options with the pavement design. The submitted tenders have now been evaluated and a contract has been prepared for Council's consideration.

ATTACHMENTS

1. Confidential Header - 2026-001 Tender Evaluation Report - Duke Street Reconstruction Works Yarram - Stage 2 [15.1.1 - 1 page]
2. CONFIDENTIAL REDACTED - 2026-001 Tender Evaluation Report - Duke Street Reconstruction Works Yarram - Stage 2 [15.1.2 - 6 pages]

OPTIONS

Council has the following options available:

1. Adopt the recommendations contained in the 2026–001 Tender Contract Evaluation Report for Duke Street Reconstruction Works Yarram – Stage 2.
2. Not enter into a contract and not proceed with these works at this time.

PROPOSAL

That Council adopt the recommendations contained in the confidential attachment 15.1.2 - 2026–001 Tender Contract Evaluation Report for Duke Street Reconstruction Works Yarram – Stage 2.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

COLLABORATION

Pursuant to section 109(2) of the *Local Government Act 2020*, no collaborative opportunities have been identified for this one-off project.

FINANCIAL IMPACT

These works have been budgeted for under the 2025-2026 capital works program.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

Wellington Shire Council is committed to ensuring the Contract tendering process complies with the *Local Government Act 2020* and the Best Practice Procurement Guidelines for Victorian Local Government.

COUNCIL POLICY IMPACT

These works are in line with Council's policies of maintaining and enhancing Council's infrastructure.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 4 "Services and Infrastructure" states the following strategic outcome:

Strategic Outcome 4.2: *"Services deliver operating efficiencies and best value."*

This report supports the above Council Plan strategic outcome.

RESOURCES AND STAFF IMPACT

This project will be undertaken with the resources of the Assets and Projects unit.

COMMUNITY IMPACT

These works will have a positive community impact by ensuring roads that are the responsibility of Wellington Shire Council are maintained and kept in a good condition.

ENVIRONMENTAL IMPACT

This impact will have minimal environmental impact, with the contractors providing an Environmental Management Plan which will be strictly monitored.

ENGAGEMENT IMPACT

Wellington Shire Council's standard consultation practices will be implemented on this project.

RISK MANAGEMENT IMPACT

It is considered that the proposed contract works will not expose Wellington Shire Council to any significant risks. All Occupational Health and Safety risks will be discussed with the contractor and allocated to the party in the best position to manage each risk.



WELLINGTON
SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 19 AUGUST 2025

I declare that the information contained in the attached document **2026 - 001 TENDER EVALUATION REPORT** relating to **DUKE STREET RECONSTRUCTION WORKS YARRAM - STAGE 2** is confidential because it contains confidential information as defined in section 3(1) of the *Local Government Act 2020*;

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released

CHRIS HASTIE
General Manager Built and Natural Environment
6/08/2025

15.2. 2026-002 KERB AND CHANNEL RECONSTRUCTION

ACTION OFFICER: MANAGER ASSETS AND PROJECTS

PURPOSE

The purpose of this report is for Council to consider entering into a contract for the annual kerb and channel replacement program.

RECOMMENDATION

That:

- 1. Council adopt the recommendations contained in the confidential attachment 15.2.2 - 2026-002 Tender Contract Evaluation Report for the Annual Kerb and Channel Reconstruction; and**
- 2. Note that the information contained in the confidential attachment 15.2.2 - 2026-002 Tender Contract Evaluation Report relating to the Annual Kerb and Channel Reconstruction, was designated confidential by the General Manager Built and Natural Environment on 6 August 2025 because it contains confidential information as defined in section 3(1) of the Local Government Act 2020;**
 - (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released except that once this recommendation has been adopted the name of the successful tenderer can be made public.**

BACKGROUND

The kerb and channel reconstruction program is an annual program that is used to maintain Wellington Shire Council's kerb and channel assets in a good condition. Sections of kerb and channel within Maffra, Sale, and Yarram that have been identified for renewal due to their condition. Their replacement will result in improved amenity of these urban areas.

Accordingly, a tender was advertised and evaluated for these works and a contract has now been prepared for Council's consideration.

ATTACHMENTS

1. Confidential Header - 2026 002 Tender Evaluation Report - Kerb and Channel Reconstruction [**15.2.1** - 1 page]
2. CONFIDENTIAL REDACTED - 2026-002 Tender Evaluation Report - Kerb and Channel Reconstruction [**15.2.2** - 7 pages]

OPTIONS

Council has the following options available:

1. Adopt the recommendations contained in the 2026-002 Tender Contract Evaluation Report relating to the Annual Kerb and Channel Reconstruction; or
2. Not enter into a contract and not proceed with these works at this time.

PROPOSAL

That Council adopt the recommendations contained in the confidential attachment 15.2.2 - 2026-002 Tender Contract Evaluation Report for the Annual Kerb and Channel Reconstruction.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

FINANCIAL IMPACT

These works have been budgeted for under the 2025-2026 capital works program.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

Wellington Shire Council is committed to ensuring the Contract tendering process complies with the *Local Government Act 1989*, *Local Government Act 2020* and the Victorian Local Government Code of Tendering.

COUNCIL POLICY IMPACT

These works are in line with Council's policies of maintaining and enhancing Council's infrastructure.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 4 "Services and Infrastructure" states the following strategic outcome:

Strategic Outcome 4.2: *"Services deliver operating efficiencies and best value."*

This report supports the above Council Plan strategic outcome.

RESOURCES AND STAFF IMPACT

This project will be undertaken with the resources of the Assets and Projects unit.

COMMUNITY IMPACT

These works will have a positive community impact.

ENVIRONMENTAL IMPACT

This impact will have minimal environmental impact, with the contractors providing an Environmental Management Plan which will be strictly monitored.

ENGAGEMENT IMPACT

Wellington Shire Council's standard consultation practices will be implemented on this project.

RISK MANAGEMENT IMPACT

It is considered that the proposed contract works will not expose Wellington Shire Council to any significant risks. All Occupational Health and Safety risks will be discussed with the contractor and allocated to the party in the best position to manage each risk.



WELLINGTON
SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 19 AUGUST 2025

I declare that the information contained in the attached document **2026 - 002 CONTRACT TENDER EVALUATION REPORT** relating to **KERB AND CHANNEL RECONSTRUCTION WORKS** is confidential because it contains confidential information as defined in section 3(1) of the *Local Government Act 2020*;

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released

CHRIS HASTIE
General Manager Built and Natural Environment
6/08/2025

15.3. 2026-008 GRAVEL ROAD RESHEETING PROGRAM – EAST

ACTION OFFICER: MANAGER ASSETS AND PROJECTS

PURPOSE

The purpose of this report is for Council to consider entering into a contract for the reconstruction of unsealed roads in the Eastern areas of Wellington Shire Council.

RECOMMENDATION

- 1. Council adopt the recommendations contained in the confidential attachment 15.3.2 - 2026-008 Tender Contract Evaluation Report relating to the Gravel Resheeting Program (East)**
- 2. Note that the information contained in the confidential attachment 15.3.2 - 2026-008 Tender Contract Evaluation Report relating to the Gravel Resheeting Program (East), was designated confidential by the General Manager Built and Natural Environment on 6 August 2025 because it contains confidential information as defined in section 3(1) of the Local Government Act 2020;**
 - (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released except that once this recommendation has been adopted the name of the successful tenderer can be made public.**

BACKGROUND

Wellington Shire Council maintains approximately 1560km of unsealed roads and in line with good asset management practices, conducts an annual program of gravel road reconstruction and resheets on selected roads. The criteria for choosing roads is based on pavement condition, traffic volumes and usage and is intended to maintain the overall condition of the network. Each year the roads selected are grouped together into separate contracts based on their location. This year, four contracts have been tendered covering the Southern Maintenance Area, Western Maintenance Area, Eastern Maintenance and Urban Area Maintenance Areas. The works under this contract include Upper Dargo Road (Dargo), Beach Road and Beach Road Extension (Loch Sport/Ocean Grange). Accordingly, a tender was advertised for these works and has been evaluated and a contract has now been prepared for Council's consideration.

ATTACHMENTS

1. Confidential Header - 2026 008 Tender Evaluation Report - Gravel Road Resheeting Program (East) [15.3.1 - 1 page]
2. CONFIDENTIAL REDACTED - 2026-008 Gravel Re-sheeting Program (East) Tender Evaluation Report [15.3.2 - 5 pages]

OPTIONS

Council has the following options available:

1. Adopt the recommendations contained in the 2026-008 Tender Contract Evaluation Report for the Gravel Resheeting Program (East); or
2. Not enter into a contract and not proceed with these works at this time.

PROPOSAL

That Council adopt the recommendations contained in the confidential attachment 15.3.2 - 2026-008 Tender Contract Evaluation Report for the Gravel Resheeting Program (East).

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

COLLABORATION

Pursuant to Section 109(2) of the *Local Government Act 2020*, no collaborative opportunities have been identified for this one-off project.

FINANCIAL IMPACT

These works have been budgeted for under the 2025-2026 capital works program.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

Wellington Shire Council is committed to ensuring the Contract tendering process complies with the *Local Government Act 1989*, *Local Government Act 2020* and the Victorian Local Government Code of Tendering.

COUNCIL POLICY IMPACT

These works are in line with Council's policies of maintaining and enhancing Council's infrastructure.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 4 "Services and Infrastructure" states the following strategic outcome:

Strategic Outcome 4.2 "Services deliver operating efficiencies and best value"

This report supports the above Council Plan strategic outcome.

RESOURCES AND STAFF IMPACT

This project will be undertaken with the resources of the Assets and Projects unit.

COMMUNITY IMPACT

These works will have a positive community impact of an improved standard of road surfacing.

ENVIRONMENTAL IMPACT

This impact will have minimal environmental impact, with the contractors providing an Environmental Management Plan which will be strictly monitored.

ENGAGEMENT IMPACT

Wellington Shire Council's standard consultation practices will be implemented on this project.

RISK MANAGEMENT IMPACT

It is considered that the proposed contract works will not expose Wellington Shire Council to any significant risks. All Occupational Health and Safety risks will be discussed with the contractor and allocated to the party in the best position to manage each risk.



WELLINGTON
SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 19 AUGUST 2025

I declare that the information contained in the attached document **CONTRACT TENDER EVALUATION 2026 – 008** relating to **GRAVEL ROAD RESHEETING PROGRAM** is confidential because it contains confidential information as defined in section 3(1) of the *Local Government Act 2020*;

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released



CHRIS HASTIE
General Manager Built and Natural Environment
6/08/2025

15.4. 2026-009 GRAVEL ROAD RESHEETING PROGRAM – SOUTH

ACTION OFFICER: MANAGER ASSETS AND PROJECTS

PURPOSE

The purpose of this report is for Council to consider entering into a contract for the reconstruction of unsealed roads in the Southern areas of Wellington Shire Council.

RECOMMENDATION

That:

1. ***Council adopt the recommendations contained in the confidential attachment 15.4.2 - 2026-009 Tender Contract Evaluation Report relating to the Gravel Resheeting Program (South);***
2. ***Note that the information contained in the confidential attachment 15.4.2 - 2026-009 Tender Contract Evaluation Report relating to the Gravel Resheeting Program (South), was designated confidential by the General Manager Built and Natural Environment on 6 August 2025 because it contains confidential information as defined in section 3(1) of the Local Government Act 2020;***
 - (a) ***Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released except that once this recommendation has been adopted the name of the successful tenderer can be made public.***

BACKGROUND

Wellington Shire Council maintains approximately 1560km of unsealed roads and in line with good asset management practices, conducts an annual program of gravel road reconstruction and resheets on selected roads. The criteria for choosing roads is based on pavement condition, traffic volumes and usage and is intended to maintain the overall condition of the network. Each year the roads selected are grouped together into separate contracts based on their location. This year, four contracts have been tendered covering the Southern Maintenance Area, Western Maintenance Area, Eastern Maintenance and Urban Area Maintenance Areas.

The works under this contract include Napier Road (Won Wron/Woodside). Accordingly, a tender was advertised for these works and has been evaluated and a contract has now been prepared for Council's consideration.

ATTACHMENTS

1. Confidential Header - 2026-009 Tender Evaluation Report - Gravel Road Resheeting Program (South) [15.4.1 - 1 page]
2. CONFIDENTIAL REDACTED - 2026-009 Tender Evaluation Report - Gravel Resheeting Program (South) [15.4.2 - 5 pages]

OPTIONS

Council has the following options available:

1. Adopt the recommendations contained in the 2026-009 Tender Contract Evaluation Report for the Gravel resheeting Program (South); or
2. Not enter into a contract and not proceed with these works at this time.

PROPOSAL

That Council adopt the recommendations contained in the confidential attachment 15.4.2 - 2026-009 Tender Contract Evaluation Report for the Gravel resheeting Program (South)

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a conflict of interest.

COLLABORATION

Pursuant to Section 109(2) of the *Local Government Act 2020*, no collaborative opportunities have been identified for this one-off project.

FINANCIAL IMPACT

These works have been budgeted for under the 2025 2026 capital works program.

COMMUNICATION IMPACT

This impact has been assessed and there is no effect to consider at this time.

LEGISLATIVE IMPACT

Wellington Shire Council is committed to ensuring the Contract tendering process complies with the *Local Government Act 1989*, *Local Government Act 2020* and the Victorian Local Government Code of Tendering.

COUNCIL POLICY IMPACT

These works are in line with Council's policies of maintaining and enhancing Council's infrastructure.

COUNCIL PLAN IMPACT

The Council Plan 2021-25 Theme 4 "Services and Infrastructure" states the following strategic outcome:

Strategic Outcome 4.2 "*Services deliver operating efficiencies and best value*"

This report supports the above Council Plan strategic outcome.

RESOURCES AND STAFF IMPACT

This project will be undertaken with the resources of the Assets and Projects unit.

COMMUNITY IMPACT

These works will have a positive community impact of an improved standard of road surfacing.

ENVIRONMENTAL IMPACT

This impact will have minimal environmental impact, with the contractors providing an Environmental Management Plan which will be strictly monitored.

ENGAGEMENT IMPACT

Wellington Shire Council's standard consultation practices will be implemented on this project.

RISK MANAGEMENT IMPACT

It is considered that the proposed contract works will not expose Wellington Shire Council to any significant risks. All Occupational Health and Safety risks will be discussed with the contractor and allocated to the party in the best position to manage each risk.



WELLINGTON
SHIRE COUNCIL

The Heart of Gippsland

ORDINARY COUNCIL MEETING 19 AUGUST 2025

I declare that the information contained in the attached document **2026-009 CONTRACT TENDER EVALUATION REPORT** relating to the **GRAVEL ROAD RESHEETING PROGRAM** is confidential because it contains confidential information as defined in section 3(1) of the *Local Government Act 2020*;

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released



CHRIS HASTIE
General Manager Built and Natural Environment
6/08/2025

16. FURTHER GALLERY AND ONLINE COMMENTS

Gallery comments are an opportunity for members of the public to raise any particular matter they wish. This allows those in the gallery to speak directly to Councillors but is not a forum designed for open discussion or debate. We will listen respectfully to what you have to say and make the commitment that if your query requires a written response, we will advise you that a response will be forthcoming, and a copy of that response will be circulated to all Councillors.

This is not a forum for members of the public to lodge complaints against individuals, including Councillors and staff, particularly as that individual gets no public right of reply to any matter raised. We take complaints seriously, and in line with the guidance from the Victorian Ombudsman and the local Government Inspectorate, we request that any specific complaint against an individual be put in writing. This way, your concern can be properly dealt with while ensuring fairness to all parties concerned.

If you wish to speak, we remind you that this part of the meeting is being recorded and broadcast on our website. Council's official Minutes will record that you have spoken to Council and the subject you spoke to Council about but will not record specific comments. We ask you to state your name in full, where you are from, and you have three minutes.

ONLINE COMMENTS –

FURTHER GALLERY COMMENTS –

Meeting declared closed at:

The live streaming of this Council meeting will now come to a close.

17. IN CLOSED SESSION

COUNCILLOR

That the meeting be closed to the public pursuant to section 66(2) of the Local Government Act 2020 to consider confidential matters under section 66(5)(b) as defined by section 3(1) being:

- a) Council business information*
- b) Security information*
- c) Land use planning information*
- d) Law enforcement information*
- e) Legal privileged information*
- f) Personal information*
- g) Private commercial information*
- h) Confidential meeting information*
- i) Internal arbitration information*
- j) Councillor Conduct Panel confidential information*
- k) Information prescribed by the regulations to be confidential information*
- l) Information that was confidential information for the purposes of section 77 of the Local Government Act 1989*

IN CLOSED SESSION

COUNCILLOR

That Council move into open session and ratify the decision made in closed session.