

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### *Vision:*

*Indigo Shire - leading sustainable growth, community and cultural diversity, and climate action.*

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**TO BE HELD:** Tuesday 13 May 2025 at 6:30 pm

**LOCATION:** Council Chambers, 2 Kurrajong Way, Beechworth, and live streamed on Council's website

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ATTENDEES:	NAME	TITLE
	Cr Sophie Price	Mayor
	Cr Jane Dowsley	Deputy Mayor
	Cr Greg Bourke	Councillor
	Cr John Harvey	Councillor
	Cr Roberta Horne	Councillor
	Cr Scott Landells	Councillor
	Cr Diane Shephard	Councillor
	Trevor Ierino	Chief Executive Officer
	Ian Ellett	Director Infrastructure Services
	Greg Pinkerton	Director Planning & Corporate Services
	Sally Rice	Director Community & Economic Development
	Annabel Harding	Governance Coordinator

### **APOLOGIES:**

*Council meetings are live streamed and recorded. The voices and images of those participating in the meeting, and in the gallery, may be captured as part of this recording.*

### **Acknowledgement of Country**

Indigo Shire Council acknowledges the original custodians of these lands. The people of the rivers and the hills have walked these lands for thousands of years as well as today, and we pay respect to the elders of the past and present.

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## **SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025**

**1 WELCOME**

**2 ACKNOWLEDGEMENT OF THE TRADITIONAL OWNERS OF THE LAND**

**3 APOLOGIES AND LEAVE OF ABSENCE**

**4 DECLARATION OF CONFLICT OF INTEREST**

Item 12.1 – Get Active Indigo Grants 2025 – Cr Harvey – general conflict and Cr Price – general conflict

**5 OPEN FORUM**

*Responses given by Councillors and Council Staff during Open Forum are the opinion of the individual responders, and accurate at the time of response, to the best of their knowledge.*

**6 COMMUNITY AND COUNCIL ACHIEVEMENTS**

**7 CONDOLENCES**

**8 CONFIRMATION OF MINUTES FROM PREVIOUS MEETING(S)**

**RECOMMENDATION**

That the Minutes of the Council Meeting held on 29 April 2025, as published on Council's website, be confirmed.

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### 9 BUSINESS ARISING FROM PREVIOUS MINUTES

The following questions were taken on notice at Item 5.1 Open Forum in the 29 April Council Meeting, and responses have been provided as noted below. All responses to these questions were provided by Sally Rice, Director Community & Economic Development.

Please note that the following preamble preceded each response:

“Thank you for the question on notice you submitted for the 29 April 2025 Council meeting. Due to unanticipated events Council was unable to prepare a response to your question in time for the meeting; I do however note that your question was read as part of the meetings proceedings. This correspondence serves to reply to your question which will be included in the Minutes of the April meeting and tabled as an item in the May 2025 Council meeting.

Prior to responding to your question it is appropriate that I reiterate the message read by the Mayor at the Council Meeting in relation to the Expression of Interest to operate the Mayday Hills facility which is as follows:

“Mayor Sophie Price has this afternoon received the following advice from Alpine Children’s Services.

*“It is with regret that I advise that Alpine Children’s Services Ltd wishes to withdraw its Expression of Interest to operate the Mayday Hills facility for long day care and kindergarten, effective January 2026.*

*We are a community not-for-profit service that always seeks to operate in harmony with our families, children, and staff. We place significant value on being an integral part of our community and working in partnership with families. We actively support our staff and treat each one like the valued member of the team that they are. However, after much consideration, we feel we cannot do this in Beechworth at the current time.”*

Cr Price says it’s important to advise the community of this news prior to tonight’s Council meeting where a petition is being tabled and open forum questions are expected.

She said Council has full confidence in the EOI process and outcome and was both saddened and disappointed at today’s news.

Cr Price stresses that any decision on what happens next cannot be assumed and Council will need to meet to determine the future of the Mayday Hills occupancy lease”.

Council is currently reviewing its options in relation to this significant development. Further information will be provided as soon as it is available.

I recognise that this new information may have an impact on the question you asked, however please note this correspondence has been prepared to respond the question as it was received by Council, not in light of the updated circumstances in relation to this matter.”



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The following specific responses were provided to each question:

Questioner 1 – Joe Grech

### Question

How does Council determine the design of an EOI process — including which Department and Officer are responsible, which Council plans and policies guide the criteria, and whether there is a documented process for decisions like timeframes, promotion, and assessment panel selection? When approving an EOI, are Councillors also responsible for scrutinising the criteria to ensure it aligns with Council's plans and policies?

### Response

Council's Procurement Policy states that Council is committed to ensuring its purchasing practices encourage a competitive environment that is fair and transparent, aligned with Council's objectives, compliant with legislative requirements and that Council's procurement practices are sustainable and deliver value for money.

In this circumstance an EOI, rather than a Tender, is the most suitable procurement method. EOIs provide a more flexible process and are appropriate for situations such as this where there may be some uncertainty in the specifications, or delivery methods, or inclusions or price. A tender in comparison is more suitable when seeking detailed bids, including pricing, technical specifications, and timelines, for a specific project or contract.

Each EOI Council conducts is designed specifically for the particular circumstance it is being applied to and this includes the determination of the assessment criteria and panel membership. Council's Policies are not prescription in relation to timelines and promotion.

At the 27 August 2024 Meeting, Council resolved to support an EOI process and endorsed the assessment criteria to be used.

Questioner 2 – Carly Jacobs

### Question

Indigo Shire Council has made numerous references to a transition process. Where is the transition plan that is informing this process, and when can we expect this to be shared with affected service users, and educators? Are you aware that Indigo Shire Council is the lessor of the building, and cannot direct two independent organisations?

### Response

Since the Council resolution on the 25 March 2025 Council has initiated meetings with Alpine Children's Services and both the current occupants. These meetings commenced what was intended to become the transition plan.

The details of any transition would have involved a voluntary negotiation between Alpine Children's Services and both the Beechworth Community Early Years Learning Centre and Beechworth Kindergarten as the current occupants; Council's role in this negotiation would have been as a facilitator, not participant noting that current occupation agreements are due to expire on the 31 December 2025.

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Questioner 3 - Josephine Wilson

Indigo Shire Council's Asset Management Policy 2022, which applies to physical assets, built or constructed to provide a service to the community, and which require management by Council, states that Council's Asset Plan will be developed with community engagement to ensure high-level decisions are in the hands of the Community. Why was this policy ignored and a community engagement process not included as part of the Mayday Hills Childcare EOI?

Response

Council manages numerous public assets and has a responsibility to ensure their occupancy is determined through a fair, transparent and competitive process and their use is for the best community outcome.

Particularly after long periods of occupation, an EOI process is considered good practice to provide opportunities to test the market for suitable occupants and in some circumstances for the wider community to also be considered for access to the building.

Council's Procurement Policy does not require community consultation as part of procurement activities. A community engagement plan was not developed for the EOI as this stage was to invite qualified service providers to respond, essentially expressing their interest in what is a competitive process. The only engagement required at this stage was to 'inform', which Council did by advertising the EOI through its many communications channels including the public report that went to the Council meeting in August 2024 which was when Council resolved to undertake an EOI.

This level of engagement (inform) was appropriate in this instance because:

- a) the type of service was not intended to change; the EOI sought occupants of the building for the purpose of operating a Kindergarten and Childcare service (EOI No. 24/6832); and
- b) Community involvement / participation in the EOI process itself would be inappropriate.

Engagement with the Department of Education, community and both current occupants of the Mayday Hills Beechworth Childcare and Kindergarten Centre has been ongoing for a number of years. The design of the EOI was informed by, and in the knowledge of both issues and opportunities that this engagement had highlighted.

The EOI process is a tool used by Councils to assess and determine preferred applicants across various contexts. This structured approach provides a framework that is open and transparent, fair in its assessment criteria, and competitive to attract quality applications. The EOI criteria was well defined and detailed to allow impartial and objective analysis of the submissions to occur.

The EOI evaluation panel consisted of independent and impartial members; this is a critical aspect of EOI processes. Having a 'collaborative or participatory' approach to an EOI process, especially involving users of the service, would be inappropriate; risking the introduction of bias, lack of transparency or it may result in an unfair advantage in what is a competitive process.

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Questioner 4 - Finn Pedersen

Can the Mayor confirm whether an EOI process will now be the standard approach for granting leases on all Council-owned buildings once current leases expire, or are these decisions made on an arbitrary basis? Further, are Councillors comfortable with the precedent set by this decision — that EOI processes favour open market competition even at the cost of displacing long-standing community organisations? For example, would Councillors support a scenario where a group like Quercus is displaced by a not-for-profit from another Shire?

Response

Council manages numerous public assets and has a responsibility to ensure their occupancy is determined through a fair, transparent and competitive process and their use is for the best community outcome. The Expression of Interest (EOI) process is a tool used by Council officers to assess and determine preferred applicants across various contexts. As part of the EOI process, each potential applicant is provided with the same information required to prepare a full response. The process ensures a level playing field in which all applicants have a fair opportunity to be successful in the process.

Particularly after long periods of occupation, an EOI process is considered good practice to provide opportunities to test the market for suitable occupants and in some circumstances for the wider community to also be considered for access to the building.

Conducting EOIs for occupancy of Council managed public assets is a common practice that has been applied by Indigo Shire Council on multiple occasions in recent times for example the 2024 Rutherglen Caravan Park and the 2024 Beechworth Railway Station and Plate Layers Cottage.

Questioner 5 - Jemma Stanwell

Question

To each Councillor - what obligations do councillors and council have to supporting BCEYLC to continue delivering valuable services to Beechworth families, particularly in the context of a national childcare shortage and growing local demand? Given that BCEYLC remains a viable going concern and could relocate to continue operating, why are some councillors refusing to meet with BCEYLC President to discuss the future of the organisation?

Response

Council has been working with the community including both the BCEYLC and Beechworth Kindergarten and State Government representatives since 2020 on the Indigo Shire Council Early Years Strategy 2020-2025; the Beechworth Early Years Hub Feasibility Report (Perkins Architects) and the Early Years Hub Assessment of Potential Locations Report (Community Vibe) which highlights the critical need for increased early years services capacity and looks at options for future early years services facilities.

Council will continue to play a role in early years infrastructure planning across the Shire including the development of the Kindergarten Infrastructure and Services Plan (KISP). Council will continue to work in partnership with all Early Years Providers and the Department of Education to plan for and support the provision of high quality early years offerings for the community.

Individual Councillors attend meetings with members of the community at their own discretion and according to their availability and commitments.

Questioner 6 - Alastair Jack

Question

As part of the lease agreement, the lessee will be required to work alongside Indigo Shire Council and Department of Education to implement modelling to minimise unmet demand and maximise capacity.

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Why wasn't this initiated before the EOI and why is BCEYLC being excluded from this process when they have been involved in every early years decision in Beechworth to date?

### Response

Council has been working with the community, including both the BCEYLC and Beechworth Kindergarten, and State Government representatives since 2020 on the Indigo Shire Council Early Years Strategy 2020-2025; the Beechworth Early Years Hub Feasibility Report (Perkins Architects) and the Early Years Hub Assessment of Potential Locations Report (Community Vibe) which highlights the critical need for increased early years services capacity and looks at options for future early years services facilities.

Council will continue to play a role in early years infrastructure planning across the Shire including the development of the Kindergarten Infrastructure and Services Plan (KISP). Council will continue to work in partnership with all Early Years Providers and the Department of Education to plan for and support the provision of high quality early years service offerings for the community.

### Questioner 7 - Jenna Aumann

#### Question

A question for the CEO - How much rate payer money has been spent on legal advice defending and reinforcing council's position on the Mayday EOI matter?

### Response

Since the Council resolution on the 25 March 2025, Council has engaged Solicitors to assist with negotiating the sub-lease arrangements with the landlord of Mayday Hills Beechworth Childcare and Kindergarten centre. Engaging solicitors for this purpose is standard practice and would have occurred irrespective of which entity a sub-lease was being negotiated with

### Questioner 8 - Paige Schweizer

#### Question

In other contexts, Council has recognised the value of continuity, local presence, and community trust when allocating public assets. As per Indigo Shire Council's Procurement Policy 2021, the definition of local is one that seeks to support suppliers located firstly within the municipal boundary. Why was this criteria not given to weighting in the assessment criteria?

### Response

Through the EOI process applicants were asked to provide information against the criteria; Evidence of experience, type of use and community benefit and maximum use of the facility which considered and assessed each applicants proposal and demonstrated experience relating to the criteria. Local context and benefit was considered within the type of use and community benefit criteria.

Throughout the process ACS indicted a strong desire and demonstrated experience in supporting local employment and local business and creating partnerships with local allied health and community groups which in turn supports social benefits and the local economy.

### Questioner 9 - Lauren Melissa Malins

#### Question

To each Councillor - can you please justify how endorsing ACS as the preferred applicant would require BCEYLC, a solvent, professionally governed, locally embedded organisation with almost 40 years of service to the Beechworth community, to wind up and hand over its assets to a competitor?

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### Response

The resolution of Council (25 March 2025) to enter into a lease with Alpine Children's Services did not require, or necessitated the dissolution of either of the current occupants; nor was there a demand or expectation that the current occupants would be required to hand over any assets.

The details of any potential transition of assets would have involved a voluntary negotiation between the asset owners and Alpine Children's Services. Council's role in this negotiation would have been as a facilitator, not participant. The Information Pack that supported the EOI (No. 24/6832) was clear in this regard by including the following statement "Please note that Council does not own fixtures and fittings and playground equipment. Arrangements would need to be made with the current occupants in relation to these".

### Questioner 10 - Louise Friend

#### Question

At the last Council meeting, many questions submitted about the Mayday Hills EOI decision — including questions directly related to the decision-making process — were either omitted from the minutes, taken on notice, or deferred without meaningful follow-up. One critical question, requesting a comprehensive risk assessment before the vote, was deferred but ultimately rendered irrelevant when the decision proceeded regardless. This has raised serious concerns about transparency, due process, and respect for community input. Can Council reassure the community that tonight's questions will be: Read in full, Answered where possible, and Properly documented in the minutes — and can Council also confirm its commitment to ensuring that the open forum process is conducted in line with the Governance Rules, with genuine regard for informed decision-making?

### Response

Under Council's Governance Rules, Rule 35(d) states that the time allowed for questions and the number of questions from any one visitor may be varied at the Chair's discretion.

At the 25 March Council Meeting, over 90 questions were received. There was not enough time to read every single question, so a selection were chosen for response based on the most common themes raised. A response has since been provided to each question. The questions were not included in the unconfirmed minutes, however the CEO tabled the full set of questions to the 29 April Council Meeting. Council passed a resolution to have these attached to the minutes and re-published to the website. This task will be completed as soon as possible, the website is having technical issues and once this is resolved the minutes will be published.

At the 29 April Council meeting, all twelve questions submitted were read out on the night. Eleven of these were taken on notice, and the responses, once provided, will be published in the Business Arising section of the May Council Meeting agenda, as per Governance Rule 35(i).

### Questioner 11 - Maggie McGowan

#### Question

A question for the CEO - Given the head lease for the Mayday Hills Early Years Facility requires that any new subtenant - that is, anyone other than the original occupants - must pay market rent, how can the community and Councillors have confidence in the integrity of the EOI process when it offered peppercorn rent to new applicants without first securing the landlord's formal consent?

### Response

Council has full confidence in the integrity of the EOI process. A requirement of the EOI was for applicants to indicate their expectations of rental payments, maintenance contributions from Council and payment of utilities and outgoings and any capital works contributions from Council.

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Prior to the conclusion of the EOI Process Council had requested and received in principle consent to the Sub Lease of the Beechwroth Kindergarten and Childcare Centre. Since the resolution of Council (25 March 2025) regarding this matter Council has been in the process of securing the Landlord's formal consent to a sub-lease with Alpine Children's Services.

Questioner 12 - Jordi Wells

This question was disallowed by the Chair under Council's Governance Rule 35(f)(ix).

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### 10 PETITIONS

Nil reports

## **SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025**

### **11 PLANNING AND CORPORATE SERVICES**

#### **11.1 DRAFT COMMUNITY VISION AND COUNCIL PLAN 2025-2029**

**Melinda Collis - Executive Manager Customer Experience & Engagement  
Office of the CEO**

**For Decision**

#### **RECOMMENDATION**

That Council

- 1.** Endorses the draft Community Vision and Council Plan 2025-2029 for public exhibition for a period of 21 days;
- 2.** Invites written submissions on the draft Community Vision and Council Plan 2025-2029; and
- 3.** Receives a further report at the June Council meeting to consider submissions and adopt the final Community Vision and Council Plan 2025-2029.

#### **PURPOSE OF REPORT**

This report presents the draft Community Vision and Council Plan 2025-2029 for Council's consideration and endorsement for public exhibition.

The Community Vision and Council Plan are key strategic documents required under the Local Government Act 2020 that will guide Council's direction and priorities for the next four years.

Public exhibition of the drafts is the next step in the process of review and development of these important strategic documents.

#### **BACKGROUND**

##### **Community Vision Review**

Under the Local Government Act 2020, Council must maintain a Community Vision with an outlook of at least 10 years. The Community Vision describes the community's aspirations for the future of the municipality. Indigo Shire's first 10-year Community Vision was developed in 2021.

Between March and September 2024, community members were invited to participate in the Community Vision review. This included completing an online survey or attending one of four drop-in sessions held across the Shire.

The objective was to review the current vision and associated pillars and provide feedback on whether they remained relevant and reflected community aspirations and priorities for the Shire. As a result of this feedback, the Community Vision wording has been slightly revised to better reflect what was heard, while the pillars have remained the same as when developed in 2021.



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### Council Plan Development

The Local Government Act 2020 requires Council to prepare and adopt a Council Plan for a period of at least four financial years after a general election. The Council Plan sets the strategic direction of Council and guides decision-making through budget allocations and resource prioritisation.

Community engagement for the new Council Plan opened in October 2024, immediately after the Council elections, and closed on December 20, 2024. The opportunity to participate was widely promoted using various digital and traditional media channels. All communications included a link to the ENGAGED INDIGO digital platform which housed the engagement tools, including a survey, ideas board, and mapping tool.

During the engagement period, there were 1,900 visits to the ENGAGED INDIGO platform, with 284 people actively contributing via one or more of the engagement tools:

- 260 surveys submitted
- 121 contributions to the ideas board
- 41 pins dropped on an interactive map

### DISCUSSION

These draft documents recognise the significant challenges facing the Shire, including climate change impacts, aging infrastructure, housing affordability, and long-term financial sustainability, while also embracing the opportunities these challenges present for positive transformation.

The draft Council Plan 2025-2029 is built around four key themes that emerged from the extensive community engagement:

1. Places and Communities
2. Economic Resilience and Opportunity
3. Environment and Heritage
4. Governance and Financial Sustainability

Each theme has its own set of strategic objectives, key strategies, and specific actions that Council will deliver over its four-year term. The plan also includes cross-cutting priorities that will be integrated throughout Council operations:

- Climate Action Leadership
- Inclusion and Equity
- Health and Wellbeing
- Heritage Preservation and Activation

The revised Community Vision reads:

By 2035, Indigo Shire will be home to strong, resilient communities that embrace sustainable practices, foster meaningful connections, and honour our rich heritage. Residents across all ages and life stages will experience a deep sense of belonging through balanced growth, responsible environmental stewardship, improved infrastructure, effective climate action, and enhanced wellbeing.

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The six pillars of the Community Vision remain:

- A sustainable Leader
- A dynamic and prosperous region
- A natural wonder
- A region for care and wellbeing
- One Shire, many communities
- Progressive, living history

Public exhibition of these draft documents is the next important step in finalising the Community Vision and Council Plan. Feedback received during this exhibition period will be carefully considered and may result in further refinements before final adoption.

### OPTIONS

1. Approve the draft Community Vision and Council Plan 2025-2029 for public exhibition as presented - recommended
2. Request amendments to the draft Community Vision and Council Plan 2025-2029 before approving for public exhibition
3. Defer consideration of the draft Community Vision and Council Plan 2025-2029 to a future Council meeting

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.
Strategic Action	N/A

The Community Vision and Council Plan 2025-2029 are central to Council's integrated planning framework and will guide Council's work for the next four years. These documents align with and build upon previous strategic planning while responding to current community needs and aspirations.

As foundational documents, they will inform other Council plans and strategies, including the Financial Plan, Asset Plan, Municipal Public Health and Wellbeing Plan, and annual budget processes.

### SOCIAL/COMMUNITY IMPLICATIONS

The draft Community Vision and Council Plan 2025-2029 directly reflect community aspirations for the social, environmental, economic, and cultural future of Indigo Shire. Through extensive engagement, the community has expressed priorities around vibrant and connected communities, diverse housing options, inclusive service delivery, and support for vulnerable residents.

These documents place community wellbeing at their center, with specific objectives and strategies to enhance the social fabric of our towns and villages. The Life Stages Plan, Disability Action Plan, Library Strategy, and other initiatives within the Council Plan will strengthen social connections and improve quality of life for residents of all ages and backgrounds.

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### ENVIRONMENTAL IMPLICATIONS

Environmental sustainability and climate action are fundamental components of both the draft Community Vision and Council Plan 2025-2029. Since declaring a climate emergency in 2019, Council has committed to embedding climate considerations in all decision-making processes.

The Council Plan reinforces this commitment through specific objectives and actions related to emissions reduction, biodiversity protection, enhanced tree canopy, waste reduction, and climate resilience. These align with Council's Climate Emergency Strategic Action Plan and other environmental policies.

Theme 3: Environment and Heritage, explicitly addresses Council's approach to environmental management, with targets including greenhouse gas emissions reduction, increased tree canopy coverage, and increased waste diversion from landfill.

### FINANCIAL IMPLICATIONS

The draft Council Plan 2025-2029 will significantly influence Council's financial planning over the next four years. Implementation of the actions within the plan will be subject to annual budget processes and Council's Long-Term Financial Plan.

Specific actions identified for Year 1 (2025/26) will be considered for inclusion in the upcoming budget. The plan acknowledges the financial constraints facing Council, including rate capping, infrastructure renewal gaps, and the need for grant funding to deliver community priorities.

### LEGISLATIVE IMPLICATIONS

**Community Vision** Under section 88 of the Local Government Act 2020:

1. A Council must maintain a Community Vision that is developed with its municipal community in accordance with its deliberative engagement practices.
2. The scope of the Community Vision is a period of at least the next 10 financial years.
3. A Community Vision must describe the municipal community's aspirations for the future of the municipality.

**Council Plan** Under section 90 of the Local Government Act 2020:

1. A Council must prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement practices.
2. A Council Plan must include the strategic direction, strategic objectives, strategies for achieving the objectives, strategic indicators, and a description of Council's initiatives and priorities.

The public exhibition of these draft documents aligns with Council's Community Engagement Policy and the principles of deliberative engagement required under the Act.

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### RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Current Risk Rating	Controls
The documents may not adequately reflect community priorities	Unlikely	Moderate	Low	Extensive community engagement has been undertaken to inform development. Further opportunity for community input will be provided through the public exhibition period
Implementation of Council Plan actions may be constrained by resource limitations	Possible	Moderate	Medium	Actions will be integrated with annual budget processes and long-term financial planning. Strategic prioritisation will be applied.
Community expectations may exceed Council's capacity to deliver	Possible	Minor	Medium	Clear communication regarding Council's role, resource constraints, and delivery timeframes.

The public exhibition process presents an opportunity to further refine these strategic documents based on community feedback, strengthening their relevance and community ownership.

### COMMUNITY ENGAGEMENT

#### **Engagement undertaken**

Extensive community engagement has been undertaken to inform the development of the draft Community Vision and Council Plan 2025-2029, including:

- Community Vision review survey and drop-in sessions across the Shire (March-September 2024)
- Council Plan engagement through the ENGAGED INDIGO platform (October-December 2024)
- Attendance at Farmers Markets and pop-up engagement hubs in townships
- Social media promotion reaching over 25,000 people
- Hard copy and digital fliers included in 9,921 rate instalment notices
- Engagement with Council Advisory Committees
- Business and tourism electronic newsletters

#### **Engagement outcomes**

Community feedback has directly shaped the development of these draft documents, including:

- Reinforcement of climate action as a priority
- Strong emphasis on township character and heritage preservation
- Focus on infrastructure maintenance and improvement

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- Desire for diverse housing options and sustainable growth
- Support for community connection and inclusion initiatives
- Need for economic diversification and tourism balance

### Engagement proposed

Following Council endorsement, the draft Community Vision and Council Plan 2025-2029 will be placed on public exhibition for 21 days. During this period:

- The documents will be available on Council's website
- Promotion will occur through Council's communication channels
- Residents will be invited to make written submissions
- All submissions will be considered by Council before final adoption

### CONCLUSION

The draft Community Vision and Council Plan 2025-2029 represent the culmination of extensive community engagement and strategic planning. They set a clear direction for Council's priorities over the next four years and reflect the community's long-term aspirations for Indigo Shire.

Public exhibition is the next critical step in finalising these important strategic documents. It provides an opportunity for the community to review the drafts and provide further input before final adoption.

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Trevor Ierino - Chief Executive Officer
- Melinda Collis - Executive Manager Customer Experience & Engagement

### Attachments

1. DRAFT Indigo Shire Community Vision 2025-2035 [11.1.1 - 8 pages]
2. DRAFT Indigo- Shire- Council- Plan 2025 2029 [11.1.2 - 48 pages]



Our Shared Tomorrow:  
**Indigo Shire  
Community Vision**  
2025–2035



About Indigo Shire

Indigo Shire is located in Victoria’s picturesque northeast, an easy three-hour drive north of Melbourne. We acknowledge the Traditional Owners of this land, whose continuous connection to Country spans thousands of generations and remains strong today. The Shire is a rich blend of heritage architecture and pristine natural environment nestled between Murray River frontage in the north and the lush foothills of the Alps in the southeast.

In between are productive agricultural enterprises, award-winning wineries in the highlands and lowlands of the Shire, a celebrated

box ironbark national park in the centre, the green rolling hills of dairy farming in the east, and rugged, granite outcrops with stark reminders of the once lucrative goldfields in the south.

Our Shire covers an area of 2,016 sq km and includes the townships of Wahgunyah, Rutherglen, Chiltern, Barnawartha, Yackandandah, Kiewa-Tangambalanga, Stanley, and Beechworth, all unique in their own right.

With a growing population of over 17,600 residents, our communities are actively engaged in shaping the future of our region.

Statutory Requirements

Under the Local Government Act 2020, Council must develop, maintain, and review a Community Vision with its community using deliberative engagement practices. The Community Vision has an outlook of at least 10 years and describes the community’s aspirations for the future of the Shire.

Guidance from Local Government Victoria suggests the vision should describe the social, economic, cultural, and environmental aspirations for the future of the municipality. This document fulfills these statutory requirements while providing a clear framework for Council’s strategic planning and decision-making.

Our Community Vision informs the Council Plan and helps integrate our community’s aspirations into all aspects of Council operations.





# Community Engagement: Reviewing Our Vision

Between March and September 2024, Indigo Shire Council conducted a comprehensive review of the Community Vision that was originally adopted in 2021. This review involved inviting community members to participate through an online survey and four drop-in sessions held across the Shire.

The engagement process gathered valuable insights from:

- **63** survey participants from across the Shire
- **91** pieces of feedback collected from four drop-in sessions at Barnawartha, Beechworth, Rutherglen, and Yackandandah
- Over **1,200** visits to the ENGAGED INDIGO website

63



Participants completed the survey

91



Pieces of feedback from four drop-in sessions in Barnawartha, Beechworth, Rutherglen and Yackandandah

1,220



Visits to the Engaged Indigo website

## What We Heard

Through this consultation process, we heard:

- Strong support for the Vision’s focus on sustainability, wellbeing, and community connection
- Desire for clearer language and better-defined terms
- Calls for greater emphasis on community empowerment and belonging
- Interest in balancing heritage preservation with appropriate development
- Requests for stronger environmental protection and climate action
- Suggestions to strengthen our commitment to Traditional Owner partnerships
- Need for greater focus on township character and equitable service delivery
- Importance of supporting all life stages, particularly young people and older residents

The feedback confirmed that while the six pillars of our Community Vision remain relevant, the overarching Vision Statement needed refinement to better reflect community priorities and aspirations.



## How we responded

Based on this feedback, we have refined our Community Vision to:

- Strengthen language around community connection and belonging
- Emphasise protection of both the natural environment and built heritage
- Clarify our commitment to climate action
- Highlight the importance of inclusive participation and engagement
- Balance growth and development with preservation of township character

Our revised Vision Statement reflects these changes while maintaining the essence of what you told us was important in 2021.



# Community Vision

By 2035, Indigo Shire will be home to strong, resilient communities that embrace sustainable practices, foster meaningful connections, and honour our rich heritage. Residents across all ages and life stages will experience a deep sense of belonging through balanced growth, responsible environmental stewardship, improved infrastructure and enhanced wellbeing.

## The foundation of our future

This revised Community Vision serves as the foundational framework that guides the Council Plan 2025-2029. While the Vision provides the ‘what’ and ‘why’ for our Shire’s future, the Council Plan translates these aspirations into the ‘how’ and ‘when’ through actionable steps.

The Vision represents our collective ambition for the future of Indigo Shire, informed by community feedback and aligned with the values and aspirations expressed by residents.



**A sustainable leader**

We are balancing environmental responsibility with social and economic outcomes.

Our region is developing in a sustainable way, ensuring housing, infrastructure and facilities meet the needs of all communities as they grow, while taking care to implement practices that help, rather than harm, the natural world around us.

We are committed to climate action leadership. We consider how we can lessen our impact on the environment through planning and actions that are woven into every aspect of daily life and development.

From making changes in our own homes and behaviours, to using sustainable sourcing and materials in building and business, to regeneration and rewilding of our natural environment, we are changing the way we work, live and play to create a better tomorrow – and a better now – for us and our future generations.



**A dynamic and prosperous region**

Life in Indigo Shire is vibrant, progressive, and continually revitalising.

We are a dynamic region, attracting new people and businesses that want to take advantage of our stunning natural landscapes, fresh clean air and proximity to major regional and metro centres to build prosperous and balanced livelihoods.

New businesses mean new employment opportunities, so our people are able to work in exciting industries close to home.



**A natural wonder**

From the undulating foothills of the alpine, to the ample and well-connected farming communities, to the north-east's premier wine and chestnut growing region, we have a range of opportunities to enjoy the views, activities and abundant produce of a generous and diverse landscape.

The Shire is home to a number of threatened species including Regent Honeyeaters, Barking Owls, Squirrel Gliders, Striped Legless Lizards, Swift Parrots, many spectacular endangered orchids and other native flora and fauna.



**A region for care and wellbeing**

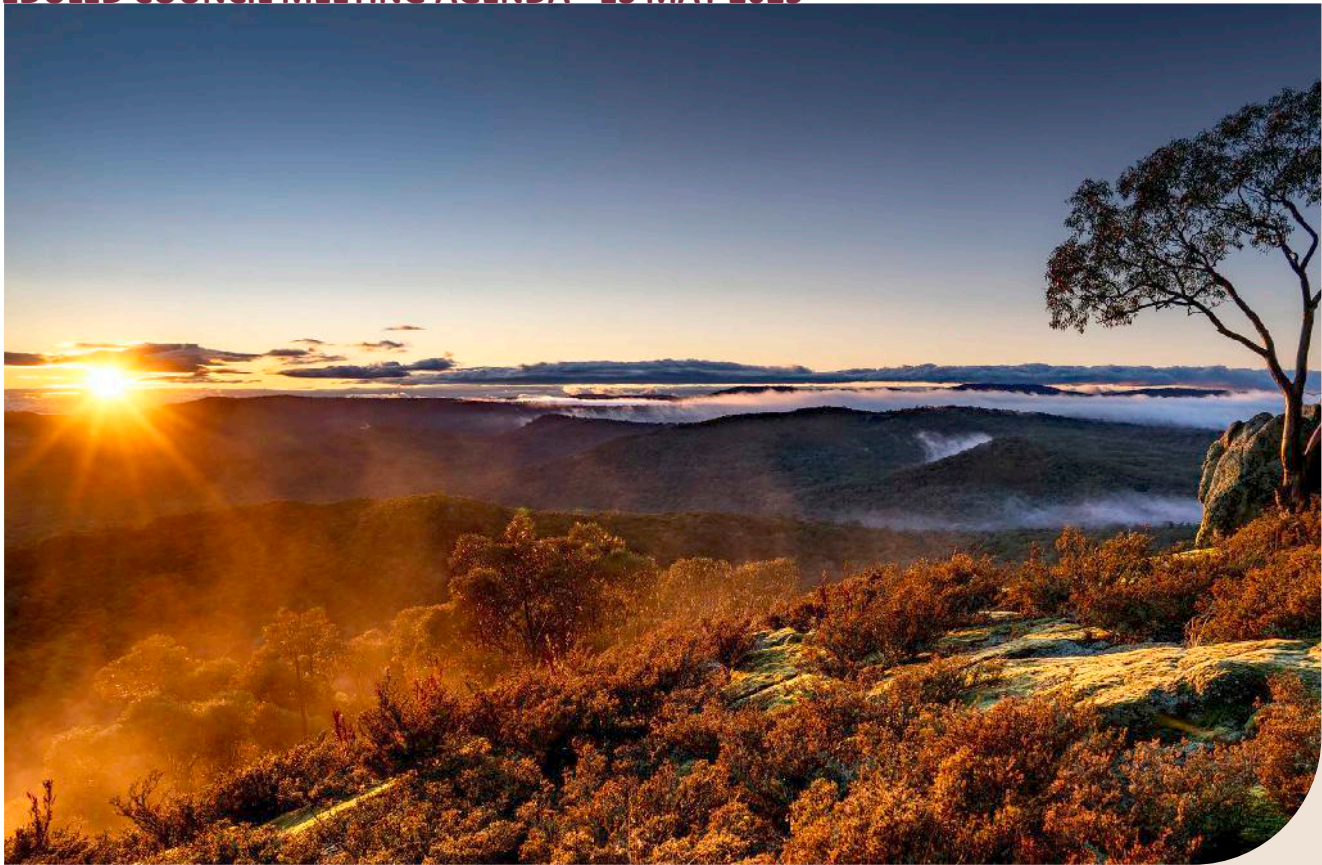
Our children and young people are secure and thriving, with access to quality education and a life in the great outdoors.

They are the leaders of our future and their voices are heard and acted on now. We value the contribution of our older residents and create opportunities for them to actively participate, and to receive the support they deserve.

Our communities are safe and caring, and we place an emphasis on proactively addressing, even anticipating, social issues that can hold our people back from fulfilment and wellbeing.

We make sure that everyone in Indigo Shire is able to take advantage of all the opportunities the region provides.





One Shire, many communities

We are, and will continue to be a proud, progressive and united Shire that celebrates, and is enhanced by the unique characteristics and needs of its diverse townships and communities. We understand that each community has its own story to tell, its own needs to be met and its own triumphs and challenges.

Our community members are highly engaged and willing to contribute to the future wellbeing of their place. We will continue to foster and nurture these contributions which enrich the lives of all. We work to create strong connections between these communities, while also allowing each to chart its path and develop as it needs to. This in turn offers our residents and visitors a multitude of different lifestyles and experiences within our one Shire.

Progressive, living history

At our core, we are a heritage Shire, with a rich pioneering, sometimes challenging history that has built and defined us.

We take a progressive approach to that celebration of our past and character. We are dedicated to cultural diversity and expression, beginning with the rightful anchoring of our Indigenous story, heritage and culture at the heart of this enduring history. Our history will always inform, and find its place, in our bright and positive future.







## How our Community Vision will guide our future

This Community Vision will be realised through:

1. **Council Leadership:** The Council Plan 2025–2029 and future plans will translate this vision into specific actions and measurable outcomes.
2. **Community partnerships:** Collaboration between Council, community groups, businesses, and residents will drive progress toward our shared goals.
3. **Strategic planning:** Council strategies and plans will align with and support the achievement of this vision.
4. **Ongoing engagement:** Regular community consultation will ensure the vision remains relevant and responsive to changing needs.

### The Council Plan connection

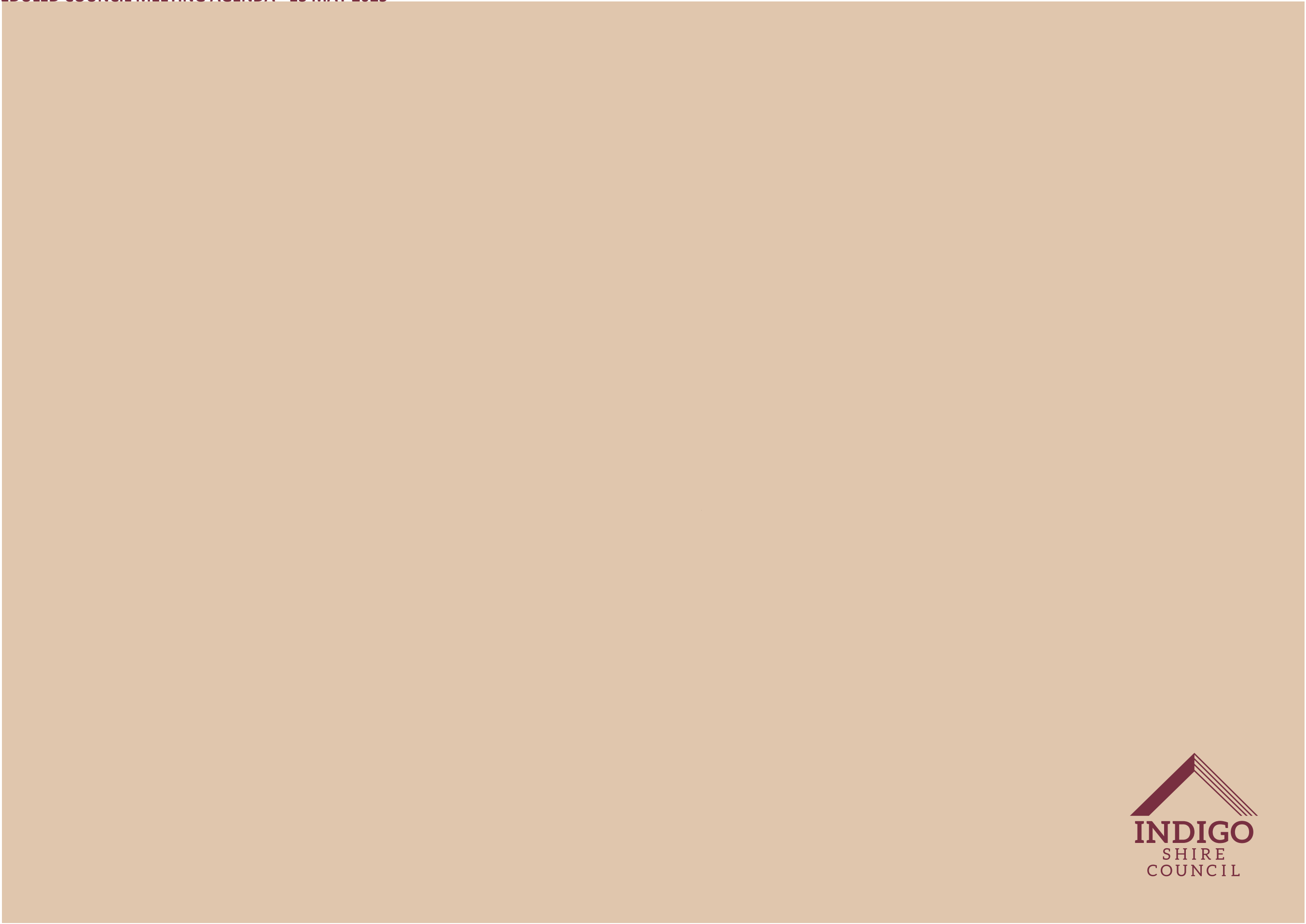
The Community Vision sets the destination, and the Council Plan maps out the journey to get there. The Council Plan 2025–2029 will operationalise this vision through:

- **Specific actions:** Translating aspirational goals into specific initiatives
- **Resource allocation:** Ensuring resources are directed toward priority areas
- **Timeframes:** Establishing clear timelines for implementation
- **Measurable outcomes:** Defining success indicators to track progress
- **Accountability mechanisms:** Ensuring transparent reporting to the community

### Join us on the journey

This Community Vision belongs to everyone in Indigo Shire. Together, we can build resilient communities, preserve our valued heritage, and create a sustainable future for generations to come.

We invite all residents, businesses, and visitors to embrace this vision and contribute to making it a reality through individual actions, community initiatives, and collective efforts.





One Shire, Many Communities:  
**Our Path Forward**  
Council Plan 2025-2029





Indigo Shire Council acknowledges the original custodians of these lands. The people of the rivers and the hills have walked these lands for thousands of years as well as today, and we pay respect to the elders of the past and present.

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## Mayor & CEO message

On behalf of all Councillors and staff, it gives us great pleasure to present the Council Plan 2025-2029. This plan represents our shared commitment to creating a brighter, more sustainable future for Indigo Shire.

For the first time since developing our 10-year Community Vision in 2021, we have had the opportunity to review and refresh this important document, ensuring it continues to reflect the aspirations and priorities of our community. The slightly revised Community Vision now serves as the foundational framework for this new Council Plan.

The Council Plan is designed to align with and support the Community Vision. It ensures that the day-to-day operations and long-term projects of Council are directed towards achieving the community's aspirations. While the Community Vision provides the 'what' and 'why', the Council Plan provides the 'how' and 'when'. The Council Plan breaks down the vision into manageable, actionable steps which Council will deliver during its four-year term. Put simply, the Community Vision sets the destination, and the Council Plan maps out the journey to get there.

This Council Plan is a document that we develop in partnership with our community to guide Council's strategic direction over the next four years. It outlines the allocation of resources, the provision of services and the key themes that will guide Council's decision-making. It is a requirement under the Local Government Act 2020 for all Victorian councils to have a Council Plan.

Through extensive community engagement, we've heard your feedback and have built our plan around four key themes:

1. Places and Communities
2. Economic Resilience and Opportunity
3. Environment and Heritage
4. Governance and Financial Sustainability

Within each theme, we've established clear strategic objectives, key strategies and specific actions we will deliver.

In addition to these specific actions, we will continue to provide more than 35 different services to our community and deliver an extensive capital works program.

We face several significant challenges in the coming years, particularly in managing climate change impacts, maintaining our aging infrastructure, and ensuring our long-term financial sustainability. This plan acknowledges these challenges while also embracing the opportunities they present for positive transformation.

We are proud of Indigo Shire's leadership position in climate action, having declared a climate emergency in 2019. This plan reinforces our commitment to considering climate change impacts in all our decision-making, protecting our unique landscapes, increasing tree coverage, reducing waste to landfill, and ensuring future development is sustainable and safe.

We also recognise our responsibility to protect, improve, and promote the health and wellbeing of our community. We are committed to improving gender equity and preventing violence to create a more inclusive and liveable community. Our Municipal Public Health and Wellbeing Plan sets out actions to support community members across all life stages to enjoy the best possible health and wellbeing.

We extend our sincere gratitude to everyone who contributed to this Council Plan through surveys, drop-in sessions, online feedback, and submissions. Your thoughtful input has shaped both this plan and our revised Community Vision.

All Councillors and staff look forward to working with the community to implement this plan over the next four years as we strive to make life better in Indigo Shire.



Cr Sophie Price  
Mayor



Trevor Ierino  
Chief Executive Officer



About Indigo Shire

Indigo Shire is located in Victoria’s picturesque Northeast, an easy three-hour drive north of Melbourne. The Shire is a rich blend of heritage architecture and pristine natural environment nestled between Murray River frontage in the north and the lush foothills of the Alps in the southeast. In between are productive agricultural enterprises, award-winning wineries in the highlands and lowlands of the Shire, a celebrated box ironbark national park in the centre, the green rolling hills of dairy farming in the east, and rugged, granite outcrops with stark reminders of the once lucrative goldfields in the south.

As of 2023, the estimated residential population of Indigo Shire was 17,622 residents, growing from 15,605 in 2013 at an average annual growth rate of 1.25%. The population is fairly evenly distributed by gender, with the 60–64 years age bracket having the largest population (1,443 people).

The Shire has 2,002 businesses, with Agriculture, Forestry and Fishing having the largest number (582). Manufacturing is the leading employment sector with 1,119 jobs, followed by Agriculture, Forestry & Fishing (688) and Healthcare and Social Assistance (662). Manufacturing also contributes the highest economic output (\$837.24M) and value added (\$167.76M) to the local economy. In 2024, Indigo’s Gross Regional Product was \$1.048B, with a per capita GRP of \$60,364.

Tourism plays a significant role in the economic, social, and cultural life of the Shire. In 2023, the region welcomed approximately 883,000 visitors, with Beechworth receiving the highest visitation (412,000). The most popular visitor activities include dining at restaurants and cafes, sightseeing, and visiting friends and relatives. Tourism expenditure is substantial, with domestic overnight visitors spending an average of \$640 per trip.

The Shire covers an area of 2,016 sq km and includes the townships of Wahgunyah, Rutherglen, Chiltern, Barnawartha, Yackandandah, Kiewa-Tangambalanga, Stanley, and Beechworth, all unique in their own right. Our residents are actively involved in their communities, with more than 300 volunteering with Council services such as our libraries and Visitor Information Centres, and there is strong and passionate representation on Committees of Management, Advisory Committees, and other Council committees.

Indigo Shire Council was established in 1994 with the amalgamation of parts of the former Shires of Rutherglen, Chiltern, Yackandandah, and Beechworth.

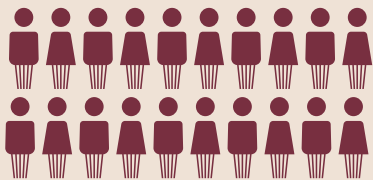


Indigo Shire at a glance

Population  
**17,662**

Age demographics

Median age **47-49** years  
Under 18 years **21%** of population  
Over 65 **23.5%** of population



Who we are

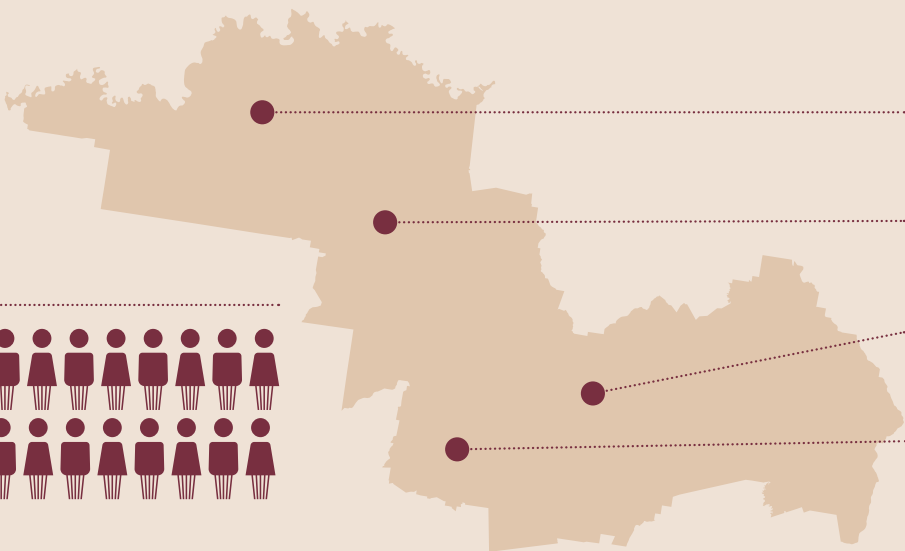
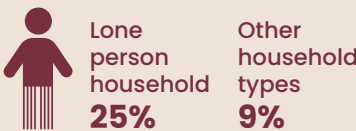
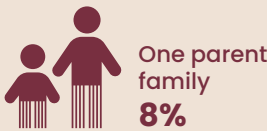
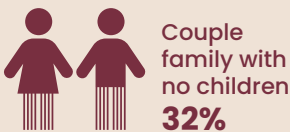
Aboriginal & Torres Strait Islander People  
**1.6%** of population  
Born in Australia **85.2%**  
Born outside Australia  
England **3.1%**  
New Zealand **1.0%**  
Germany **0.5%**  
Netherlands **0.4%**

Languages spoken at home other than English

Italian **0.3%**  
German **0.3%**  
French **0.1%**  
Dutch **0.1%**



Total households  
**7,750**



Annual visitors to the Shire

Rutherglen Region  
**279,000**  
Chiltern & Surrounds  
**86,000**  
Yackandandah & Surrounds  
**106,000**  
Beechworth & Surrounds  
**412,000**

Total visitors (2023)  
**883,000**

Overnight visitors (2023)  
**336,000**  
Daytrip visitors (2023)  
**548,000**

Number of businesses  
**2,002**



Most businesses by industry  
Agriculture, Forestry and Fishing  
**582 businesses**

Employment breakdown  
Total jobs in the Shire  
**5,553**  
(derived from industry employment figures)

Business breakdown by size  
Non-employing **1,333** businesses  
1-4 employees **477** businesses  
5-19 employees **160** businesses  
20-199 employees **32** businesses

Value of Agriculture to the economy  
Agriculture, Forestry & Fishing output  
**\$333.58 million**  
Agriculture, Forestry & Fishing value added  
**\$156.62 million**



Labor force profile (2021)  
Total labour force  
**8,748 people**  
Employed, full-time  
**4,677 people (53%)**  
Employed, part-time  
**2,974 people (34%)**  
Employment containment rate (residents who both live and work in Indigo)  
**40%**

Top employment sectors



# How we engaged our community

Both the revised 10-year Community Vision and the new Council Plan have been developed following extensive community engagement as well as consultation with senior Council officers and Councillors over many months.

## Community Vision review

Between March and September 2024, community members were invited to participate in the Community Vision review engagement. The opportunity to participate included an online survey or attendance at one of four drop-in sessions held across the Shire.

The objective was for community members to review the current vision and associated pillars and provide feedback on whether they remained relevant and reflected their aspirations and priorities for the Shire.

As a result of the feedback received, the Community Vision wording has been slightly revised to better reflect what we heard, and the pillars have remained the same as when developed in 2021.

63



Participants completed the survey

4



Drop-in sessions in Barnawartha, Beechworth, Rutherglen and Yackandandah

91



Pieces of feedback from drop-in sessions Yackandandah

1,220



Visits to the Engaged Indigo website

## New Council Plan

Community engagement opened in October 2024, immediately after the Council elections, and closed on 20 December. The opportunity to have a say was widely promoted using various digital and traditional media channels, with a monetary incentive used to encourage participation.

All communications included a link to the ENGAGED INDIGO digital platform which housed the tools for the engagement which included a survey, ideas board and a mapping tool.

During the engagement period, there were 1900 visits to the ENGAGED INDIGO platform, with 284 people actively contributing via one or more of the engagement tools.

- 260 surveys submitted
- 121 contributions to the ideas board
- 41 pins dropped on an interactive map

## Promotion and Participation

Opportunities for community members to participate and have their say was widely promoted using the following channels.



29 organic social posts on Indigo Shire Facebook Page

14 posts on the Indigo Shire Instagram account

2 paid social media advertising campaigns with a combined reach of 25,358



Paid newspaper advertising Kiewa River Gazette, O & M Advertiser, Chiltern Grapevine, Yackity Yack, Stanley Nine Mile

Hard copy and digital fliers included in 9,921 rate instalment notices



Engagement Hubs & Pop-ups set up in Beechworth, Rutherglen, Chiltern, Yackandandah & Tangambalanga

Indigo Shire attendance at 3 Farmers Markets (1 cancelled)

Council Advisory Committee meetings



7 editions of YOUR INDIGO Electronic Newsletter

478 subscribers to ENGAGED INDIGO Electronic Newsletter

Business & Tourism Electronic Newsletters





Meet our Councillors

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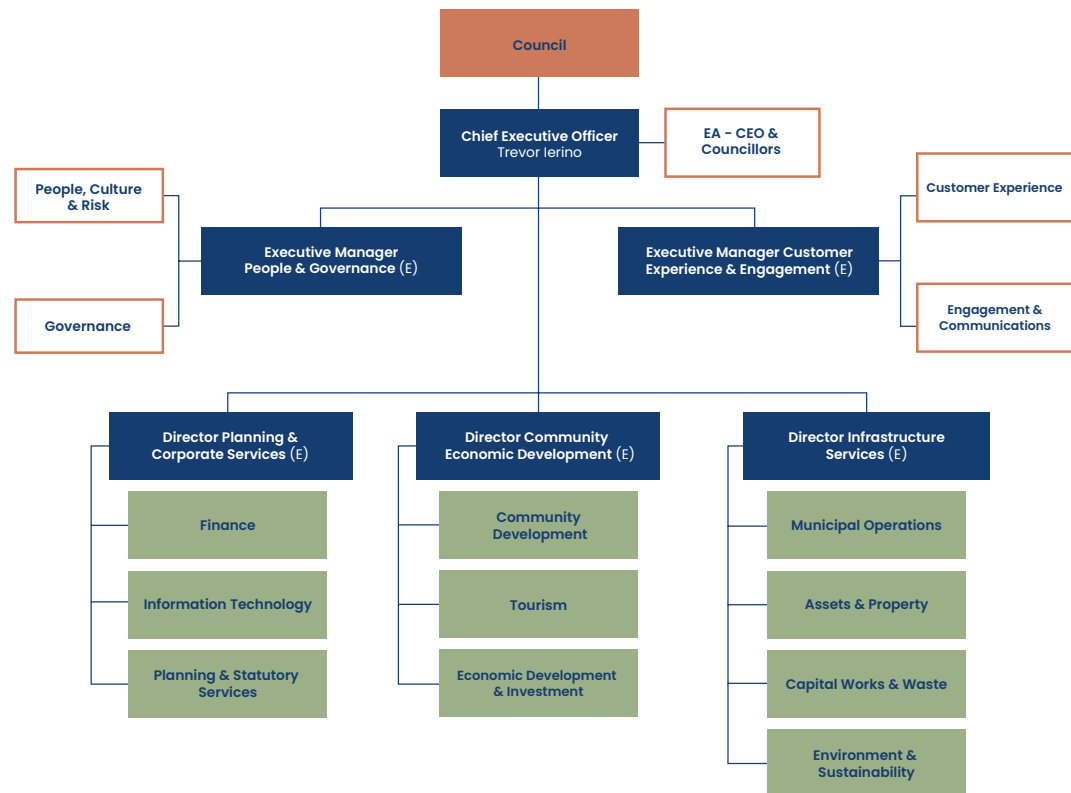
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Organisational Structure

A chart setting out the organisational structure of Council is shown below:



Strategic Context

The Council Plan 2025–2029 has been developed within a complex and evolving environment that shapes both the challenges we face and the opportunities available to us. Understanding this strategic context is essential for effective planning and decision-making that delivers meaningful outcomes for our community.

Our Shire operates within broader regional, state, national, and global systems that influence our local circumstances. Changing demographics, climate patterns, economic trends, technological advances, and shifting community expectations all create a dynamic landscape that Council must navigate effectively.

This Council Plan responds to this context by establishing clear priorities that address current challenges while positioning our community to embrace emerging opportunities. Our approach is guided by:

- Community aspirations expressed through extensive engagement and captured in our Community Vision
- Evidence-based understanding of demographic, economic, environmental, and social trends

- Awareness of our unique characteristics including our dispersed townships, heritage assets, natural environment, and community values
- Recognition of resource constraints and the need for sustainable, efficient service delivery
- Strategic partnerships with other levels of government, neighbouring councils, and community organisations
- Regional perspectives that connect local priorities to broader initiatives and opportunities

The following sections outline key challenges and opportunities facing our Shire, along with the cross-cutting priorities that influence all areas of Council operations. Together, these elements form the strategic context that has shaped our themes, objectives, and specific actions for the next four years.

# Challenges and Opportunities

The challenges identified also present opportunities for positive transformation. By embracing innovation, strengthening partnerships, and engaging deeply with our communities, we can develop solutions that not only address immediate pressures but create a more sustainable, inclusive, and resilient Shire.

Our approach will be guided by our principles of open governance, sustainable planning, regional balance, responsible stewardship, inclusivity, service excellence, and financial responsibility as we work together to navigate these complex challenges.

## Infrastructure Sustainability

Infrastructure sustainability remains fundamental to the Shire’s viability. The widening gap between maintenance requirements and available funding creates compounding risks that affect our community’s quality of life and safety.

Ageing assets require increasingly frequent and costly repairs, while inflation and construction costs continue to outpace revenue growth under rate capping constraints. We face the dual challenge of maintaining existing infrastructure while developing new facilities that meet evolving community needs and accessibility standards.

Community expectations for higher service levels and more accessible infrastructure further strain limited resources. Critical assets including roads, bridges, drainage systems, and community facilities face accelerated deterioration without adequate maintenance funding, potentially leading to service disruptions and higher long-term replacement costs. Additionally, our infrastructure must be adapted to withstand intensifying climate impacts, requiring investments in resilience that compete with immediate maintenance needs.

## Housing Affordability and Diversity

Indigo Shire faces housing challenges driven by shifting population patterns, changing demographics, and evolving accommodation preferences across our townships. These factors collectively impact housing availability and affordability throughout the region.

Meeting diverse housing needs represents a key challenge as we work toward the Victorian State Government’s target of 3,100 new homes by 2051. Critical infrastructure limitations, particularly

water and sewer capacity constraints, present the most significant barrier to achieving this growth target and supporting new residential and industrial developments. These infrastructure constraints directly affect our ability to provide housing solutions to meet the needs of our community.

The housing market dynamics affect various community segments, including families seeking to establish roots in the region, essential workers supporting local services, and seniors looking to downsize while remaining in their communities. The limited diversity in housing types further challenges our ability to meet the needs of residents across all life stages.

## Climate Resilience and Environmental Protection

Climate challenges continue to intensify across our region, which prompted our climate emergency declaration in 2019. Extreme weather events are becoming more frequent and severe, placing significant stress on our ageing infrastructure through increased vulnerability to storms, floods, and heatwaves. These events also strain our emergency response resources and capabilities. Additionally, we face growing budget pressures from rising insurance premiums and escalating repair costs associated with climate-related damage to infrastructure and facilities.

Beyond infrastructure impacts, our natural environment faces significant threats to biodiversity, waterways, and native vegetation. Agricultural productivity and community health are increasingly affected by changing climate patterns. Our unique natural landscapes, which contribute significantly to local character and tourism appeal, require protection and enhancement through strategic environmental management.

Council must balance immediate disaster response needs with long-term adaptation planning and biodiversity protection, while supporting community-level resilience building through education and engagement. Our waste management systems also require evolution toward circular economy principles despite resource constraints.

## Long-term Financial Sustainability

Our long-term financial sustainability is challenged by multiple pressures that impact Council’s ability to deliver essential services and implement strategic priorities. Rate capping severely limits revenue growth despite serving a large geographic area with multiple small towns, each demanding separate facilities and services. This creates inefficient service delivery with high per-capita costs.

Over time the rate cap fails to keep pace with the Consumer Price Index (CPI), let alone increasing cost pressures faced by councils that tend to be higher than CPI again.

Growing compliance requirements and cost shifting from both state and federal government program cuts force councils to fill service gaps without corresponding funding. Climate impacts on infrastructure generate unplanned repair costs that existing funding models cannot absorb. The reduction in state and federal grants particularly impacts small councils like ours that rely on external funding for capital projects and asset maintenance.

Strategic service planning and regular service reviews are essential to ensure resources are directed to community priorities, while enhanced advocacy and partnerships with other councils can help address funding inequities. Additionally, attracting and retaining skilled staff to deliver

services efficiently represents a growing challenge in rural areas, requiring innovative workforce strategies and digital transformation to improve service delivery.

**Community Connection and Inclusion**

Maintaining strong community connections across our geographically dispersed townships presents ongoing challenges. Each community has unique needs and characteristics, requiring tailored approaches while ensuring equitable resource distribution.

Changing demographics, with both aging populations and new residents with different expectations, create complex service delivery demands. Ensuring all community members, regardless of age, ability, background, or location, have equitable access to services, programs, and decision-making processes requires deliberate inclusivity strategies and resources.

Supporting vulnerable community members, including youth, seniors, and those experiencing disadvantage, becomes increasingly important as service gaps emerge from state and federal program changes. Meaningful community engagement in Council decision-making requires continuous innovation in both digital and face-to-face methods to reach diverse community segments.

**Economic Resilience and Opportunity**

Building a diverse, resilient local economy that provides opportunities for all life stages represents a significant challenge in our rural setting. Traditional economic sectors face disruption from changing technologies, market conditions, and climate impacts, requiring adaptation and innovation.

Balancing tourism development with community needs presents an ongoing challenge, particularly managing visitor impacts while maximising community benefits. The seasonal nature of tourism creates additional workforce and infrastructure pressures that must be strategically managed.

Limited transport connectivity affects economic participation for those without private vehicles, while digital connectivity gaps can hinder business development and remote work opportunities. Attracting investment while preserving local character and environmental values requires careful planning and regulatory frameworks that support appropriate development.

**Heritage Recognition and Preservation**

The Shire's rich heritage presents both unique opportunities and significant responsibilities. The pursuit of Victorian Goldfields World Heritage Listing for Indigo's most globally significant goldrush sites, offers transformative potential for heritage preservation, tourism development, and community pride, but requires careful management to balance visitor impacts, infrastructure needs, and authentic preservation.

Supporting heritage preservation, both colonial and First Nations, while ensuring inclusion, accessibility, contemporary relevance, and economic viability requires innovative approaches and collaboration across community, business, and government sectors. These efforts must be balanced with other community priorities within resource constraints.

**Traditional Owner Partnerships**

Developing and strengthening our relationships with Traditional Owners represents both an opportunity and responsibility. Meaningful engagement with Aboriginal and Torres Strait Islander communities requires cultural awareness and sensitivity, and a genuine and long-term commitment to reconciliation.

We face the challenge of integrating Traditional Owner perspectives and cultural heritage into our work. This integration must be done respectfully and support self-determination. Our approach should recognise Traditional Owner rights, create opportunities to incorporate traditional knowledge and practices, and strengthen connection to Country across our planning processes, decision-making frameworks, and visitor experiences.





### Community Vision

By 2035, Indigo Shire will be home to strong, resilient communities that embrace sustainable practices, foster meaningful connections, and honour our rich heritage. Residents across all ages and life stages will experience a deep sense of belonging through balanced growth, responsible environmental stewardship, improved infrastructure and enhanced wellbeing.







**A sustainable leader**

We are balancing environmental responsibility with social and economic outcomes.

Our region is developing in a sustainable way, ensuring housing, infrastructure and facilities meet the needs of all communities as they grow, while taking care to implement practices that help, rather than harm, the natural world around us.

We are committed to climate action leadership. We consider how we can lessen our impact on the environment through planning and actions that are woven into every aspect of daily life and development.

From making changes in our own homes and behaviours, to using sustainable sourcing and materials in building and business, to regeneration and rewilding of our natural environment, we are changing the way we work, live and play to create a better tomorrow – and a better now – for us and our future generations.

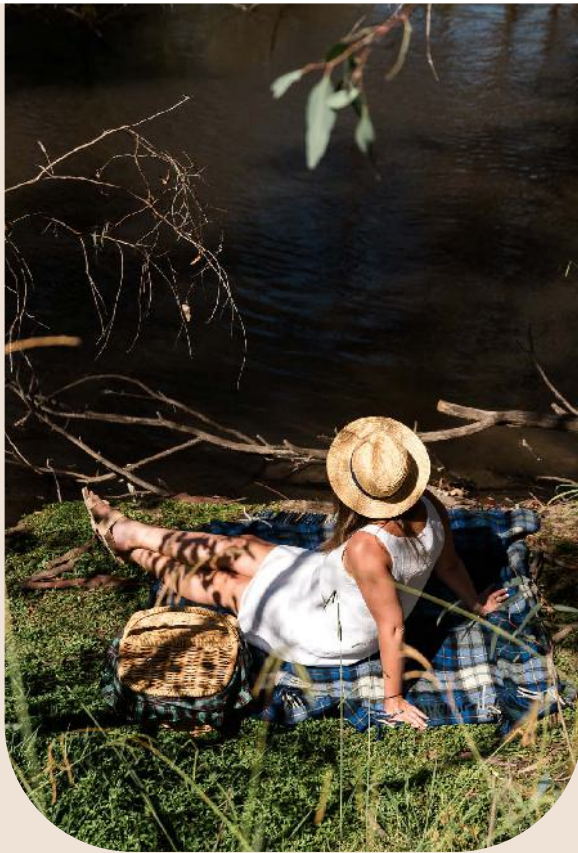


**A dynamic and prosperous region**

Life in Indigo Shire is vibrant, progressive, and continually revitalising.

We are a dynamic region, attracting new people and businesses that want to take advantage of our stunning natural landscapes, fresh clean air and proximity to major regional and metro centres to build prosperous and balanced livelihoods.

New businesses mean new employment opportunities, so our people are able to work in exciting industries close to home.



**A natural wonder**

From the undulating foothills of the alps, to the ample and well-connected farming communities, to the north-east's premier wine and chestnut growing region, we have a range of opportunities to enjoy the views, activities and abundant produce of a generous and diverse landscape.

The Shire is home to a number of threatened species including Regent Honeyeaters, Barking Owls, Squirrel Gliders, Striped Legless Lizards, Swift Parrots, many spectacular endangered orchids and other native flora and fauna.



**A region for care and wellbeing**

Our children and young people are secure and thriving, with access to quality education and a life in the great outdoors.

They are the leaders of our future and their voices are heard and acted on now. We value the contribution of our older residents and create opportunities for them to actively participate, and to receive the support they deserve.

Our communities are safe and caring, and we place an emphasis on proactively addressing, even anticipating, social issues that can hold our people back from fulfilment and wellbeing.

We make sure that everyone in Indigo Shire is able to take advantage of all the opportunities the region provides.





One Shire, many communities

We are, and will continue to be a proud, progressive and united Shire that celebrates, and is enhanced by the unique characteristics and needs of its diverse townships and communities. We understand that each community has its own story to tell, its own needs to be met and its own triumphs and challenges.

Our community members are highly engaged and willing to contribute to the future wellbeing of their place. We will continue to foster and nurture these contributions which enrich the lives of all. We work to create strong connections between these communities, while also allowing each to chart its path and develop as it needs to. This in turn offers our residents and visitors a multitude of different lifestyles and experiences within our one Shire.

Progressive, living history

At our core, we are a heritage Shire, with a rich pioneering, sometimes challenging history that has built and defined us.

We take a progressive approach to that celebration of our past and character. We are dedicated to cultural diversity and expression, beginning with the rightful anchoring of our Indigenous story, heritage and culture at the heart of this enduring history. Our history will always inform, and find its place, in our bright and positive future.





# Our commitment to health and wellbeing

At Indigo Shire Council, we recognise that community prosperity depends on the physical and mental wellbeing of all our residents.

We embrace our leadership role in fostering positive health outcomes through meaningful partnerships with community members, health sector partners and relevant government departments.

Our approach acknowledges that health is shaped by the environments in which we live, work, and play. The social, natural, economic, and built landscapes across our Shire directly influence residents' health and their ability to fully participate in community life.

We understand that health inequalities exist within our Shire, with socioeconomic disadvantage putting some members of our community at greater risk of poorer health outcomes. Our initiatives are thoughtfully designed with vulnerable and marginalised community members in mind.

## Our Approach

- Our approach and commitment to health and wellbeing is guided by:
- Community consultation
  - Collaboration with health partners and service providers
  - Data-informed decision making
  - Legislative frameworks including the Public Health and Wellbeing Act 2008, the Local Government Act 2020, the Climate Change Act 2017, and the Gender Equality Act 2020.
- Our Municipal Public Health and Wellbeing Plan (MPHWP) sits alongside our Council Plan, and outlines what we will do to protect, promote, and improve the health and wellbeing of our residents by creating a comprehensive framework for improving community wellbeing over the next four years.
- Our approach aligns with the requirements of the Public Health and Wellbeing Act and the Victorian Public Health and Wellbeing Plan 2023-27. Through community consultation, data analysis, and collaboration with partners, we have identified the following key focus areas for our Shire over the next four years:
1. Tackling climate change and its impacts on health
  2. Preventing all forms of violence
  3. Increasing healthy eating
  4. Increasing active living
  5. Improving wellbeing
  6. Reducing harm from alcohol and drug use
  7. Reducing harm from tobacco and e-cigarette use

## Equity, Inclusion and Family Violence Prevention

We have a strong commitment to equity, inclusion and the prevention of family violence.

We welcome and celebrate diversity, believing it fosters growth and strength. We value the diverse range of identities, lifestyles, and experiences of all community members, including people of all ages, genders, abilities, sexual orientation and cultural backgrounds. Our initiatives are developed with equality and inclusion at their core.

Indigo Shire has zero tolerance for all forms of violence. We recognise that improving gender equality can help prevent violence and make our community safer, healthier, and more prosperous. Raising awareness and supporting respectful relationships are crucial to bringing positive social and behavioural change.

## Implementation and Partnerships

We believe in collective action and recognise that achieving our health and wellbeing goals requires a collaborative effort. Implementation of the MPHWP will be place-based with a co-designed approach that ensures strong community involvement through initiative and program planning, delivery and evaluation.

We will work closely with our health sector partners, including Indigo North Health, Beechworth Health Service, Yackandandah Health, government departments and community organisations, as well as partnering with other agencies to complement existing local and regional approaches to deliver positive health and wellbeing outcomes.

We are committed to transparency and regularly reviewing our progress on the implementation of the MPHWP. Annual reviews and regular engagement with our health sector partners, agencies and community organisations through the MPHWP Working Group will enable us to monitor and evaluate our progress and adapt our approach as needed.

Together, we're building a healthier, more resilient, and an equitable Indigo Shire where everyone across all life stages has the opportunity to thrive.

# Our Planning Framework

## The role of Council

Delivery of this Council Plan will require a team effort. We have many partners in the community that work to make a difference to how Indigo Shire grows and develops. Where Council does not have a direct delivery role, Councillors and staff will seek to partner with, or advocate to, the appropriate level of government.

Our many roles include:

### Custodian

We act as custodians for our community by providing a range of important services to ensure the well-being, growth, and sustainability of the Shire.

### Advocate

We raise awareness with state and federal governments and other stakeholders of the needs of residents and businesses, as well as initiating or supporting campaigns for positive change, such as improved ambulance response times.

### Partner

We develop formal and/or informal relationships and alliances and work with and through others to achieve common goals.

### Provider

We deliver a range of services, programs, infrastructure and facilities to all community members.

### Funder

We provide grants, funding and/or subsidies to local community groups to progress/implement projects and initiatives that benefit the community at large, when funds are not readily available from other sources.

### Educator

We share information, raise awareness and increase local knowledge.

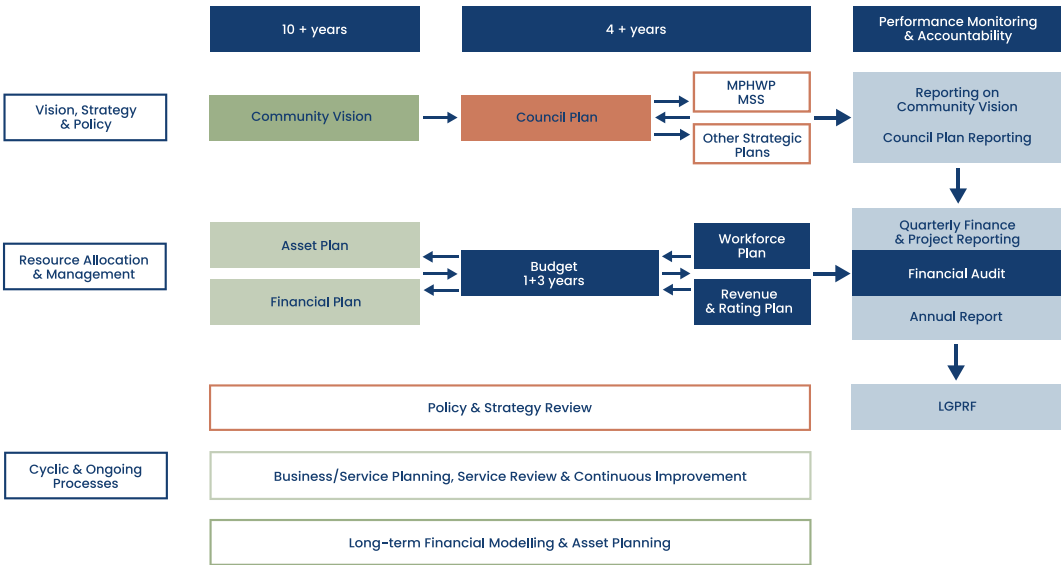
### Planner

We plan for services and infrastructure, which respond to current and future needs and requirements of the community.

### Regulator

We provide governance and regulatory controls such as local laws and health and building controls to safeguard our community and amenity.

# Indigo Shire Planning Framework





Purpose. Values.  
Behaviours.

Our Purpose, Values and Behaviours are not external-facing commitments but rather form the foundation of our organisational culture.

They are our internal principles that guide how our workforce collaborates, solves problems, and engages with our community. By cultivating a strong organisational culture based on these shared values, we build the capabilities and mindset necessary to successfully implement the strategies and achieve the outcomes outlined in this Council Plan.

Our Purpose

Making Life Better in Indigo Shire

We make life better in Indigo Shire by prioritising our community’s needs at every level, from delivering essential services today, to planning for our sustainable, connected future.



Our Values and Behaviours



Safe and Supported

Our supportive and transparent culture means our team members are equipped and encouraged to challenge the status quo and be bold.

- We respect and care for others, valuing safety, diversity and inclusion.
- We listen and learn with an open and receptive mindset.
- We uplift, support, and encourage our colleagues and community.
- We challenge the status quo to drive continuous improvement.



Collaborative and Open

We are committed to driving the changes our community wants to see, and we know that progress for a better future happens in partnership. We live by our word, lead by example, act lawfully and with integrity, and approach everything with positive intent.

- We are accountable and responsible for our actions and decisions.
- We put community first, making decisions that benefit the people we serve.
- We act with positive intent and foster trust.
- We lead by example, upholding ethical and legal standards.



Commitment and Integrity

We connect deeply with the community we serve and the customers we support. Our team of subject matter experts through open and honest communication, ensure that we collaborate on the issues that matter.

- We value the input and time of others, actively listening and seeking feedback.
- We consult and share widely, ensuring transparency in our work.
- We communicate clearly and truthfully, building trust in our team and community.
- We create space for innovation, welcoming new ideas and perspectives.



Strategic and Professional

Our purpose, values and behaviours guide the way we work, ensuring we balance responsive action and excellent service delivery with diligent planning.

- We act with consistency, maintaining high professional standards.
- We are responsive and diligent, taking action when needed.
- We are prepared and proactive, anticipating challenges and opportunities.
- We commit to continuous learning, improving our skills and systems.

# Guiding Principles

Our guiding principles shape how we work, plan, and deliver for our community.

## Open and informed Governance

- We will make decisions based on evidence
- We will communicate openly about our processes
- We will demonstrate how community feedback shapes outcomes
- We will measure and report on our performance

## Environmental Leadership

- We will act decisively on climate challenges
- We will protect and enhance our natural environment for future generations
- We will preserve our rich cultural heritage and township character
- We will lead by example in climate action and sustainability
- We will promote environmental stewardship throughout our community

## Responsible asset stewardship

- We will make evidence-based decisions about asset investment
- We will ensure our infrastructure supports community safety
- We will optimise resource use across the Shire
- We will ensure expenditure meets asset renewal requirements

## Inclusive community

- We will ensure equitable access to services and opportunities
- We will actively remove barriers to participation
- We will promote gender equity in all operations
- We will respect and engage with Traditional Owners

## Responsive customer service excellence

- We will act with integrity and customer focus
- We will respond promptly to community concerns
- We will learn from experience and adapt our approaches
- We will deliver innovative solutions to emerging challenges

## Financial sustainability and responsibility

- We will ensure financial decisions are sustainable and responsible
- We will seek innovative funding solutions and partnerships
- We will direct resources where they will have the greatest community impact
- We will balance service delivery with financial constraints

## Economic Vitality and Innovation

- We will foster a resilient and diverse local economy
- We will support business growth, innovation, and investment
- We will ensure tourism delivers a net benefit to community, the economy, and environment
- We will create opportunities for residents across all life stages

## Collaborative Partnerships

- We will actively seek partnerships to maximise community outcomes
- We will collaborate with neighbouring councils on shared challenges
- We will engage effectively with all levels of government
- We will foster productive relationships with community organisations



# Intergrated Priorities

While the Council Plan is organised into four distinct themes, several priorities integrate across all areas of Council operations and decision-making. These integrated priorities reflect our fundamental commitments and will be woven throughout our planning and implementation.

## Climate Action Leadership

Since declaring a climate emergency in 2019, Council has committed to embedding climate considerations in all decision-making processes. Our approach to climate action spans both mitigation (reducing emissions) and adaptation (building resilience), affecting infrastructure, planning, community services, economic development, and governance. Throughout this plan, you will see actions that contribute to our climate goals across all four themes, demonstrating our whole-of-organisation commitment to addressing this critical challenge.

## Inclusion and Equity

Creating an inclusive, equitable, and accessible community where everyone can participate fully is a core value that influences all Council activities. Our approach encompasses gender equity, disability access, reconciliation with First Nations peoples, LGBTQI+ inclusion, and age-friendly initiatives. These complementary approaches ensure that Council’s planning, service delivery, and decision-making processes consider the diverse needs of our community and actively remove barriers to participation.

## Health and Wellbeing

The health and wellbeing of our community is fundamental to prosperity and quality of life in Indigo Shire. As outlined in our Municipal Public Health and Wellbeing Plan, we are committed to addressing key health priorities including increasing active living, preventing violence, tackling climate impacts on health, reducing social isolation, and supporting mental wellbeing. These priorities are integrated across Council Plan themes, recognising that health is influenced by all aspects of community life from infrastructure to economic opportunity to environmental quality.

## Heritage Preservation and Activation

Our unique heritage is a defining characteristic of Indigo Shire that influences our identity, economy, and built environment. Protection and activation of our heritage assets, both colonial and First Nations, requires a coordinated approach across planning, economic development, tourism environmental management, and community services. The potential World Heritage Listing for our goldfields sites further elevates the importance of this cross-cutting priority.

# Understanding the Council Plan Framework

## Theme

A broad focus area that groups related priorities and establishes the key directions for Council’s work.

## Theme descriptor

An aspirational statement that outlines our vision and commitment for each theme.

## Outcomes

The desired future state and positive changes we aim to create for our community.

## Strategic objectives

Specific goals that direct Council’s focus and resources toward achieving our outcomes.

## Key Strategies

The approaches and methods Council will use to accomplish our strategic objectives.

## Action Plan

The specific, time-bound activities and projects Council will undertake over its four-year term to implement the strategies.







# Theme 1: Places and Communities

Our communities are strong, diverse, and inclusive where people feel safe, valued, and connected. We maintain and enhance infrastructure, facilities, and programs that respect each township's unique character while empowering communities to shape their own futures through meaningful participation and leadership.





Theme 1:  
Places and Communities



OUTCOMES

- Strong, safe, and inclusive communities with capacity for self-determination
- Actively maintained and enhanced township infrastructure, landscapes and streetscapes that respects local character
- Enhanced community wellbeing through quality services, spaces, resilience and social connection opportunities

STRATEGIC OBJECTIVES

Strategic objective 1.1

Community infrastructure and facilities

Develop and maintain inclusive, accessible infrastructure and facilities that enhance liveability, encourage physical activity, and strengthen community connections.

Key strategies to achieve the objective	
1.1.1	Support communities to create vibrant and resilient places that are valued and respect local character
1.1.2	Develop and implement a strategic approach to accessible and inclusive public spaces, recreation facilities, and active living programs that support a socially and physically active community across all life stages and abilities
1.1.3	Develop and implement a strategic approach to the future management and maintenance of aquatic facilities, and ensure efficient resource allocation across the Shire
1.1.4	Improve/upgrade public amenities to align with community expectations and contemporary standards
1.1.5	Enhance liveability through strategic expansion and management of tree canopy coverage to provide shade and cooling, protection from UV exposure, improve biodiversity and build climate resilience through selection of climate ready species
1.1.6	Improve footpath connections and extend pedestrian infrastructure, particularly addressing disconnected segments and connecting key facilities

Key strategies to achieve the objective	
1.1.7	Enhance all abilities access to heritage buildings and sites
1.1.8	Develop intuitive wayfinding systems that reinforce local character while improving navigation
1.1.9	Expand the network of sealed roads to improve the road surface and amenity on our highest priority roads in both urban and rural areas
1.1.10	Maintain expenditure to meet asset renewal requirements
1.1.11	Ensure that maintenance budgets recognise and allow for growth in Council owned assets as well as the impacts of climate change
1.1.12	Improve drainage infrastructure in our townships to better cater for storm events

Theme 1: Places and Communities

Strategic objective 1.2

Community wellbeing, inclusion and social connection

Foster inclusive communities where all people feel valued, connected, and have opportunities to participate in community life, access services, and enjoy positive health and wellbeing regardless of age, ability, or background.

Key strategies to achieve the objective	
1.2.1	Establish better pathways to involve community members in decision-making processes
1.2.2	Support families with access to early years services and support the need to be healthy, happy and safe in their communities
1.2.3	Engage with local young people in an empowering way, providing opportunities to connect, learn and lead in their communities
1.2.4	Work with community and stakeholders to ensure the provision of compliant and fit for purpose sport and recreation infrastructure that enables community members to be socially and physically active.
1.2.5	Deliver targeted recreational and wellbeing programs across all life stages that support positive health outcomes and social connection
1.2.6	Support vulnerable community members through targeted services and programs
1.2.7	Provide opportunities for communities to connect, showcase and celebrate their contributions through Council and community-led initiatives and events

Key strategies to achieve the objective	
1.2.8	Empower the community to thrive by supporting events and initiatives that enable social inclusion, community activation, recognition and improve health and wellbeing
1.2.9	Foster and build positive and respectful relationships and partnerships with Traditional Owners and the Aboriginal and Torres Strait Islander community
1.2.10	Support First Nations self-determined actions in social, economic, environmental and cultural initiatives
1.2.11	Foster community connection and wellbeing through Indigo Shire Library services while providing opportunities for literacy development and life-long learning
1.2.12	Promote and implement diversity and inclusion principles across all Council services and programs
1.2.13	Advocate for improved healthcare accessibility for all life stages
1.2.14	Advocate for improved public transport solutions that connect townships, support non-driving residents, and contribute to carbon reduction outcomes

Theme 1: Places and Communities

Strategic objective 1.3

Township character and heritage

Preserve and enhance the unique character and heritage of each township while facilitating appropriate development.

Key strategies to achieve the objective	
1.3.1	Review the Planning Scheme to identify opportunities to strengthen controls that protect environmental and township character, support appropriate development, and incorporate sustainable design principles
1.3.2	Finalise the Stanley township planning project to support broader land uses in town
1.3.3	Implement sympathetic streetscape improvements that complement and enhance township character
1.3.4	Increase the tree canopy in our urban areas to help cool our towns and mitigate the effects of climate change
1.3.5	Ensure that our parks and gardens are sustainably managed and planted with species of trees and vegetation that maintain the character of our towns, support biodiversity and are adaptable to a changing climate
1.3.6	Activate laneways, vacant shop frontages and attractive streetscapes to maintain town character and vibrancy

Strategic objective 1.4

Safety and resilience

Build community resilience and enhance safety through place-based approaches, environmental design, and emergency preparedness.

Key strategies to achieve the objective	
1.4.1	Improve emergency preparedness and climate resilience at the community level
1.4.2	Address community safety concerns through environmental design and infrastructure
1.4.3	Enhance road safety through maintenance and design improvements
1.4.4	Develop and implement place-based community resilience plans that identify local vulnerabilities, leverage community strengths, and establish actionable pathways to enhance preparedness, response capabilities, and recovery processes for emergencies and climate impacts.

Theme 1: Places and Communities

Strategic objective 1.5

Creative Communities

Foster vibrant arts and cultural experiences that enhance community identity, promote creative expression, and contribute to the region’s cultural vitality.

Key strategies to achieve the objective	
1.5.1	Continue to implement the Creative Indigo Strategy to enhance cultural expression across the Shire
1.5.2	Provide fit for purpose, accessible and well-utilised arts and community facilities and services
1.5.3	Encourage and support opportunities for local artists to create and exhibit their works
1.5.4	Support and champion inclusion and access for creatives

Strategic objective 1.6

Residential Housing and Liveability

Facilitate diverse, sustainable, and inclusive housing options that enhance neighbourhood connectivity and support residents’ changing needs throughout all life stages.

Key strategies to achieve the objective	
1.6.1	Facilitate diverse housing options that support residents across all life stages and enhance neighbourhood connectivity
1.6.2	Support housing initiatives that promote social inclusion and enable ageing in place
1.6.3	Encourage environmentally sustainable housing design that supports climate resilience and reduces cost of living

Theme 1: Places and Communities

ACTION PLAN

Action	Description	Related Key Strategies	25/26	26/27	27/28	28/29	How will this be resourced?
Develop and implement the “Innovate” Reconciliation Action Plan	Work with Traditional Owners and the Aboriginal and Torres Strait Islander community to develop the next phase of our reconciliation journey	1.2.9 1.2.10		X	X		Inhouse
Undertake asset audits and prepare a feasibility report for Councils aquatic facilities	Assess the condition of and future feasibility of Council’s five owned and managed swimming pools	1.1.3 1.2.5	X				Inhouse External Funding (SRV Grant)
Develop and implement an Aquatics Strategy	Develop a strategic approach to the future management and maintenance of Council owned and managed swimming pool facilities	1.1.3 1.2.5	X	X			Inhouse External Funding (SRV Grant)
Implement key priorities from existing Place Plans	Implement high-priority projects from township Place Plans that enhance public spaces, improve connectivity, and strengthen township identity in Rutherglen, Tangambalanga, Yackandandah, and Chiltern	1.1.1 1.1.2 1.3.3 1.3.6	X	X	X	X	Inhouse External Funding Capital Program
Implement priority actions from the Stanley and Barnawartha Community Resilience Plans	Deliver community-identified projects that enhance township resilience, emergency preparedness, and community safety in Stanley and Barnawartha to build climate-ready communities	1.4.1 1.4.2	X	X	X	X	Inhouse External Funding Capital Program
Determine the next priority place planning or community resilience plans	Identify and prioritise additional townships for place planning and community resilience planning based on need, risk assessment, and community input	1.1.1 1.3.3		X	X		Inhouse External Funding
Conduct a facilities utilisation audit	Analyse Council facility usage patterns, and seek to maximise community access, ensure efficient resource allocation, and identify activation opportunities	1.1.4 1.5.2			X		Inhouse



Theme 1: Places and Communities

ACTION PLAN

Action	Description	Related Key Strategies	25/26	26/27	27/28	28/29	How will this be resourced?
Conduct a community infrastructure needs assessment	Identify the resources needed to support a community's growth, focusing on well-being, social capital, and resilience and evaluate the adequacy of current and projected infrastructure against population-driven demand and usage	1.1.2 1.5.2			X		Inhouse
Implement the key priorities from the Urban Tree Canopy Strategy	Implement actions to increase tree canopy coverage in townships and develop a tree inventory to improve management of risks and overall tree health	1.1.5 1.3.4 1.3.5	X	X	X	X	Inhouse External Funding External Support
Implement all-abilities access audits and improvements plan	Enhance accessibility to heritage buildings, community facilities, and public spaces	1.1.7	X	X	X	X	Capital Program
Create a Hireable Event Spaces framework and services upgrade plan	Develop a suite of defined, hireable event spaces to provide community and event organisers with event location options and supporting services	1.2.8 1.5.3	X				Inhouse
Finalise and implement the Life Stages Plan	Facilitate opportunities for connection through all life stages to strengthen community bonds	1.2.2 1.2.3 1.2.5 1.2.6	X	X	X	X	Inhouse External Funding
Complete Stanley township planning project	Finalise the Stanley township project to support broader land uses in town while balancing bushfire risk	1.3.1 1.3.2	X	X	X		Inhouse
Review the Indigo Shire Planning Scheme	Identify opportunities to strengthen controls that protect township character, support appropriate development, and incorporate sustainable design principles	1.3.1 1.6.3	X	X			Inhouse
Undertake a street beautification and activation program	Improve the visual amenity of our main streets	1.1.1 1.3.3 1.3.6	X				Inhouse 25/26 Capital Program

Theme 1: Places and Communities

ACTION PLAN

Action	Description	Related Key Strategies	25/26	26/27	27/28	28/29	How will this be resourced?
Continue Creative Indigo Strategy implementation	Enhance cultural expression across the Shire through arts and cultural initiatives	1.5.1	X	X	X	X	Inhouse
Implement priority recommendations from the Public Toilet Strategy	Carry out improvement works, replacements and provide new toilets to improve the offering of public toilets across the shire	1.1.4 1.1.10		X	X	X	Capital Program
Implement priorities from existing recreation master plans	Continue to seek funding opportunities to deliver key priorities from existing master plans	1.1.2 1.1.10 1.2.5 1.2.6	X	X	X	X	Inhouse External Funding Capital Program
Explore ways to improve access to and reliability of public transport.	Advocate for improved public transport access, frequency, and reliability to enhance connectivity between townships and support residents with limited mobility	1.2.14	X	X	X	X	Inhouse
Develop a new Disability Action Plan and progress key priorities	Support the Shires most vulnerable residents through planning and services in consultation with the Indigo Community Access Committee.	1.2.6 1.1.7 1.1.12	X	X	X	X	Inhouse
Foster safety and inclusion for LGBTQI+ residents	Implement inclusive programs and support networks for LGBTQI+ residents while commemorating significant days and raising community awareness	1.2.8 1.2.12	X	X	X	X	Inhouse
Finalise and implement the key priorities from the Library Strategy	Deliver priority initiatives from the Library Strategy to enhance community access to library services, promote literacy and lifelong learning, expand digital resources, and strengthen libraries as inclusive community hubs across the Shire.	1.2.11	X	X	X	X	Inhouse

Theme 1: Places and Communities

RELATED STRATEGIC DOCUMENTS AND PLANS BY CATEGORY

Place-Based Plans

- Barnawartha and Surrounds Community

Resilience Plan

- Chiltern Place Plan
- Rutherglen Place Plan
- Stanley Community Resilience Plan
- Tangambalanga Place Plan
- Yackandandah Place Plan

Parks and Recreation Plans

- Active Indigo Recreation Strategy
- Allans Flat Waterhole Master Plan
- Baarmutha Park Master Plan
- Barkly Park Master Plan
- Barnawartha Recreation Reserve Master Plan
- Caravan Park Master Plans
- Chiltern Destination Playspace
- Chiltern Recreation Reserve Master Plan
- Coulston Park Master Plan
- Kiewa River Community Park Master Plan
- Stanley Recreation Reserve Master Plan
- Tangambalanga Active Park Master Plan
- Wahgunyah Recreation Reserve Master Plan
- Yackandandah Sports Master Plan

Community and Social Plans

- Disability Action Plan
- Library Strategy
- Life Stages Plan
- Municipal Public Health & Wellbeing Plan

Infrastructure and Development Plans

- Asset Management Plan
- Beechworth Historic Precinct Master Plan
- Kiewa Tangambalanga Structure Plan
- Public Toilet Improvements Strategy
- Urban Tree Canopy Strategy

Economic and Environmental Plans

- Creative Indigo Strategy
- Economic Development Strategy
- Environment Strategy

SUCCESS MEASURES

Measure	Baseline (2024)	Target (2029)	Data Source	Frequency
Utilisation rate of Council community facilities	TBD	Increase by 10%	Facility booking system	Bi-annual
Tree canopy coverage across townships	TBD	Progress towards targets set out in Tree Canopy Strategy	Urban Tree Mapping Program	Annual
Traditional Owner participation in Council projects	TBD	Minimum of 5 collaborative projects annually	Project records	Annual
Community participation in Council events and programs	TBD	Increase by 15%	Event attendance records	Annual
Participation in library programs and services	TBD	Increase by 15%	Library management system	Quarterly
Community satisfaction with sealed roads	36	40	Annual Community Satisfaction Survey	Annual





Theme 2:  
Economic  
Resilience and  
Opportunity

Our Shire provides economic opportunities for people at all life stages to thrive locally. We foster a progressive and resilient business community through working with business and industry groups to provide strategic support for innovation, growth and investment. Our diverse and sustainable economy offers cultural, social, and economic opportunities while our tourism sector sustainably showcases our complementary strengths in heritage, arts and culture, food and wine, and natural landscapes.







Theme 2:  
Economic Resilience and Opportunity

OUTCOMES

- A strong, cohesive and resilient economy
- Economic opportunities that enable participation and prosperity for all
- A recognised destination of choice for residents, visitors, and investors

STRATEGIC OBJECTIVES

Strategic objective 2.1

Housing diversity and development

Facilitate a variety of housing options that meet community needs while supporting economic growth and maintaining township character.

Key strategies to achieve the objective	
2.1.1	Support a variety of innovative and diverse housing developments that meet market demand and attract investment
2.1.2	Facilitate appropriate development that balances economic growth with township character preservation
2.1.3	Advocate for improved town water and sewer capacity to progress residential and industrial developments and support the state government’s housing growth target of 3100 houses by 2051
2.1.4	Support and advocate for independent living solutions for our ageing population
2.1.5	Deliver a Shire-wide Settlement Strategy to facilitate residential growth, attract investment and support the state government’s housing target
2.1.6	Support housing for workers to Indigo Shire, diverse options for short and long-term rentals

Strategic objective 2.2

Workforce retention and opportunity

Advocate for and facilitate connections to support local employment, education, and skills development opportunities that build pathways for residents to work and learn locally.

Key strategies to achieve the objective	
2.1.1	Advocate for programs that create stronger connections between young people and employment opportunities in key local industries
2.1.2	Support and advocate for improved access to education, training, and lifelong learning opportunities that address local workforce needs
2.1.3	Facilitate connections between local businesses, education providers and employment services to strengthen pathways to local employment
2.1.4	Promote the liveability qualities of Indigo to attract new residents, particularly families and young people, to live and work

Theme 2: Economic Resilience and Opportunity

Strategic objective 2.3

Sustainable tourism development

Create a balanced tourism economy that benefits the community while preserving our natural environment and enhancing our cultural assets.

Key strategies to achieve the objective	
2.3.1	Balance visitation growth with residential amenity
2.3.2	Focus on optimal tourism, curating the quality and manageing the quantity for sustainable community benefit
2.3.3	Enhance all tourism product pillars, including food/drink, nature/walk, cycle, with an elevated focus on heritage, arts and culture
2.3.4	Optimise the potential of World Heritage Listing to enhance community benefit, heritage outcomes and a vibrant economy
2.3.5	Develop visitor dispersal strategies and initiatives that distribute economic yield across the Shire, extend visitation throughout the calendar year, and transform the region from a short-break destination to a true holiday destination
2.3.6	Deliver future-fit product and experience development to attract visitors who share and support community values
2.3.7	Strategically develop and manage tourism infrastructure assets, including caravan parks, to enhance visitor experiences, extend length of stay, and maximise sustainable returns to the community while preserving local character and environmental values
2.3.8	Identify opportunities to enhance community return on investment and economic return on investment from existing walking, gravel and cycle trails for a more connected community

Strategic objective 2.4

Business and investment support

Foster a business-friendly environment that supports existing businesses while attracting new investment that aligns with our community values.

Key strategies to achieve the objective	
2.4.1	Support sustainable business growth and innovation initiatives
2.4.2	Support and enable sustainable viticulture, horticulture, and agri-tourism initiatives that build on the Shire's agricultural strengths, enhance regional identity, and create economic opportunities
2.4.3	Plan to enable availability of industrial and commercial land to support township growth
2.4.4	Build collaborative relationships with local business networks and industry groups
2.4.5	Capitalise on proximity to the Hume Freeway and rail network to grow opportunities in Chiltern and Barnawartha



Theme 2: Economic Resilience and Opportunity

ACTION PLAN

Action	Description	Related Key Strategies	25/26	26/27	27/28	28/29	How will this be resourced?
Secure funding to further develop Council owned land in Chiltern	Prepare funding applications and advocacy to enable the development of Council owned land in Chiltern	2.4.1 2.4.3 2.4.5	X	X	X	X	External Funding
Finalise and implement Shire-wide Settlement Strategy	Create a comprehensive plan to guide residential growth while preserving township character and meeting state housing targets	2.1.2 2.1.3 2.1.5	X	X			Inhouse
Finalise and implement new 10-year Tourism Strategy (Destination Management Plan 2035)	Develop a strategic framework to optimise the visitor economy, equity in tourism, environmental sustainability and net value to community and township amenity	2.3.1 2.3.2 2.3.3 2.3.4 2.3.5 2.3.6 2.3.7 2.3.8	X	X	X	X	Inhouse External Funding
Finalise and implement Economic Development Strategy	Establish a framework to support business investment, growth and innovation	2.2.1 2.2.2 2.2.3 2.2.4 2.4.1 2.4.2 2.4.3 2.4.4	X	X	X	X	Inhouse External Funding
Continue to implement priorities from caravan park master plans as leases expire	Strategically implement key infrastructure improvements identified in caravan park master plans to enhance visitor experience, increase revenue opportunities, and ensure sustainable operations as existing lease arrangements conclude	2.3.7	X	X	X	X	External Funding Capital Program

Theme 2: Economic Resilience and Opportunity

ACTION PLAN

Action	Description	Related Key Strategies	25/26	26/27	27/28	28/29	How will this be resourced?
Develop World Heritage readiness plan	Create a strategy to prepare community, businesses, and infrastructure for potential World Heritage status, including visitor management, interpretation, and preservation protocols	2.3.3 2.3.4 2.3.5 3.5.4					
Progress visitor dispersal solutions to optimise World Heritage Listing benefits.	Progress Indigo Gold Trail 2.0 project, Sustainable Transport Solutions plan and World Heritage Listing associated experiences and products, including audio tours and heritage walks	2.3.3 2.3.4 2.3.5 3.5.4	X	X	X	X	Inhouse External Funding Council Funding
Upgrade township brand awareness, first impression and visitor and community awareness, information access and wayfinding	Invest in town entry beautification, consolidation of signage proliferation, including town entry signage and events signage solutions.	2.3.3 2.3.4 2.3.5 2.3.6	X	X	X	X	Inhouse Council Funding Partnerships
Activation of inland waterways and connections	Investigate opportunities to strengthen cross-border investment value (Murray River Adventure Trail – Rutherglen Loops, Corowa foreshore development/ Wahgunyah). Support appropriate amenity upgrades, linkages and activation of township lakes and waterways	2.3.3 2.3.4 2.3.5 2.3.6	X	X	X	X	Inhouse Council funding External funding Partnerships
Develop a Trails Optimisation Plan	Identify opportunities to improve economic and community returns from existing walking, gravel road and cycle trails and link trail investment in Northwest to investment in Southeast via optimising existing gravel trail network	2.3.8	X	X	X	X	Inhouse

Theme 2: Economic Resilience and Opportunity

RELATED STRATEGIC DOCUMENTS AND PLANS BY CATEGORY

Place-Based Plans

- Barnawartha and Surrounds Community Resilience Plan
- Chiltern Place Plan
- Rutherglen Place Plan
- Stanley Community Resilience Plan
- Tangambalanga Place Plan
- Yackandandah Place Plan

Economic Development and Tourism

- Economic Development Strategy
- Tourism Strategy 2025-2035
- Rutherglen Destination Management Plan 2022-2027
- Rutherglen Silo Art Precinct Project
- Chiltern Land Development Community Concept Precinct Plan
- Beechworth Railway Precinct Master Plan 2019

Planning and Development

- Indigo Shire Planning Scheme
- Indigo Shire Settlement Strategy
- Advocacy Action Plan

Environmental Plans

- Environment Strategy
- Climate Emergency Strategic Action Plan

Social Plans

- Life Stages Plan

SUCCESS MEASURES

Measure	Baseline (2024)	Target (2029)	Data Source	Frequency
Business confidence rating	TBD	Maintain above regional average	Annual business survey	Annual
Visitor economy growth (overnight visitor expenditure)	TBD	Increase by 20%	Tourism Research Australia data SpendMapp	Annual
Visitor economy growth (day visitor expenditure)		Visitor economy growth (day visitor expenditure)	SpendMapp	
Private sector residential investment in the Shire – new houses, extensions	TBD	Increase by 10%	Planning and building permits	Annual
New residents relocating to Indigo Shire	TBD	Increase by 1.5%	Population data Welcome event registrations/ Indigo News signups	Annual
Private sector investment in the Shire – new or expanding business/ commercial		Increase by 10%	Planning and building permits New ABN's	Annual





### Theme 3: Environment and Heritage

We manage growth strategically to protect our Shire’s unique environment, character, and heritage.

Through careful planning, we demonstrate, support and enable leadership in climate action and help build community resilience.

We recognise that preparing for and responding to environmental challenges is a shared responsibility between Council and community.

Our approach balances preservation with innovation to ensure our natural and cultural assets thrive for future generations.





Theme 3:  
Environment and Heritage



OUTCOMES

- **Balanced growth that preserves the Shire’s unique character and environmental values**
- **Climate action leadership embedded in Council operations and community planning**
- **Resilient communities prepared for and actively participating in addressing environmental challenges**
- **Cultural heritage that is preserved, activated and celebrated for future generations**

STRATEGIC OBJECTIVES

Strategic objective 3.1

Climate action

Demonstrate leadership in climate action by committing to achieving net zero greenhouse gas emissions by 2035 while supporting, enabling and advocating for community-led climate initiatives through strategic partnerships, education, and collaborative projects.

Key strategies to achieve the objective	
3.1.1	Continue to monitor Council’s greenhouse gas emissions and report on progress towards our net zero by 2035 target
3.1.2	Identify and implement priority climate actions at Council
3.1.3	Identify and support priority climate actions in our community
3.1.4	Continue to actively participate in regional climate partnerships, particularly Goulburn Murray Climate Alliance (GMCA)

Strategic objective 3.2

Environmental protection and enhancement

Protect and enhance biodiversity, natural habitats, and water resources through strategic management practices, monitoring, and community education.

Key strategies to achieve the objective	
3.2.1	Reduce weed cover and protect biodiversity by continued implementation of strategic noxious and environmental weed management programs on Council roads and reserves
3.2.2	Reduce localised impacts of rabbits by continued implementation of targeted pest animal management programs on Council roads and reserves
3.2.3	Protect and enhance the environmental values of Council owned and managed land, including reserves, parks, waterways and stormwater retention and treatment sites
3.2.4	Continue monitoring of key environmental indicators relating to Council owned and managed reserves and water bodies (e.g. water quality monitoring, weed data collection, and roadside firewood assessments)
3.2.5	Continue monitoring of key environmental indicators relating to Council owned and managed reserves and water bodies (e.g. water quality monitoring, weed data collection, and roadside firewood assessments)
3.2.6	Continue to provide leadership to and engage in regional and local environmental partnerships, including facilitating the Indigo Environment Advisory Committee
3.2.7	Continue to work closely with other stakeholder’s terrestrial and waterway management strategies (e.g. NECMA – Water Is Life) and embed these into environmental decision making

Theme 3: Environment and Heritage

Strategic objective 3.3

Emergency preparedness and climate resilience

Build community and infrastructure resilience to climate-related emergencies through planning, education, and strategic risk management.

Key strategies to achieve the objective	
3.3.1	Develop preparedness plans for climate-related emergencies
3.3.2	Implement community education programs on climate adaptation and resilience
3.3.3	Advocate for increased funding to ensure new or replacement infrastructure withstands climate impacts
3.3.4	Embed climate risk management in Council’s risk management strategy and risk management policy.

Strategic objective 3.4

Waste reduction and circular economy

Transform waste management practices by embedding circular economy principles and expanding recycling programs to minimise environmental impact.

Key strategies to achieve the objective	
3.4.1	Expand recycling programs, education, advocacy for reduced packageing, and other strategies that reduce waste to landfill
3.4.2	Embed Circular Economy principles into all Council service areas
3.4.3	Transition kerbside services to align with state government legislation around expanding organics collections and separating glass from other recyclables
3.4.4	Embed sustainable procurement principles into all Council procurements

Strategic objective 3.5

Heritage preservation

Preserve and activate our unique heritage assets through integrated approaches that balance conservation with accessibility, ensuring their value for future generations.

Key strategies to achieve the objective	
3.5.1	Develop an integrated approach to heritage preservation that balances conservation, accessibility, activation, and future functionality
3.5.2	Support self-determined Traditional Owner cultural heritage interpretation, enriching established colonial and gold rush histories and supporting equity
3.5.3	Develop and maintain appropriate amenities and facilities that complement heritage assets, enhance accessibility, and improve visitor experience while preserving the authenticity and historical significance of heritage sites
3.5.4	Advance the Victorian Goldfields World Heritage Listing bid through coordinated planning, stakeholder engagement, and resource allocation



Theme 3: Environment and Heritage

ACTION PLAN

Action	Description	Related Key Strategies	25/26	26/27	27/28	28/29	How will this be resourced?
Develop a new Environment Strategy and implement key recommendations	Develop a new Environment Strategy that addresses climate challenges biodiversity protection, and sustainable resource management	3.1.1 3.1.2 3.1.3 3.1.4 3.2.3 3.2.6 3.2.7			X	X	Inhouse External support
Implement Climate Action priorities	Implement priority climate initiatives from the Climate Emergency Action Plan to reduce emissions and adapt to a changing climate	3.1.1 3.1.2 3.1.3 3.1.4	X	X	X	X	Inhouse
Work with community to support climate action	Support community-led initiatives to reduce emissions and build climate resilience	3.1.3	X	X	X	X	Inhouse
Continue to implement biodiversity protection program	Strengthen protection for native vegetation and wildlife habitats on Council managed land	3.2.1 3.2.2 3.2.3	X	X	X	X	Inhouse
Develop a new waste management strategy and implement key recommendations	Develop a new waste management strategy that reduces waste to landfill increases resource recovery, and aligns with the State Government's legislative reform	3.4.1 3.4.2 3.4.3	X	X			Inhouse
Update emergency management plans	Review and enhance plans for climate-related emergencies	3.3.1 3.3.2 3.3.3 3.3.4	X	X			Inhouse

Theme 3: Environment and Heritage

ACTION PLAN

Action	Description	Related Key Strategies	25/26	26/27	27/28	28/29	How will this be resourced?
Preservation and conservation of National Heritage listed buildings, sites and museum collections	Prepare and implement a strategic plan to guide and balance precinct preservation, conservation, equity and activation, leveraging and optimising value from National and future World Heritage status. Progress best practice Collections Management cataloguing and digitisation programs Gorge Walk conservation, interpretation and accessibility	3.5.1 3.5.3	X	X			Inhouse External funding
Complete and implement the Beechworth Historic Precinct Master Plan	Prepare funding applications and progress Master Plan recommendations, including contemporary best practice activation of each precinct buildings and sites, acquisition of laneway town connection, 'academic in-residence' residence and detailed design for Research and Education Centre and Tertiary Partnership extensions	3.5.1 3.5.3	X	X	X	X	Inhouse Council funding External funding
Repatriation of Aboriginal Collection/s	Progress Museum Voluntary Repatriation program	3.5.2	X	X	X	X	Inhouse Partnerships
Strengthen community succession planning in local museums, athenaeums and societies	Progress the Oral Histories Program in cross Shire support programming and conduct a comprehensive building, collections and assets audit to support succession planning	3.5.1	X	X	X	X	Inhouse Council funding External funding
Complete the Heritage Citation Review	Implement Stage 1 and complete Stage 2 of the Heritage Citation Review to strengthen protection of significant heritage assets and inform planning controls	3.5.1	X	X			Inhouse External support

Theme 3: Environment and Heritage

RELATED STRATEGIC DOCUMENTS AND PLANS BY CATEGORY

Environmental and Climate Plans

- Climate Change Adaptation Action Plan
- Emissions Reduction Plan
- Environment Strategy
- Roadside Conservation Management Plan
- Urban Tree Canopy Strategy

Emergency and Risk Management

- Heatwave Plan
- Municipal Emergency Animal Welfare Plan
- Pandemic Plan
- Risk Management Strategy

Infrastructure and Resource Management

- Asset Management Plans
- Resource Recovery and Waste Management Strategy
- Transportation Plans

Community Health Plans

- Municipal Public Health and Wellbeing Action Plan

Heritage Plans

- Beechworth Historic Precinct Master Plan

SUCCESS MEASURES

Measure	Baseline (2024)	Target (2029)	Data Source	Frequency
Council greenhouse gas emissions	TBD	30% reduction	Emissions Reduction Plan	Annual
Staff trained in Emergency Response and Recovery	TBD	100% of relevant staff	Training records	Training records
Community satisfaction with waste services	74	78	Annual Community Satisfaction Survey	Annual
Waste diverted from landfill	66%	75%	Cleanaway Detailed Activity Reports	Annual





Theme 4:  
Governance  
and Financial  
Sustainability

We serve our communities through efficient, transparent, and responsible governance frameworks.

Our decision-making balances expertise with community collaboration, guided by sustainable financial planning principles.

We maintain a high-performing, values-driven workforce committed to integrity, financial responsibility, and continuous improvement in service delivery.







Theme 4:  
Governance and Financial Sustainability

OUTCOMES

- Exemplary, transparent and accountable governance frameworks that uphold the highest standards of integrity, ethics and community trust.
- Evidence-based decision making that balances short-term needs with long-term sustainability
- Financial stability through responsible resource and risk management and strategic planning
- A capable, engaged, and adaptable workforce that enables Council to deliver on current and future community needs

STRATEGIC OBJECTIVES

Strategic objective 4.1

Financial sustainability and strategic resource management

Ensure Council’s long-term financial viability through prudent asset management, collaborative service delivery, and proactive planning that balances current needs with future sustainability.

Key strategies to achieve the objective	
4.1.1	Implement asset management practices that prioritise preventative rather than reactive maintenance
4.1.2	Explore collaboration opportunities with other councils for shared services and cost efficiencies
4.1.3	Ensure our planning is future focused and aligns with workforce capability needs, risk management, and workplace compliance to enhance long-term sustainability
4.1.4	Continue to maximise grant funding opportunities
4.1.5	Develop a Financial Sustainability Strategy

Strategic objective 4.2

Community engagement

Foster meaningful community participation in Council decision-making through diverse engagement approaches, transparent communication, and demonstrating how community input shapes outcomes.

Key strategies to achieve the objective	
4.2.1	Proactive and early communication on decisions and planning
4.2.2	Implement an efficient balance of digital and face-to-face engagement opportunities
4.2.3	Close the feedback loop by demonstrating how community input influences final decisions
4.2.4	Establish community working groups, where appropriate, for significant projects and initiatives to ensure diverse community perspectives are incorporated
4.2.5	Build Council’s engagement capability through staff training, techniques, and embedding engagement principles in project management processes
4.2.6	Actively involve existing advisory committees in community engagement opportunities

Theme 4: Governance and Financial Sustainability

Strategic objective 4.3

Strategic resource allocation and service planning

Align Council services and resources with community priorities through ongoing review, innovation in delivery models, and workforce strategies that support high-quality, sustainable service provision.

Key strategies to achieve the objective	
4.3.1	Review service delivery to align with community priorities, workforce capacity, risk mitigation strategies, and financial sustainability.
4.3.2	Review and update criteria for project prioritisation based on community benefit and sustainability
4.3.3	Evaluate service delivery models to identify opportunities for partnership or alternative delivery
4.3.4	Develop and implement workforce strategies that foster equality, accountability, safety, and continuous improvement, positioning Council as a competitive and contemporary workplace that attracts and retains top talent
4.3.5	Continue to regularly conduct reviews of all services with a focus on appropriateness, efficiency and effectiveness

Strategic objective 4.4

Advocacy and intergovernmental relations

Build strategic partnerships and alliances to effectively represent community interests and secure equitable support from other levels of government and relevant agencies.

Key strategies to achieve the objective	
4.4.1	Foster strong and productive relationships with Governments, local MPs and relevant agencies organisations
4.4.2	Build alliances with other councils on shared challenges
4.4.3	Advocate for equitable Federal and State Government financial support

Strategic objective 4.5

Governance and transparent decision making

Uphold the highest standards of integrity, transparency, and accountability in Council operations and decision-making processes through robust governance frameworks and an engaged, responsible workforce culture.

Key strategies to achieve the objective	
4.5.1	Ensure council decisions are well considered, transparent and in the best interests of the whole community
4.5.2	Embed a culture of good governance through ongoing development, clear frameworks, and shared accountability across Council and the organisation
4.5.3	Consider and implement best practice recommendations arising from relevant agency investigations and inquiries (eg IBAC, Local Government Inspectorate, VAGO)
4.5.4	Engender a workforce culture that is engaged, productive, healthy and inclusive - measure this with two-yearly engagement surveys
4.5.5	Strengthen governance frameworks to reinforce accountability in decision-making, organisational integrity, and compliance with regulatory and legislative requirements



Theme 4: Governance and Financial Sustainability

ACTION PLAN

Action	Description	Related Key Strategies	25/26	26/27	27/28	28/29	How will this be resourced?
Develop and implement a Financial Sustainability Strategy	Create a comprehensive framework to guide Council's long-term financial planning and resource allocation	4.1.5	X	X			Inhouse External Support
Establish shared services framework	Identify and implement opportunities for collaboration with neighbouring councils to achieve cost efficiencies	4.1.2	X	X	X	X	Inhouse External Support
Develop a structured advocacy plan	Create a clear framework for Council advocacy based on Shire priorities	4.4.1 4.4.3	X	X	X	X	Inhouse
Provide continuous governance training	Deliver ongoing induction and training to councillors and staff on matters of good governance and organisational integrity	4.5.1 4.5.2 4.5.3 4.5.5	X	X	X	X	Inhouse
Finalise and implement the project management framework	Implement an internal framework that standardises project management methodologies, improves governance, clarifies roles and responsibilities, and establishes effective evaluation processes for all Council projects to enhance delivery outcomes and resource efficiency	4.2.4 4.2.5 4.3.2	X	X	X	X	Inhouse
Conduct ongoing service review program	Systematically assess all Council services for alignment with community priorities and financial sustainability	4.3.1 4.3.5	X	X	X	X	Inhouse
Monitor staff experience and workplace culture to guide improvement actions	Conduct biennial staff engagement survey	4.5.4	X		X		Inhouse External Support

Theme 4: Governance and Financial Sustainability

ACTION PLAN

Action	Description	Related Key Strategies	25/26	26/27	27/28	28/29	How will this be resourced?
Implement workforce strategies to strengthen our internal capability and capacity	Deliver integrated workforce strategies that build capability and ensure Council is future ready to meet community needs	4.1.3 4.3.4 4.5.4	X	X	X	X	Inhouse
Develop and implement Gender Equality Action Plan	Co-design and implement a Gender Equality Action Plan that not only meets legislative obligations but also actively advances an inclusive, respectful and equitable workplace for all	4.3.4	X	X	X	X	Inhouse External Support
Implement Council's Risk Framework activities	Strengthen Council's risk maturity by embedding risk awareness into planning and decision-making, supported by a robust risk framework, ongoing training and proactive risk management practices	4.1.3 4.3.1	X	X	X	X	Inhouse

Theme 4: Governance and Financial Sustainability

RELATED STRATEGIC DOCUMENTS AND PLANS BY CATEGORY

Governance and Community Engagement

- Community Engagement Strategy

Financial Management

- Financial Sustainability Strategy
- Revenue and Rating Plan
- 10 Year Financial Plan

Organisational Management

- Strategic Workforce Plan
- Risk Management Framework

SUCCESS MEASURES

Measure	Baseline (2024)	Target (2029)	Data Source	Frequency
Community satisfaction with Council's overall performance	52	62	Annual Community Satisfaction Survey	Annual
Community consultation and engagement	53	65	Annual Community Satisfaction Survey	Annual
Community satisfaction with decisions made in interest of the community	50	55	Annual Community Satisfaction Survey	Annual
Employee engagement index	62%	70%	Biennial staff survey	Bi-annual
Risk management actions completed	TBD	85% completion rate	Compliance audit results	Quarterly
Grant funding secured (% of eligible applications)	TBD	Success rate above 50%	Grant register	Annual





## Monitoring our progress

Council is committed to transparent reporting on the implementation of this Council Plan through:

### Quarterly reporting

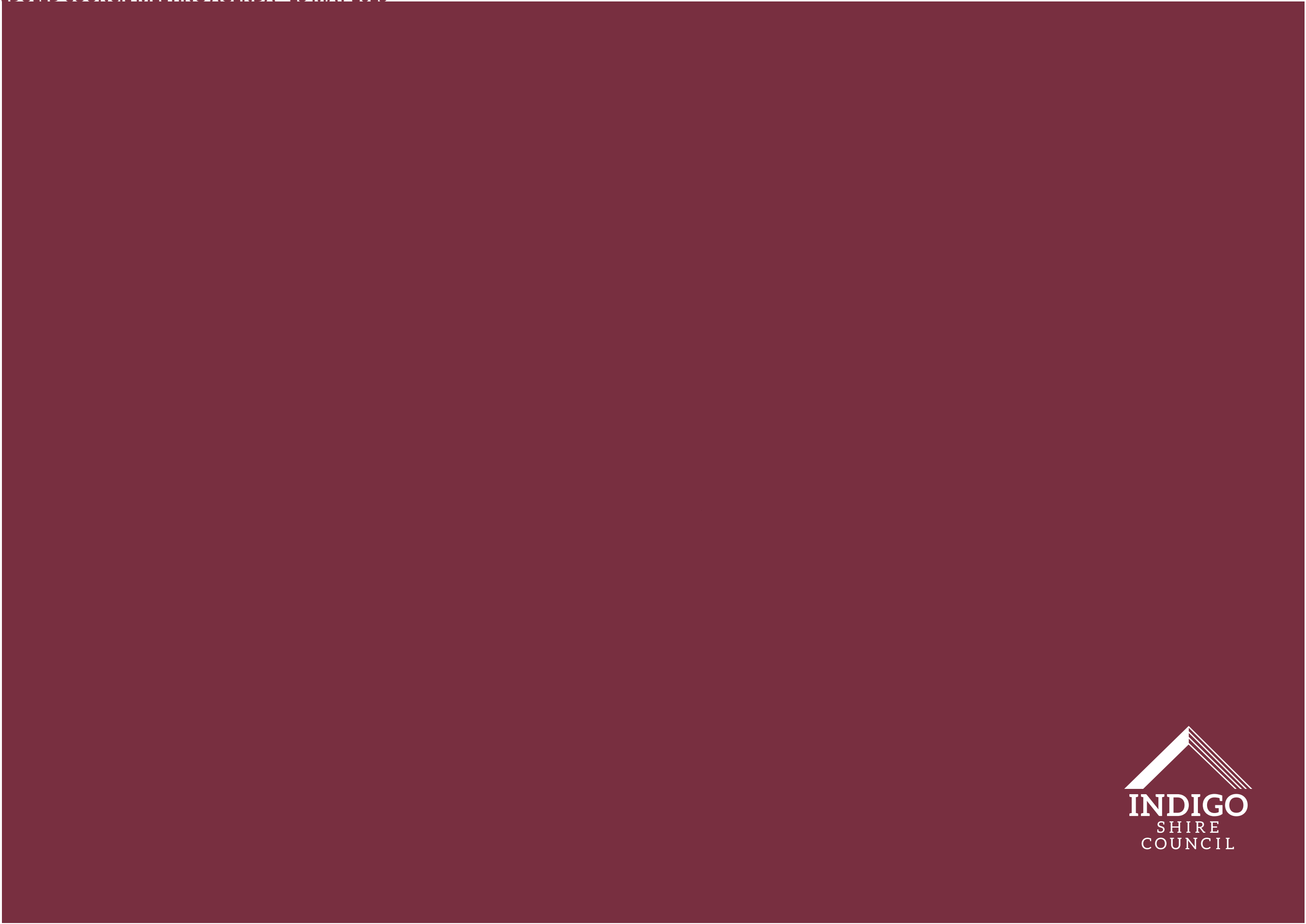
Quarterly progress reports on all actions in the Council Plan will be presented at Council meetings. These reports will track the status of each action as “not started,” “in progress,” “completed,” or “ongoing” and will highlight achievements and challenges.

### Annual review

Each year, Council will conduct a comprehensive review of the Council Plan to assess progress against success measures, identify any necessary adjustments to actions or timelines, including the addition of new key strategies and actions as they emerge within the Council Plan period, and confirm priorities for the coming year. The Annual Report will include detailed reporting on Council Plan implementation.

### Community reporting

Progress reports will be made available to the community through Council’s website, ensuring transparency and accountability in the implementation of community priorities.





## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 11.2 2025/26 DRAFT BUDGET

Greg Pinkerton - Director Planning and Corporate Services  
Phil Garoni - Finance Manager  
Planning and Corporate Services

For Decision

#### **RECOMMENDATION**

##### **Recommendation 1**

That Council approves the “High Street Yackandandah Public Toilet” project contained in the attached budget documents.

##### **Recommendation 2**

That Council;

1. Notes that;
  - a. The attached draft budget contains the following allocations:
    - i. \$8.305 million of capital works, including \$4.6 million for new, renewed, and upgraded roads, bridges, and pathways.
    - ii. \$100k for year one actions arising from the new Council Plan (2025-2029).
    - iii. \$90k for streetscape beautification works.
    - iv. \$40k to plan for the future of the shire’s tourism in the context of increasing visitation and the future world heritage bid.
    - v. \$200k increase in road maintenance.
    - vi. \$25k for trail maintenance.
  - b. Council is currently awaiting the result of its rate cap increase application with the Essential Services Commission (ESC) to complete a revenue-neutral transfer the Environmental Management Contribution (EMC) to general rates (as described in this report). The Draft Budget assumes that this ESC application will be successful.
2. Endorses the attached documents for public exhibition:
  - a. *Draft Budget.*
  - b. *Draft Ten Year Financial Plan.*
  - c. *Draft Revenue and Rating Plan.*
  - d. *Draft Operating Income and Expense by Service.*
  - e. *Draft Capital Works Commentary.*
3. Authorises the Chief Executive Officer to give public notice of the preparation of the draft budget.
4. Places the endorsed documents on public exhibition for a period of 21 days from Wednesday 14 May to close of business Wednesday 4 June.
5. Invites any person wishing to provide feedback on the exhibited documents to do so prior to 5pm, 4 June 2025.
6. Considers the community feedback, along with any recommended budget changes arising from the feedback, at the June Ordinary Meeting of Council on 24 June 2025.
7. Considers the updated 2024/25 budget at the June Ordinary Meeting of Council on 24 June 2025.



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### ADMINISTRATIVE NOTE

The resolution for this item has been split into two parts. This is to allow for one part of the draft budget, with which a Councillor has indicated that they have a conflict of interest, to be considered separately.

Following the consideration of this one item the Councillor can return to the meeting for the remainder of the draft budget item.

### PURPOSE OF REPORT

The purpose of this report is to present the attached draft 2025/26 budget documents, provide some background information, and seek Council's endorsement to proceed to community exhibition.

### BACKGROUND

The 2025/26 draft budget, along with its supporting documents, is the product of extensive community feedback and collaboration between Councillors and staff. The process includes the consideration of community feedback that was obtained in 2024 and 2025. This feedback has been carefully considered by the organisation, with each Service Manager incorporating it into their 2025/26 draft budget and associated project proposals. Councillors and Management have also reviewed the community feedback as part of the process of building the Council Plan and Draft Budget.

This budget has been created to ensure that council can continue delivering the services expected by the community, spanning road construction, maternal and child health services, libraries, town planning, environmental conservation efforts, provision of leisure facilities, waste services, and more. Furthermore, it outlines the necessary expenditure to sustain and maintain critical assets and infrastructure.

### DISCUSSION

Council's budget build is a complex and challenging one. This section of the report explains the context and influencing factors that have been considered in the creation of the Draft Budget. This context is presented in three parts:

1. Industry pressures
2. Waste levy transfer to general rates
3. Revenue and Rating Strategy implementation

The report then concludes with a description of the attached draft budget documents, and a summary of the highlights of the 2025/26 draft budget

### Industry Pressures

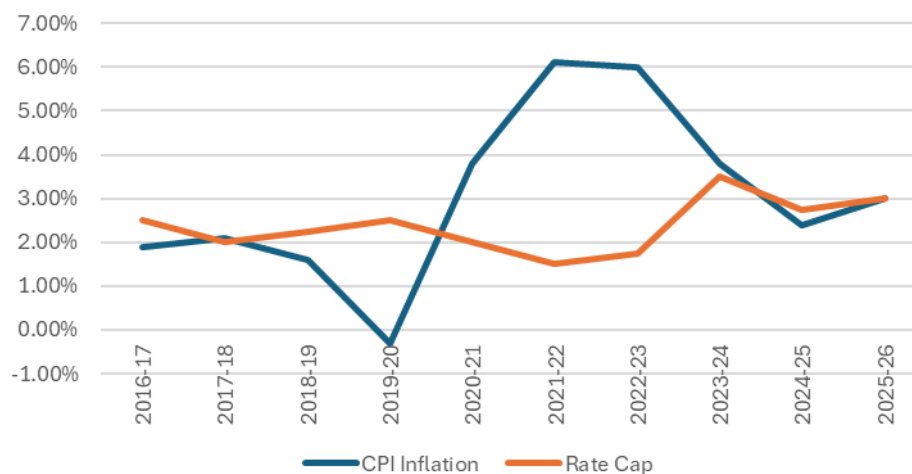
The local government sector in Victoria is facing increasing financial pressures caused by a number of factors that are outlined below. This environment is important context to the 2025/26 budget consideration.

### Rate Cap compared to inflation

2025/26 will be the tenth year of rate caps in Victoria, and an appropriate point to consider the impact of this system. The graph below shows the annual rate cap compared to CPI inflation.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

CPI Inflation vs Rate Cap

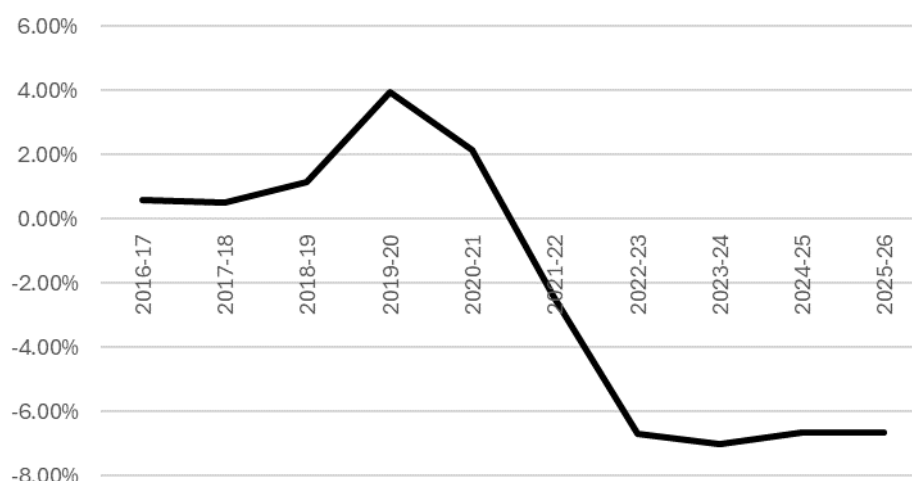


This shows that:

- Years 1 & 2: The rate cap closely matched CPI.
- Years 3 & 4: CPI inflation dropped as a result of Covid and was below the annual rate cap.
- Years 5 to 7: CPI inflation rose significantly above rate cap.
- Years 8 & 9: CPI inflation and rate cap were similar.
- Year 10 (next year): Projections are that rate cap and CPI inflation will be similar; however this will not be known until the end of the 2025/26 financial year.

This shows that, for several years, council operated in a financial environment where costs were increasing well above the rate cap. The impact of this gap is cumulative, as shown below.

Cumulative Difference (CPI vs Rate Cap)

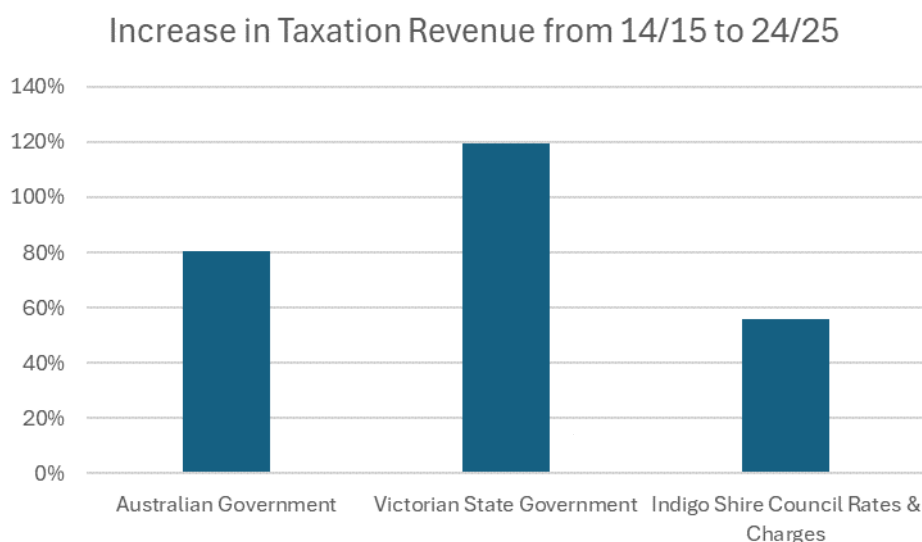


This cumulative graph shows that, as a direct result of the rate cap being significantly lower than inflation, council is now permanently underfunded by 6%. With a rates & charges of approximately \$20 million this 6% shortfall equates to an annual deficit of \$1.2 million each and every financial year that must be found in cuts to services and infrastructure.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

The analysis above compares the rate cap with the “CPI” inflation level. In reality, council does not operate in a consumer market and costs for council rise at a faster rate than CPI. One example of this is the market for construction and maintenance (roads, bridges, buildings, etc). In the post-covid years these costs have risen significantly faster than the consumer goods that the CPI is based on, and this further impacts the rate cap/cost gap that Victorian councils are experiencing.

These pressures are felt across the entire government sector. Other tiers of government also experience costs that increase faster than CPI, however neither the state or federal governments are constrained by income capping, and both experience natural growth in tax revenue that is not available to local government. The graph below shows that taxation revenue for the Australian Government has grown by 81% in the last 9 years, and the Victorian government’s tax revenue has increased by 119% in the same time period. Meanwhile, rates and charges for Victorian councils such as Indigo Shire Council has risen 56%.



Council is mindful of affordability for the community and seeks a solution to this problem whereby local government can be better supported by untied grant funding, including the return of the Financial Assistance Grants to the original 1% of federal tax revenue. Council will continue to advocate for a fairer share of the taxation pool in order to continue to deliver services, whilst managing affordability for the community.

Late last year the Victorian Legislative Council Economy and Infrastructure Committee tabled a report on *Local government funding and services* (2024). The findings and actions from this inquiry highlight the sector-wide sustainability issues that are currently emerging. This inquiry’s findings provide a snapshot of some of the financial sustainability challenges faced by Victorian councils, and smaller rural councils in particular.

- FINDING 1: The costs of infrastructure and service delivery have risen at a pace that outstrips the growth in grant funding.
- FINDING 3: Local councils are facing increased budget pressures due to cost shifting by state and federal governments. Without substantial changes, the financial sustainability of council operations is at risk, with some services already being reduced or discontinued entirely.
- FINDING 5: There are several issues that disincentivise councils applying to the Essential Services Commission for a higher rate cap. These include:



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

- a burdensome administrative process to apply
  - concerns about community backlash; and
  - concerns about the capacity of residents to afford higher rates, particularly in large and small shire councils.
- FINDING 7: Expenditure has grown faster than council revenue in recent years. Growth is primarily driven by the steady increase in operating expenditure, which makes up the majority of council spending. Capital expenditure has also risen over this period, but varies from year to year and council to council.
- FINDING 9: Councils face increased asset renewal costs if they do not prioritise early and ongoing renewal in an asset's lifecycle. A failure to keep up with asset renewal results in more expensive repair and replacement costs.
- FINDING 11: The renewal and upgrade of roads and bridges are a significant cost pressure, particularly for large and small shire councils due to their geographic size and comparatively small rate base. Grants programs, including Federal Assistance Grants, have regard for these issues when awarding funding. However, it remains a threat to the ongoing financial sustainability of rural and regional councils.
- FINDING 12: Victorian councils have faced significant increases in the cost of delivering infrastructure. This is due to a rise in the cost of labour and materials. Increased infrastructure costs constitute a significant financial pressure for growth area councils who are responsible for delivering new infrastructure for their growing communities.
- FINDING 14: Extreme weather events driven by climate change are a significant cost pressure on Victorian councils. Among other things, this includes:
  - disaster relief efforts, including staff resourcing
  - insurance premiums
  - the repair of damaged infrastructure; and
  - the proactive maintenance or upgrade of infrastructure to improve climate resilience.
- FINDING 16: The cash reserves held by Victoria's local government sector as a whole are currently adequate, but are showing signs of ongoing deterioration.
- FINDING 19: Victorian councils face a trend of deteriorating financial sustainability across all council types, a trend predicted to continue over the next five to ten years, due at least in part to cost shifting.
- FINDING 20: Rate capping and cost shifting has significantly constrained councils' revenue, and is a key threat to ongoing financial sustainability.
- FINDING 27: Council asset pools requiring management exacerbate financial sustainability challenges for councils in the long term. This is of particular concern to smaller, rural and regional councils who have more a limited financial capability to meet ongoing operating, maintenance and renewal costs.
- FINDING 28: Limited capacity to meet long term operating, maintenance and renewal costs is deterring smaller rural and regional councils from applying for new asset grant programs.
- FINDING 29: Failing to acknowledge resource disparities between councils may result in grant funding being diverted away from deserving projects in rural and regional areas to councils with the capacity to prepare high quality grant applications.
- FINDING 31: While co-contribution grant programs can be beneficial in delivering an increased number of services, this requirement prevents some lesser resourced smaller rural and regional Councils from applying for grants.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

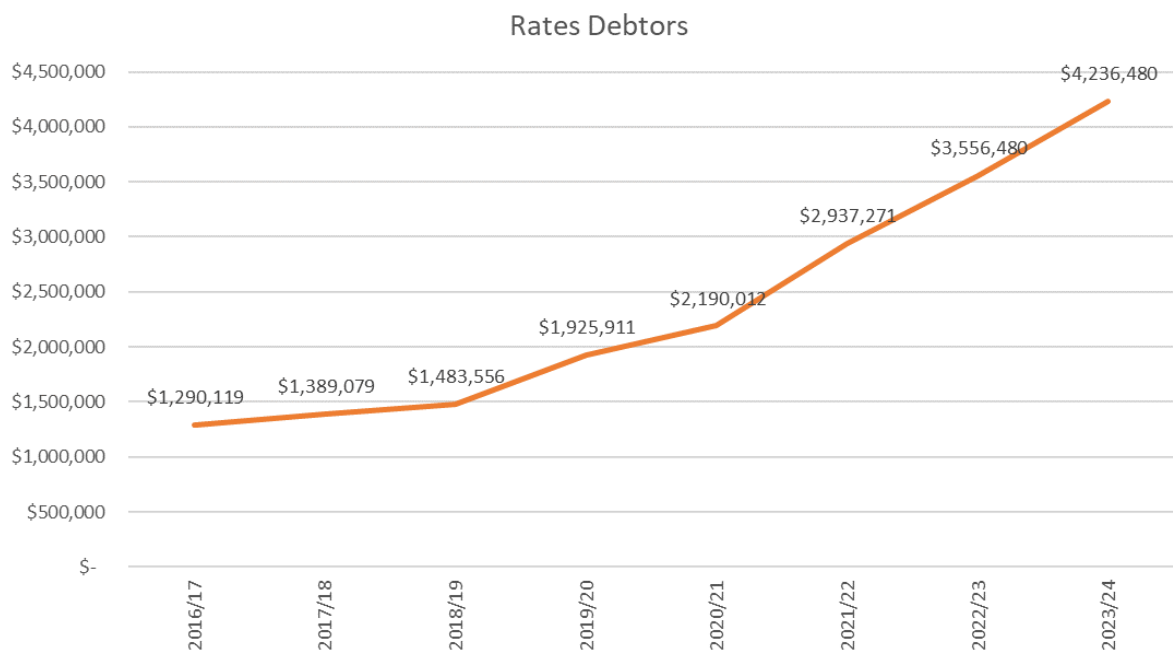
- FINDING 32: Overly onerous auditing and reporting requirements are deterring smaller and less-resourced councils from participating in important grant programs.
- FINDING 39: The Victorian Government has failed to maintain a 50/50 shared funding agreement for public libraries, placing a significant financial burden on local councils.
- FINDING 40: The Victorian Government has significantly reduced funding for the School Crossing Supervisor program and has failed to uphold its agreed equal funding arrangement with local councils. This has placed additional financial pressure on councils and risks the sustainability of this important service.
- FINDING 41: Ongoing increases in the waste levy are a financial burden for some Victorian councils.
- FINDING 42: Councils who use the Department of Health's Central Immunisation Records Victoria have been informed they will be charged an ongoing fee to access the system. Councils reported this is in contravention of assurances that ongoing access to the scheme would remain free.
- FINDING 43: In some cases, councils who have agreements to maintain State Government assets or Crown land are not adequately funded to do so.
- FINDING 44: The existing funding model for Maternal and Child Health services places an excessive financial burden on local governments, particularly regarding immunisations, staffing, and facility costs, threatening the long-term sustainability of these services.
- FINDING 45: Many statutory service fees charged by local councils, including planning fees, are set by the Victorian Government. These fees are set too low for some councils to recover the cost of providing the service.
- FINDING 47: There is a lack of Victorian Government coordination and oversight on the nature and extent of cost shifting that has been mandated by the State Government on local councils.

Council is awaiting the State Government's response to these findings and recommendations.

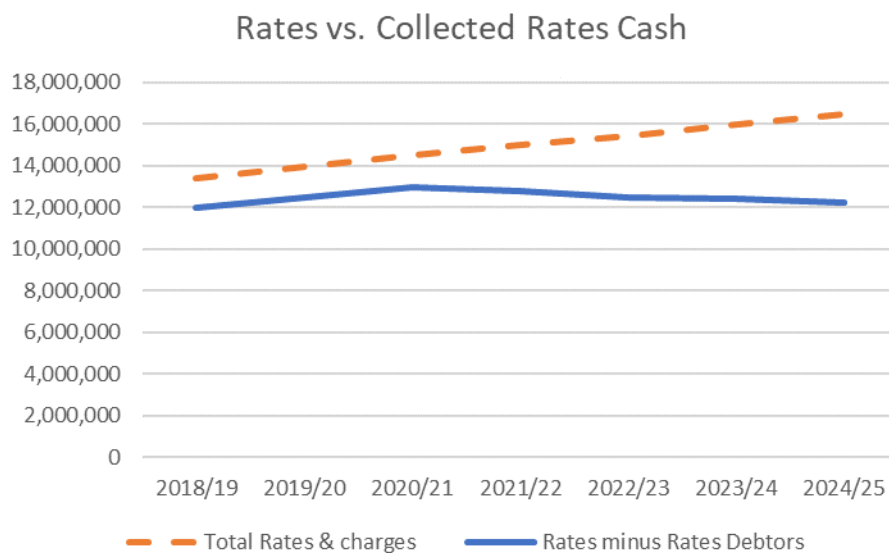
### Rates Debt

In the wake of Covid the State Government to introduce legislation in 2022 that limited council's debt collection options for two years. The combination of increasing cost of living and the restrictions on council's debt collection practices caused a significant increase in the rates owed to councils across Victoria. The Indigo Shire Rates debt level is shown in the graph below.

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This shows that, in recent years, Indigo Shire's rates debt has grown from \$1.5 million to more than \$4 million (with 2024/25 EOFY figures expected to be closer to \$5 million). As a result, the cash that council now receives from rates in 2025/15 is the same as in 2018/19.



This situation is unsustainable for council and also the ratepayers.

- Council is unable to pay for the increasing costs of service delivery and infrastructure.
- Ratepayers debt is increasing and accruing interest on the past rates.

The two-year restrictions on debt collection will expire in a few months, and council will be able to resume normal debt collection processes. It is expected that this will improve the financial situation, however the reversal of the debt may take some time as council works with people experiencing hardship in a compassionate and appropriate way.



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Waste Levy

Another influencing factor for the 2025/26 budget is the change to how waste income is raised. It is important to clarify the key messages that:

- The change does not increase or decrease Council's revenue. This is a revenue-neutral transfer of a levy to general rates.
- The Essential Services Commission is overseeing this transfer to ensure that Council does not gain any additional income greater than what would have been received with a standard 3% rate cap.
- The headline rate increase will be higher than the announced cap, however no additional revenue will be raised by council.
- For ratepayers there will be some distributional changes.
- This change is being made to comply with the Minister for Local Government's guidance on service rates and charges.

### Background

Councils throughout Victoria, including Indigo Shire, have traditionally used a waste levy as a transparent and accountable mechanism to show the revenue raised to operate the waste service (including transfer stations, street sweeping, event and public space bins, etc). In the 2024/25 financial year the waste levy (known at Indigo Shire Council as the Environmental Management Charge or EMC) was \$88.15 per rateable property, and this raised \$778k of revenue that was used for waste services. In 2025/26 the EMC was expected to increase by rate cap, and raise \$802k of revenue for use by the waste service.

In late 2023 the Minister for Local Government (Minister Horne) published "*Good Practice Guidelines for Service Rates and Charges*" that stated her desire that property-based waste levies should not be used to fund broad waste services in the way that the industry had been doing so. The Minister recommended that waste activities that are not directly attributable to a property should not be funded by a property-based levy. The Minister acknowledged that these levies are legal and supported by the Local Government Act and that her guidelines were not enforceable, however the minister clarified that her guidelines document set out her views on best practice. In June 2024 Council considered this information and passed the following resolution:

*Council endorses the path to compliance with the Minister for Local Government's Good Practice Guidelines relating to waste service charges that is outlined in the body of [the budget adoption report to the June 2024 Council Meeting], and the CEO be authorised to commence the process of converting the Environmental Management Contribution to General Rates, with no net financial impact on Council or ratepayers.*

This decision was made with the full knowledge that Indigo Shire Council has always operated the Environmental Management Levy legally and correctly – a fact confirmed by the Victorian Ombudsman in 2019.

In March 2025 Council applied to the Essential Services Commission to transfer \$802k from a waste levy (Environmental Management Contribution) to general rates in 2025/26. This is a revenue-neutral transfer that involves general rates increasing by 7.54% in 2025/26 (being the annual 3% increase as well as 4.54% to transfer the \$802k to general rates) and the Environmental Management levy being removed (therefore saving ratepayers the \$802k that is now in general rates). Overall, there is no increase in the total revenue collected by council; this is a simple revenue-neutral transfer from one collection method to another.

## **SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025**

The state government's Essential Services Commission is the gatekeeper of these processes. This independent arbiter is charged with assessing council's application to ensure that it is necessary, and that council does not gain any financial advantage during this transfer. The ESC checks council's application to ensure that the income received as a result of the proposed 7.54% rate increase is no more than would have been received with a standard 3% rate increase and the EMC (that is being abolished).

The only real impact of this change on ratepayers will be the method of distribution of the charges. In her 2023 good practice guidelines Minister Horne made it clear that waste services that are currently covered by council's Environmental Management Levy (transfer stations, etc) should not be funded by an equal property-based charge (in the case of Indigo Shire Council this is \$88.15 per property in 2024/25). Instead, Minister Horne directed these services to be funded by other revenue sources (in the case of Indigo Shire Council the only option is general rates). In doing this, the Minister is saying that the distribution of the \$802k income should not be done on a per-property basis, and therefore it must be done according to property value.

Therefore, if this change is approved by the Essential Services Commission the \$802k will be distributed along with the usual general rates differentials whereby owners of low-value properties will pay less than the owners of high value properties. Council has taken steps to minimise this impact (by using the available headroom in the Municipal Charge), however the Minister's guidelines still result in a higher burden for owners of expensive properties, when compared to those with lower valued properties.

Despite this being a significant item of note in the draft budget, there are no implications for council's revenue or the total that is paid by the community. Regardless of the result of Essential Services Commission's ruling, no services or infrastructure projects will be impacted. The only change will be which account line will show the income.

Following the implementation of this change Indigo Shire Council will be compliant with the State Government's guidelines for service rates and charges.

### **Revenue and rating Strategy Implementation**

In July 2024 Council adopted an updated Revenue and Rating Strategy that maintained the current strengths of the Indigo Shire rating system, and added further support for farmers on land less than 50 ha. This change resolved an issue with the previous strategy that farmers on smaller lots were not able to access the same level of rates support as those on large allotments. The introduction by the State Government of the Australian Valuation Property Classification Code (AVPCC) system has now allowed council to improve council's ability to identify genuine farmers.

The new rating rules that were adopted in 2024 will become operational in the 2025/26 financial year. Council is currently in the process of assessing and responding to approximately 100 applications for primary production status and this will be finalised by the end of the financial year. Importantly, the figures in the Draft Budget are based on the current property numbers, valuations, and rating system differential. These figures will change as a result of the new 'Primary Producer' applications once they have been assessed. Therefore the rates figures in the attached documents will change before the final budget is presented to Council in June.

## **SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025**

### **Draft Budget Documents**

Attached to this report are the following documents:

1. 2025/26 Draft Budget.
  - a. This is the main budget document that contains the key information.
2. 2025/26 Draft Ten Year Financial Plan.
  - a. A document that sets out Council's long-term financial strategy.
3. 2025/26 Draft Revenue and Rating Plan.
  - a. Containing important information about how Council raised revenue and rates.
4. 2025/26 Draft Operating Income and Expense by Service.
  - a. Income and expense details of each service area in Council.
5. 2025/26 Capital Works commentary
  - o Project details to support the capital works program shown in the Draft Budget document.

The first three of these documents are required from all Victorian Councils as part of the budget process. Together they cover the full budget position of Council, with associated policy and strategy statements and acquit council's responsibilities under the Local Government Act, and associated Regulations. The main budget document is created from the Victorian model budget. This is to assist with consistency between councils and ease of comparison between organisations and between years.

The budget documents are built in a spreadsheet format, where many of the larger numbers are truncated or rounded for clarity. Consequently, some of the tables may not appear to add up accurately in the published document. This occasionally leads to feedback from the community questioning the precision of the budget papers. This rounding is a recognised and accepted limitation of the standard model utilised by Victorian Councils.

The fourth document titled "Operating Income and Expense by Service" is voluntarily disclosed by the Indigo Shire Council to enhance transparency and comprehension of the budget details. This comprehensive data surpasses the set of documents mandated by the Local Government Act, demonstrating this council's commitment to full transparency with the Indigo Shire Community.

The final attachment is a new report that provides some additional detail on the 2025/26 capital works program. Again, this is additional information supplied over and above the legislative requirements.

### **Draft budget Highlights**

Despite that increasing pressures on council's budget the proposed 2025/26 budget includes support for the current services as well as a number of new initiatives, and a solid capital works program. Key highlights are:

- \$8.305 million of capital works with council's contribution being \$2.619 million. Including:
  - o \$4.6 million for new, renewed, and upgraded roads, bridges, and pathways with funding being provided by grants (\$3.4 million) and council (\$1.3 million). This includes a replacement of McFeeters Road bridge (\$750k), and \$90k to provide a footpath link from the new Rutherglen aged care facility to the town centre.



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

- \$500k (in addition to \$100k in 2024/25) to replace the roof at the Beechworth Town Hall, as well as \$180k to repair the roof at the Burke Museum.
- \$1 million to upgrade facilities at the Rutherglen Caravan Park as part of Council's commitment to the Caravan Park Strategy.
- \$75k for repair and renewal works at council pools.
- \$5k to improve maternal health facilities.
- \$655k for major projects on non-Indigo assets. Including:
  - Barkley Park female change room upgrade (\$350k).
  - Barnawartha Rec reserve lighting upgrade (\$305k).
- New projects, including:
  - \$100k for the year one actions arising from the new 2025/26 Council Plan. At the time the draft budget was produced these actions have not been finalised and therefore this \$100k will be allocated to the first year of projects once this plan is finalised.
  - \$90k for streetscape improvements across the shire.
  - \$40k for an update to the Tourism Strategy to plan for the future tourism needs of the shire, particularly in light of the upcoming World Heritage application.
  - \$50k for financial sustainability planning to define and address the continuing financial challenges being faced as a result of rate capping and increasing costs.
  - \$200k of additional road and bridge maintenance.
  - \$25k of additional funding to maintain the increased rail trail and mountain bike network.

### OPTIONS

As part of the draft budget build many different options have been considered by management, as well as through a series of budget discussions with Councillors. The draft budget is now ready to be presented to the community to gain feedback before Council considers final adoption of the budget at the June meeting.

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.1 Our financial management is sound, responsible and effective.
Strategic Action	5.1.4 Maintain sound financial practices by completing the Annual Financial Statements and receive audit clearance by the legislated timeframe each year

### SOCIAL/COMMUNITY IMPLICATIONS

The annual budget provides funding for a wide range of programs and services that provide significant social and community benefits throughout Indigo Shire.

### ENVIRONMENTAL IMPLICATIONS

The annual budget provides funding for several of Council's environmental programs and services.

### FINANCIAL IMPLICATIONS

The adoption of Council's draft Budget is one of the most fundamental financial decision that the Council must make on an annual basis. It sets in place the framework by which officers can implement Council's strategic direction contained within the Council Plan, with Council having allocated appropriate resources.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Full financial information is contained in the attached documents.

### LEGISLATIVE IMPLICATIONS

The preparation of Council's budget is guided by a strict and prescriptive set of rules including the *Local Government Act (2020)* and associated Finance and Reporting Regulations. This act ensures that Council's draft budget is provided to the community for a period of time and allows members of the community to make representations to Council on any particular area.

### RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Final Risk Rating	Controls, treatments
Failure to meet legislative requirements of budget preparation	Unlikely	Minor	Low	The budget is prepared using a set process that complies with the Local Government Act requirements. Council use the standard budget
The adopted budget does not anticipate and provide for future demands.	Unlikely	Minor	Low	An extensive process has been used to develop this budget. Council also maintains ample cash reserves for unanticipated expenditure.

Active management of Council's financial performance will include:

- Daily management of receivables and payables.
- Weekly oversight of cash and investments.
- Monthly management oversight at cost centre and account level.
- Reporting to Council's Finance Committee.
- Monthly reporting to Council's Ordinary Meeting.
- Quarterly reporting to Council's Audit Committee.
- Quarterly exception reporting to Council.
- Mid-year budget review and forecasting for 2<sup>nd</sup> half of the year.
- Annual close process and audit by VAGO.

The attached draft budget has been built to balance the needs of the community with the need to reduce operating costs. This has been achieved whilst keeping Council in the low-risk category for financial sustainability.

Council has undertaken a 10-year financial plan which will inform and guide Council in addressing financial sustainability in the medium and long-term.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### COMMUNITY ENGAGEMENT

#### **Engagement undertaken**

Community input into the Draft 2025/26 budget was via the Council Plan engagement which was open from October to December 2024.

Respondents were asked to provide feedback on issues of importance and to identify priorities for the future of the Shire and also any location-specific priorities.

The engagement tools included surveys, ideas board, and interactive mapping with the results being:

- 1,900 visits to the ENGAGED INDIGO platform resulted in 284 active contributors
- 260 surveys submitted, 121 ideas board contributions, and 41 location-specific priorities mapped

#### **Engagement promotion**



YOUR INDIGO Electronic Newsletter – 7 editions



Facebook – 29 organic social posts



Instagram – 14 posts



Newspaper – Kiewa River Gazette, O & M Advertiser, Chiltern Grapevine, Yackity Yack, Stanley Nine Mile



Social Media Advertising – 2 x campaigns with a combined reach of 25,358



Attended 3 Farmers Markets (1 cancelled)



Engagement Hubs/Pop ups in Beechworth, Rutherglen, Chiltern, Yackandandah and Tangambalanga



Hard copy and digital fliers included in 9,921 rate instalment notices



ENGAGED INDIGO Electronic Newsletter to 478 subscribers



Advisory Committee meetings



Business and tourism Electronic Newsletters

#### **Engagement outcomes**

Community feedback highlighted key priorities that have been incorporated into the 2025/26 draft budget:

- Road infrastructure and maintenance (73.4% rated "very important")
- Financial accountability and governance (76% rated "very important")
- Environmental protection and waste management
- Community facilities and local infrastructure improvements

#### **Engagement proposed**

The Draft budget documents will be on public exhibition for 21 days and will be promoted via YOUR INDIGO, Council website, social media, media release and newspaper advertising.

All feedback received will be reported to Council for consideration prior to final budget adoption at the June Council meeting.



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### CONCLUSION

The financial environment for councils in Victoria is one of capped income, rapidly increasing costs, service expansion pressures, and aging infrastructure. This makes it harder and harder to maintain services and respond to community desires. These pressures are increasing and not widely understood. The upcoming Financial Sustainability Strategy will articulate these challenges, and propose actions that will help Indigo Shire to tackle these hurdles and continue to provide needed services and infrastructure.

Despite the financial pressures, the attached draft 2025/26 budget funds all current services, funds important new projects, and proposes a solid capital works program. These projects and works respond to the community feedback received as part of the 2025-2029 Council Plan engagement.

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Greg Pinkerton - Director Planning and Corporate Services
- Phil Garoni - Finance Manager
- Sharon Phillips - Management Accountant
- Carolyn Lingham - Executive Assistant Planning and Corporate Services

### **Attachments**

1. Draft - Budget 2025 2026 [**11.2.1** - 75 pages]
2. Draft - 10 Year Financial Plan [**11.2.2** - 35 pages]
3. Draft - Revenue and Rating Plan 2025-2029 [**11.2.3** - 21 pages]
4. Draft - Operating Income and Expense - All Service Plans - 2025-2026 [**11.2.4** - 151 pages]
5. Draft - Capital Works Commentary [**11.2.5** - 14 pages]

# Draft Budget 2025/2026



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

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## Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Mayor and CEO's Introduction

#### Mayor and CEO Introduction

In introducing the 2025/26 draft budget, we are pleased to present a financially responsible plan that balances the needs of our community with the significant challenges facing the local government sector.

This draft budget is the product of extensive community feedback and collaboration between Councillors and staff. Throughout 2024 and early 2025, we engaged with the community to understand your priorities as part of the development of our new Council Plan. Your responses reinforced the need for Council to focus on road maintenance, infrastructure renewal, and community wellbeing – priorities that have directly shaped this budget.

Despite the significant financial pressures facing all Victorian councils, we have developed a draft budget that maintains all current services while introducing several important new initiatives and a solid capital works program.

We're proposing an \$8.3M capital works program, including:

- \$4.6M for new, renewed, and upgraded roads, bridges, and pathways

- \$500,000 (in addition to the \$100,000 in the current budget) to replace the roof at the Beechworth Town Hall

- \$180,000 to repair the roof at the Burke Museum

- \$1M to upgrade facilities at the Rutherglen Caravan Park

- \$750,000 for the replacement of McFeeters Road bridge in Beechworth

- \$90,000 to provide a footpath link from the new Rutherglen aged care facility to the town centre

In response to your feedback, we're also proposing significant investment in:

- \$200,000 increase in road maintenance

- \$90,000 for streetscape beautification works across the Shire

- \$25,000 for trail maintenance to support our expanded rail trail and mountain bike networks

- \$40,000 to plan for the future of our shire's tourism in the context of increasing visitation and the future World Heritage Listing

It's important to note that we are currently awaiting the result of our rate cap increase application with the Essential Services Commission. This application is to transfer the Environmental Management Contribution to general rates in accordance with the Local Government Minister's "Good Practice Guidelines for Service Rates and Charges."

This is a revenue-neutral change that will have no impact on Council's total revenue but will change how waste services are funded. If approved, general rates will increase by 7.54% (3% rate cap plus 4.54% for the transfer), with the Environmental Management Contribution being eliminated.

The financial reality for councils in Victoria is increasingly challenging. A recent Victorian Legislative Council inquiry into local government funding highlighted numerous findings that confirm the sector-wide sustainability issues facing councils, particularly rural councils like ours.

These findings acknowledged the significant impact of rate capping, cost shifting, and increasing infrastructure costs on councils' financial sustainability.

Looking ahead, we will be developing a Financial Sustainability Strategy to articulate these challenges more fully and propose actions to address them. We must have honest conversations as a community about what services and infrastructure we can realistically afford in this constrained financial environment.

We would like to sincerely thank everyone who contributed to the development of this budget. Your feedback has been invaluable in helping us understand community priorities and shape a budget that reflects the needs of our Shire.

We invite you to review the draft budget and we welcome any further feedback during the public exhibition period.

Cr. Sophie Price

Mayor



Trevor Ierino

Chief Executive Officer



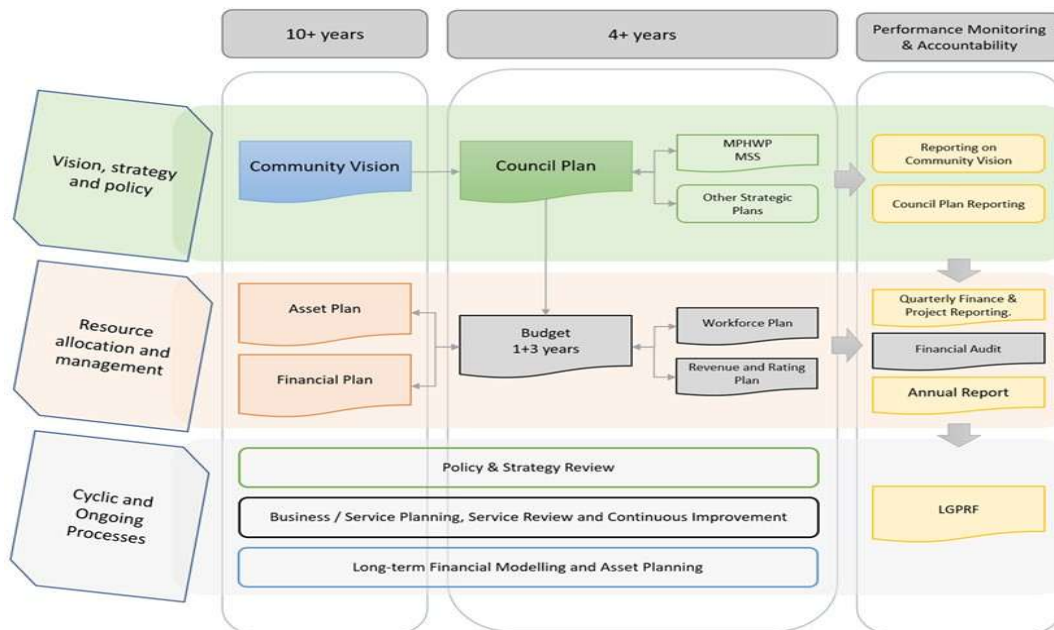
# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## 1. Link to the Integrated Strategic Planning and Reporting Framework

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

### 1.1 Legislative planning and accountability framework

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



Source: Department of Jobs, Precincts and Regions

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

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 1.1.2 Key planning considerations

#### Service level planning

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

Community consultation needs to be in line with a councils adopted Community Engagement Policy and Public Transparency Policy.

### 1.2 Our purpose

#### Our Vision

**We will work with our communities to secure a healthy, sustainable and progressive future for all**

#### Our Guiding Principles

##### We champion sustainable action

We lead our community in sustainability, thorough planning, policy setting and development that balances environmental, economic and social impact. We have declared a climate emergency, and we undertake all our activities through this lens.

##### We are strategic and proactive

We are responsive and adaptable, with a strong foundation of strategic planning and objective-setting, and proactive management and improvement of our region. We foster a culture of action and innovation, encouraging progressive ideas, collaborative approaches and new ways of working.

##### We are responsible and accountable

We act with integrity and intention, are customer focused and we do what we say we will do. We plan with an innovation mindset, and act with prudent responsibility. We are strong financial managers, using our budget to maintain, improve and enhance our region to the standards expected by our communities.

##### We are future-fit

We use our past to inform our future. We consider how our actions will impact our region today, tomorrow and in the years to come. We use our Council and Community Vision as the benchmark for our values:

- \* Community Involvement
- \* Leadership
- \* Honesty & integrity
- \* Respect
- \* Professionalism & teamwork
- \* Accountability



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 1.3 Strategic objectives

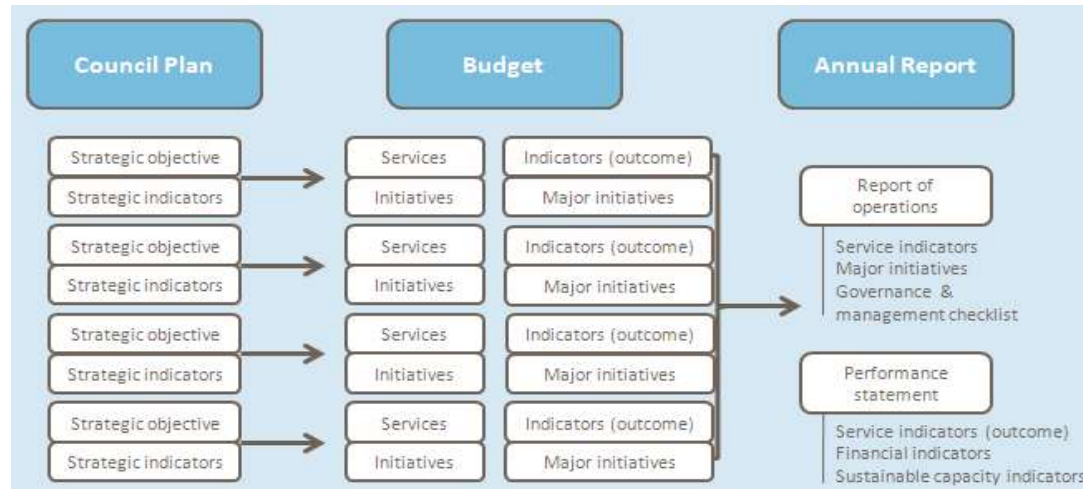
*Insert introduction to Council's strategic objectives*

Strategic Objective	Description
1 Communities	Our communities are strong, resilient, diverse, and inclusive and our people feel safe, valued and connected, both physically and socially.
2 Liveability	Our townships and places are connected, inviting and attractive and we adopt a balanced multi-generational approach to growth across the Shire, supported by infrastructure, planning and development that is sensitive to our unique character and changing climate.
3. Prosperity	Our economy is strong and diverse, attracting new investment and job opportunities. Renowned as a must visit destination offering a range of experiences that showcase our rich history and culture and breathtaking natural landscapes, the Shire is also a much sought after location for new residents.
4. Environment	Our climate emergency declaration reflects a strong commitment to protecting, maintaining and enhancing our natural environment and to promoting sustainable living, particularly the adoption of renewable energy. Our communities are self-sufficient and we are well prepared to mitigate and adapt to the impacts of climate change.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 2. Services and service performance indicators

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



Source: Department of Jobs, Precincts and Regions

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 2.1 Strategic Objective 1: Communities

Insert introduction on how council will be able to achieve <strategic objective 1>

2.1.1 Our community members have access to support services to help them achieve and sustain physical and emotional health and wellbeing.

2.1.2 Our community members have access to the services, activities and infrastructure that make it easy for them to stay connected and get involved in community life.

2.1.3 Our young people are supported and encouraged to contribute to their communities

2.1.4 Our Aboriginal and Torres Strait Islander people are valued, respected and their contributions recognised

2.1.5 Our communities are enriched by a thriving and diverse arts and creative sector.

2.1.6 Diversity within our communities is welcomed, valued and respected.

2.1.7 Our preparedness to respond and recover from increasing natural disasters is well planned and executed.

Service performance indicators for each of the business areas as described below.

#### Services

Service area	Description of services provided		2023/24	2024/25	2025/26
			Actual \$'000	Forecast \$'000	Budget \$'000
Ageing Well	The purpose of this service is to:	<i>Inc</i>	12	5	5
Community Development	The purpose of this service is to be:	<i>Inc</i>	307	483	60
	A key community liaison area within Indigo Shire Council. This service is responsible for	<i>Exp</i>	768	801	506
	developing and maintaining strong relationships with community groups and empowering	<i>Surplus / (deficit)</i>	(461)	(318)	(446)
	community leaders to proactively identify projects and initiatives to support their communities in partnership with Council.				
Early Years	The purpose of this service is to:	<i>Inc</i>	475	484	414
	Support groups and agencies to provide early years' services to the Indigo Shire community	<i>Exp</i>	605	645	695
	Provide Maternal and Child Health services (Universal and Enhanced) and Immunisation	<i>Surplus / (deficit)</i>	(129)	(161)	(281)
	services to the Indigo Shire community.				
	Assist with Early years/Maternal and Child Health building maintenance/upkeep				



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Service area	Description of services provided		0	0	0
			Actual \$'000	Forecast \$'000	Budget \$'000
Environmental Health Services	This service protects the community's health and wellbeing by Coordinating food safety_ support programs to: manage and deliver Council's statutory duties under the provisions of the Food Act 1984 (food safety), <i>Public Health and Wellbeing Health Act 2008</i> , <i>Environment Protection Act 1970</i> , <i>Tobacco Act 1987 and other associated Acts and Regulations</i> through appropriate policy development, planning and service delivery	<i>Inc</i>	466	329	280
		<i>Exp</i>	386	389	418
		<i>Surplus / (deficit)</i>	79	(59)	(138)
Creative Communities	This service provides public library services which: Provides the community with four permanent libraries at Beechworth, Chiltern, Rutherglen and Yackandandah; provides a variety of out-reach programs and services to all other communities and towns; provides access to the other educational and recreational needs of all members of the community.	<i>Inc</i>	176	171	150
		<i>Exp</i>	1,205	1,203	1,187
		<i>Surplus / (deficit)</i>	(1,029)	(1,032)	(1,037)
Recreation	The purpose of this service is to: Plan for the future recreational needs of the community; and support the community in the provision of recreation facilities and services, identification of funding opportunities, preparation and submission of funding applications, working with committees of management in the development of master plans. This service provides outdoor swimming pool facilities to 5 communities and provides the community with access to aquatic facilities, services and programs.	<i>Inc</i>	40	36	0
		<i>Exp</i>	841	955	980
		<i>Surplus / (deficit)</i>	(801)	(919)	(980)
Young People	The purpose of this service is to provide and extend the range and quality of services available to young people aged between 12-25 years in the Indigo Shire by working with  Service providers, schools and community groups. In particular; FreeZa events lengage programs L2P program	<i>Inc</i>	365	322	85
		<i>Exp</i>	389	326	178
		<i>Surplus / (deficit)</i>	(24)	(5)	(93)

### Service Performance Outcome Indicators

Service	Indicator	2023/24	2024/25	2025/26
		Actual	Forecast	Budget
Governance*	Consultation and engagement	53	56	57

\* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 2.2 Strategic Objective 2: Liveability

- 2.2.1 Our townships and land management are well planned and sustainable with a balanced approach to population growth
- 2.2.2 Our built environment, streetscapes, facilities, amenities and open spaces are safe, inviting, attractive and well maintained, contributing to a sustainable sense of place and pride
- 2.2.3 Our infrastructure is renewed using sound asset management practices and expanded to meet the changing needs of our communities and the impact of climate change.
- 2.2.4 Our heritage and cultural assets are highly valued and protected and we celebrate our unique place in Australia's rich history.
- 2.2.5 Our network of cycleways and pathways are expanded and connected, providing safe and improved cycling and walking opportunities across the Shire.
- 2.2.6 Our network of sealed roads is expanded to improve the road surface and amenity on our highest priority roads in both urban and rural areas.

These objectives will be achieved by our focus on the services, initiatives, major initiatives and service performance indicators for each business

### Services

Service area	Description of services provided		2023/24 Actual \$'000	2024/25 Forecast \$'000	2025/26 Budget \$'000
Asset Management	The purpose of this service is to: Provide asset management services for Council-owned infrastructure (including roads, bridges, buildings, plant and fleet, footpaths etc.); Review and manage Council's Road Management Plan; and Provide GIS and associated services, including mapping and road and street numbering.	<i>Inc</i>	0	7	0
		<i>Exp</i>	311	289	316
		<i>Surplus / (deficit)</i>	(311)	(282)	(316)
Building Control Services	The purpose of this service is to fulfil the obligations required by Local Councils within the <i>Building Act (1993) and the Building Regulations 2006</i> : By issuing building permits which promote safe and sustainable development; Monitoring Places of Public Entertainment; and Inspecting, monitoring and controlling unsafe structures after accidents or acts of nature.	<i>Inc</i>	520	517	606
		<i>Exp</i>	783	728	768
		<i>Surplus / (deficit)</i>	(264)	(210)	(162)
Buildings & Property	The purpose of this service is to:	<i>Inc</i>	185	177	207
2.1.7 Our preparedness to re	Provide maintenance services to Council-owned and Council managed buildings, and manage Council's property portfolio including lease, sales and the management of arrangements with caravan park operators at Beechworth, Chiltern, Rutherglen and Yackandandah Manage the maintenance and upkeep, including cleaning of public toilets.	<i>Exp</i>	1,343	1,299	1,279
		<i>Surplus / (deficit)</i>	(1,157)	(1,122)	(1,072)

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Service area	Description of services provided		0 Actual \$'000	0 Forecast \$'000	0 Budget \$'000
Buller Gas	The purpose of this service is to: Manage the Buller Gas contract, which provides a reticulated LP Gas service on Mount Buller which is sold to commercial and residential customers on Mt Buller. Facilitate bulk LPG deliveries to large tanks on site and distribute throughout the village via a pipe reticulation system; and Maintain the reticulated pipe network to the customer including the metres, regulators and associated service and pipe network.	<i>Inc</i>	3,074	3,455	3,878
		<i>Exp</i>	2,478	2,854	3,165
		<i>Surplus / (deficit)</i>	596	601	714
Capital Works Management	The purpose of this service is to: Manage the delivery of the annual Capital Works program.	<i>Inc</i>			
		<i>Exp</i>	343	313	365
		<i>Surplus / (deficit)</i>	(343)	(313)	(365)
Development Engineering	The purpose of this service is to: Provide engineering support to developers and community members looking to develop or subdivide land; Fulfill the role of Engineering referral authority for Indigo Shire Council's Planning Scheme - providing conditions and ensuring Council's Planning Scheme - providing conditions and ensuring compliance with standards for planning permits; and provide internal engineering and standards support for Infrastructure Services staff.	<i>Inc</i>	101	76	69
		<i>Exp</i>	167	158	135
		<i>Surplus / (deficit)</i>	(65)	(81)	(66)
Drainage	The purpose of this service is to: Investigate stormwater drainage issues; and maintain drainage infrastructure	<i>Inc</i>	7	12	12
		<i>Exp</i>	120	47	49
		<i>Surplus / (deficit)</i>	(113)	(36)	(37)
Emergency Management Works	The purpose of this service is to: Plan for emergency events which may impact on our community; assist in the response and recovery from emergency events; maintain appropriate emergency management capabilities	<i>Inc</i>	0	4,045	1,070
		<i>Exp</i>	1,657	3,370	326
		<i>Surplus / (deficit)</i>	(1,657)	675	744



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Service area	Description of services provided		0 Actual \$'000	0 Forecast \$'000	0 Budget \$'000
Local Laws & Animals	<p>The purpose of this service is to:</p> <p>Provide a safe and orderly environment for residents, visitors and the public; and to provide amenity and minimise risks to both the community and to Council, as a business, alike.</p> <p>To achieve this through the unit using both State Legislation and Local Laws to guide the public, these Laws have enforcement provisions that are applied when other methods fail, the Legislation/Regulations/Local Laws used include:</p> <p>Local Laws 1,2,4 and 5;</p> <p><i>Domestic Animal Act 1994</i> to support animal management</p> <p>Prevention of Cruelty to Animals Act 1986; Impounding of Livestock Act 1994;</p> <p>Road Safety Act 1986; CFA Act 1958; Summary Offences Act 1966;</p> <p>Graffiti Prevention Act 2007</p>	<p><i>Inc</i></p> <p><i>Exp</i></p> <p><i>Surplus / (deficit)</i></p>	<p>239</p> <p>317</p> <p>(77)</p>	<p>277</p> <p>326</p> <p>(49)</p>	<p>277</p> <p>323</p> <p>(46)</p>
Non Indigo Shire council owned assets	This area of the budget represents project work on infrastructure not owned or managed by Council.	<p><i>Inc</i></p> <p><i>Exp</i></p> <p><i>Surplus / (deficit)</i></p>	<p>822</p> <p>1,372</p> <p>(550)</p>	<p>473</p> <p>754</p> <p>(281)</p>	<p>1,158</p> <p>1,484</p> <p>(327)</p>
Parks & Gardens	<p>The purpose of this service is to preserve and maintain all Council managed parks and gardens throughout the Shire. This includes:</p> <p>Ongoing routine maintenance and operations of Councils 33 parks, gardens, sports ovals, arboretums and rural reserve areas located throughout the Shire;</p> <p>Inspection and maintenance of playgrounds; and cleaning and maintenance of BBQ's, furniture; Town centre street gutter and footpath sweeping; and maintenance of wetland at Lake Anderson Chiltern and Lake Sambell Beechworth.</p>	<p><i>Inc</i></p> <p><i>Exp</i></p> <p><i>Surplus / (deficit)</i></p>	<p>4</p> <p>1,008</p> <p>(1,004)</p>	<p>18</p> <p>948</p> <p>(930)</p>	<p>0</p> <p>974</p> <p>(974)</p>
Pathways	The purpose of this service is to manage the maintenance of Council's urban footpaths and recreational shared paths to ensure they are safe and serviceable for residents and visitors of Indigo Shire	<p><i>Inc</i></p> <p><i>Exp</i></p> <p><i>Surplus / (deficit)</i></p>	<p></p> <p>220</p> <p>(220)</p>	<p></p> <p>248</p> <p>(248)</p>	<p></p> <p>289</p> <p>(289)</p>
Planning	<p>The purpose of the statutory planning service is to:</p> <p>Process all planning applications; act as the Planning Authority and responsible Authority for the administration of the Indigo Planning Scheme as required of Council by State Government; and undertake the development and provision of land use policy in keeping with the Municipal Strategic Statement and Indigo Planning Scheme</p>	<p><i>Inc</i></p> <p><i>Exp</i></p> <p><i>Surplus / (deficit)</i></p>	<p>357</p> <p>1,339</p> <p>(982)</p>	<p>595</p> <p>1,613</p> <p>(1,018)</p>	<p>413</p> <p>1,428</p> <p>(1,015)</p>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Service area	Description of services provided		0 Actual \$'000	0 Forecast \$'000	0 Budget \$'000
Plant Equipment & Fleet	The purpose of this service is to ensure that: Plant, equipment and fleet assets are suitable for Council's operational requirements; and plant, equipment and fleet assets are well maintained, safe and effective; This area of the Budget includes the operating and depreciation costs of all of Council's heavy and small plant, fleet and equipment.	<i>Inc</i>	52	59	60
		<i>Exp</i>	1,073	1,624	1,440
		<i>Surplus / (deficit)</i>	(1,020)	(1,565)	(1,380)
Quarries	The purpose of this service is to: produce crushed rock suitable for use in maintaining Council's gravel road network; maintenance of the Horseshoe Quarry property. Horseshoe Quarry is owned by Council and in addition to using the crushed rock on its own roads, some material is also sold to neighbouring LGA's at a market rate.	<i>Inc</i>	84	85	96
		<i>Exp</i>	107	142	196
		<i>Surplus / (deficit)</i>	(23)	(57)	(100)
Roads & Bridge Maintenance	The purpose of this service is to: preserve and maintain Indigo Shire Council's roads and associated infrastructure including: sealed and unsealed road pavements; bridges and major culverts; bus shelters; traffic signs and road furniture; and street lighting. inspect and respond to customer enquiries including after hours call outs and emergency management operations; and repair and replace traffic sign, guideposts and repaint line marking of council managed roads and carparks.	<i>Inc</i>	251	2,319	2,337
		<i>Exp</i>	1,856	1,981	2,081
		<i>Surplus / (deficit)</i>	(1,605)	338	256
Tree Services	The purpose of this service is to: preserve and maintain Indigo Shire Council's many and significant street and park trees; and plan for and implement a replacement planting program.	<i>Inc</i>	8	153	0
		<i>Exp</i>	721	664	683
		<i>Surplus / (deficit)</i>	(713)	(511)	(683)

### Initiatives

- 1) Roads & Bridge Maintenance - Additional road maintenance allocation
- 2) Pathways - Trails Maintenance

### Service Performance Outcome Indicators

Service	Indicator	2023/24 Actual	2024/25 Forecast	2025/26 Budget
Statutory Planning*	Service standard	35.76%	40.00%	45

\* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 2.3 Strategic Objective 3: Prosperity

2.3.1 Our economy is strong and sustainable and local businesses and industry are supported in the post COVID-19 recovery phase and beyond

2.3.2 Tourism is a major economic driver, critical to the long term sustainability of the Shire and leading the way in the post COVID-19 recovery phase and beyond.

These objectives will be achieved by our focus on the services, initiatives, major initiatives and service performance indicators for each business areas as described below.

Service area	Description of services provided		0 Actual \$'000	0 Forecast \$'000	0 Budget \$'000
Economic Development	The economic development service assists the organisation to; Identify areas/opportunities for growth; strengthen small town retail precincts; assess Council's impact on economic development encourage and support agriculture and viticulture activity and; inform strategic Council purchasing. Delivery of place-making initiatives. Completion of the Economic Development Strategy.	<i>Inc</i>	348	0	0
		<i>Exp</i>	642	242	308
		<i>Surplus / (deficit)</i>	(294)	(242)	(308)
Information Technology	The purpose of this service is to: Ensure all Council's Information Communications Technology (ICT) systems and infrastructure is running efficiently and effectively, fit for purpose in supporting Council staff in their jobs now and moving forward with high availability and uptime; provide a high level of user support and training to staff and Councillors; and support Council's objectives as described in the Council Plan via strategic implementation of ICT.	<i>Inc</i>	670	0	0
		<i>Exp</i>	2,119	1,889	1,705
		<i>Surplus / (deficit)</i>	(1,448)	(1,889)	(1,705)
Tourism Development	The purpose of this services is to: Be responsible for the marketing and promotion of Indigo Shire's tourism destinations; support the range of tourism festivals and events; support the development of new and existing tourism product; assist industry development through skills workshops and tools; and increase the economic benefit to the community through tourism. Completion of the Tourism Strategy	<i>Inc</i>			
		<i>Exp</i>	653	702	765
		<i>Surplus / (deficit)</i>	(653)	(702)	(765)

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Service area	Description of services provided		0	0	0
			Actual \$'000	Forecast \$'000	Budget \$'000
Visitor Experience & Museums	<p>The purpose of this services is to:</p> <p>Operate Visitor Information Centres in Beechworth, Rutherglen and Yackandandah, and support Chiltern; encourage economic growth through maximising visitor spend; deliver information, retail sales and accommodation/tour/ and event bookings to visitors; operate a customer service area open to the public; provide assistance to operators through mentoring and workshops to grown their businesses and professional skills; collate and provide inspiring informative communications through digital, print and social mediums; and support destination marketing campaigns.</p> <p>The purpose of this service is to:</p> <p>Collect, conserve and preserve the unique and nationally significant story of Beechworth and District; display the collection for interpretation and education, to make it accessible for researches and interested tourists alike; promote and support knowledge sharing amongst other museums in the shire; make accessible for research; academic historians, genealogical researchers; maintain the historic and make it accessible to visitors; and to be a key driver for local tourism</p>	<i>Inc</i>	357	425	439
		<i>Exp</i>	1,607	1,719	1,828
		<i>Surplus / (deficit)</i>	(1,250)	(1,293)	(1,389)

### Initiatives

- 1) Economic Development - Streetscape Beautification
- 2) Tourism Development - Indigo Destination Management Plan 2035 - New Tourism Strategy



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 2.4 Strategic Theme 4: Environment

- 2.4.1 Lead our community through advocacy, planning and action to address the Climate Emergency and mitigate its impact on the health of our community,
- 2.4.2 Council to have zero net greenhouse gas emissions by 2035 and to support reduction in community emissions.
- 2.4.3 Our streetscapes, parks and gardens are sustainably managed and planted with species of trees and vegetation that maintain the character of our towns,
- 2.4.4 Our natural environment, including our biodiversity and waterway habitats, are protected and improved, and our water resource is valued and conserved.
- 2.4.5 Waste to landfill is minimised through greater recycling and reuse, and the environment is protected from the effects of landfill.

These objectives will be achieved by our focus on the services, initiatives, major initiatives and service performance indicators for each business areas as described below.

Service area	Description of services provided		0 Actual \$'000	0 Forecast \$'000	0 Budget \$'000
Environment & Sustainability	The purpose of this service is to initiate and drive a range of environmental and sustainability programs to promote improved natural resource management and efficient resource use within Council operations and the community.	<i>Inc</i>	49	49	50
		<i>Exp</i>	373	436	437
		<i>Surplus / (deficit)</i>	(325)	(386)	(386)
Waste Management	The purpose of this service is to manage the provision of a range of waste and recycling services including: Kerbside waste, recycling and organics collection services to reduce waste to landfill; an annual hard waste service; the provision of public place waste/recycle disposal facilities; and support for festival and event waste/recycle disposal facilities.	<i>Inc</i>	243	245	252
		<i>Exp</i>	3,674	3,767	4,084
		<i>Surplus / (deficit)</i>	(3,431)	(3,522)	(3,831)

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 2.5 Strategic Theme 5: Accountability

- 2.5.1 Our financial management is sound, responsible and effective.
- 2.5.2 Council advocates on issues, priorities and needs that matter to our community.
- 2.5.3 Our community is well informed and engaged.
- 2.5.4 Our workforce is collaborative, customer-focused, engaged and high performing.
- 2.5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.

These objectives will be achieved by our focus on the services, initiatives, major initiatives and service performance indicators for each business areas as described below.

Service area	Description of services provided		0 Actual \$'000	0 Forecast \$'000	0 Budget \$'000
Communications	The purpose of this service is to: Keep the community, staff, councillors, stakeholders, other agencies and the media informed about Council decisions; initiatives and achievements; provide strategic advice to council staff and Councillors on communication and media-related issues; support the delivery of a range of community engagement activities; Manage digital communication and social media platforms such as Facebook and the corporate website.	<i>Inc</i>			
		<i>Exp</i>	326	404	379
		<i>Surplus / (deficit)</i>	(326)	(404)	(379)
Customer Service	The purpose of this service is to provide our residents and community with high quality and efficient customer service delivery from our offices in Beechworth, Chiltern, Rutherglen and Yackandandah.	<i>Inc</i>	41	109	0
		<i>Exp</i>	633	647	622
		<i>Surplus / (deficit)</i>	(591)	(538)	(622)
Executive Management	The purpose of this service is to: Oversee and manage the day-to-day operations and affairs of the council; Implement the decisions and policies of Council in a timely manner; advise and report to Council on any of the functions of Council prescribed in the Local Government act 2020 (LGA); monitor, manage and report to Council on Council's performance and; prepare plans, policies, strategies, budgets and procedures for consideration by Council in accordance with the LGA and other legislation.	<i>Inc</i>	(0)	0	0
		<i>Exp</i>	1,613	1,688	1,641
		<i>Surplus / (deficit)</i>	(1,613)	(1,688)	(1,641)

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Service area	Description of services provided		0 Actual \$'000	0 Forecast \$'000	0 Budget \$'000
Financial Services	The purpose of this service is to: Deliver all core accounting and finance functions; management and compliance of  all finance related statutory, legal and taxation obligations; and provide financial support to staff and Council. This service also receipts rates & charges.	<i>Inc</i>	835	4,441	4,583
		<i>Exp</i>	757	868	881
		<i>Surplus / (deficit)</i>	78	3,573	3,703
Governance	This service has the responsibility to provide governance support to Council by: Provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation, key performance indicators, including the State Government's Local Government Performance Reporting Framework; oversight of Council's election process including the production and compliance of voter rolls; and support to Council, Councillors, staff and Council committees in matters of governance.	<i>Inc</i>	7	2	20
		<i>Exp</i>	195	361	197
		<i>Surplus / (deficit)</i>	(188)	(359)	(177)
People & Culture	The purpose of this service is to: Oversee the full spectrum of employee/volunteer lifecycle events including attraction, recruitment, retention training, performance management, professional development and employee health and wellbeing. Drive, influence and support cultural change across the organisation; Support and coach line managers and supervisors in supporting, engaging, developing and motivating their staff. Provide for the health, safety and wellbeing of our employees including continual monitoring and reporting of Council's incidents, accidents and near misses including investigations, corrective action, WorkCover management and supporting employees to return to work safely.	<i>Inc</i>	1	0	0
		<i>Exp</i>	835	862	841
		<i>Surplus / (deficit)</i>	(834)	(862)	(841)

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Service area	Description of services provided		0 Actual \$'000	0 Forecast \$'000	0 Budget \$'000
Rates & Property Services	The purpose of this service is to: Manage the forthcoming biannual property valuation process; prepare all property rating requirements for the shire including calculations, rate notices, collections etc.; manage debt collection for outstanding rates Debtors; manage the Vote role updates for election years; and preparation and adoption of Revenue and Rating Strategy.	Inc	51	51	53
		Exp	234	278	235
		Surplus / (deficit)	(183)	(227)	(182)
Information Management	The purpose of this service is to:  Administer and support Council's electronic records management system (TRIM)  including regular reviews and strategies to increase the levels of staff usage and effectiveness; and Ensure document disposal and retention requirements.	Inc	1	(1)	0
		Exp	142	192	194
		Surplus / (deficit)	(141)	(193)	(194)
Risk Management	This service provides a range of governance, risk, insurance, occupational health and safety, statutory and corporate support services.	Inc	8	8	0
		Exp	921	932	1,000
		Surplus / (deficit)	(912)	(924)	(1,000)
Initiatives					
1) Revision of Procurement Policy					
2) Enterprise agreement negotiation					
3) Gender Equality Action Plan (GEAP)					
4) Financial Sustainability Strategy					
5) Council Plan Actions					



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Service	Indicator	Performance Measure	Computation
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 2.6 Reconciliation with budgeted operating result

	Surplus/ (Deficit)	Expenditure	Income / Revenue
	\$'000	\$'000	\$'000
Communities	(3,100)	4,094	995
Liveability	(5,866)	15,027	9,160
Prosperity	(4,167)	4,605	439
Environment	(3,474)	4,846	1,373
Accountability	(1,333)	5,989	4,656
<b>Total</b>	<b>(17,939)</b>	<b>34,561</b>	<b>16,622</b>
<b>Expenses added in:</b>			
Depreciation	8,570		
Finance costs	162		
Others	0		
<b>Surplus/(Deficit) before funding sources</b>	<b>(26,670)</b>		
<b>Funding sources added in:</b>			
Rates and charges revenue	17,776		
Waste charge revenue	3,085		
<b>Total funding sources</b>	<b>20,861</b>		
<b>Operating surplus/(deficit) for the year</b>	<b>(5,809)</b>		

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 3. Financial Statements

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

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

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

#### Comprehensive Income Statement

For the four years ending 30 June 2029

		Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	2026/27 \$'000	Projections 2027/28 \$'000	2028/29 \$'000
	NOTES					
<b>Income / Revenue</b>						
Rates and charges	4.1.1	20,101	20,861	21,487	22,132	22,796
Statutory fees and fines	4.1.2	1,326	1,431	1,474	1,518	1,563
Other income	4.1.6	522	1,096	1,124	1,143	1,163
<b>Total income / revenue</b>		50,523	41,976	42,379	42,617	45,594
<b>Expenses</b>						
Employee costs	4.1.7	15,700	16,288	16,776	17,280	17,755
Materials and services	4.1.8	19,035	16,239	16,275	15,801	16,108
Depreciation	4.1.9	8,460	8,558	8,620	8,706	8,759
Depreciation - right of use assets	4.1.11	36	12	2	0	0
Borrowing costs		82	162	206	244	276
Finance costs - leases		2	0	0	0	0
Other expenses	4.1.12	2,104	2,034	2,075	2,116	2,159
<b>Total expenses</b>		45,419	43,293	43,954	44,146	45,056
<b>Surplus/(deficit) for the year</b>		5,104	(1,316)	(1,574)	(1,529)	538
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation gain/(loss)		6,229	6,413	8,840	9,190	6,046
<b>Total other comprehensive income</b>		6,229	6,413	8,840	9,190	6,046
<b>Total comprehensive result</b>		11,334	5,097	7,266	7,661	6,584



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## Balance Sheet

For the four years ending 30 June 4

	NOTES	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		4,769	1,924	2,177	2,552	3,274
Trade and other receivables		5,257	5,162	5,523	5,909	6,323
Other financial assets		0	1,486	1,486	1,486	1,486
Inventories		341	330	330	330	330
Prepayments		-	-	-	-	-
Non-current assets classified as held for sale		-	-	-	-	-
Contract assets		-	-	-	-	-
Other assets		281	281	281	281	281
<b>Total current assets</b>	4.2.1	10,648	9,182	9,797	10,558	11,694
<b>Non-current assets</b>						
Trade and other receivables		-	-	-	-	-
Other financial assets		-	-	-	-	-
Property, infrastructure, plant & equipment		379,027	378,950	386,529	394,260	402,145
Right-of-use assets	4.2.4	19	25	-	-	-
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
<b>Total non-current assets</b>	4.2.1	379,046	378,975	386,529	394,260	402,145
<b>Total assets</b>		389,694	388,157	396,326	404,818	413,839
<b>Liabilities</b>						
<b>Current liabilities</b>						
Interest-bearing liabilities	4.2.3	284	380	408	432	457
Lease liabilities	4.2.4	2	2	1	-	-
<b>Total current liabilities</b>	4.2.2	8,934	8,943	9,295	9,657	10,039
<b>Non-current liabilities</b>						
Provisions		4,850	5,127	5,265	5,406	5,551
Trust funds and deposits		321	321	321	321	321
Interest-bearing liabilities	4.2.3	1,383	2,628	3,220	2,788	2,331
Lease liabilities	4.2.4	2	0	0	0	0
<b>Total non-current liabilities</b>	4.2.2	6,557	8,077	8,806	8,515	8,203
<b>Total liabilities</b>		15,490	17,020	18,101	18,172	18,242
<b>Net assets</b>		374,203	371,137	378,225	386,646	395,597
<b>Equity</b>						
Accumulated surplus		155,980	146,475	144,698	143,904	146,784
Reserves		218,224	224,662	233,527	242,742	248,813
<b>Total equity</b>		374,203	371,137	378,225	386,646	395,597

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Statement of Changes in Equity

For the four years ending 30 June 4

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2025 Forecast Actual</b>					
Balance at beginning of the financial year		366,138	154,169	211,166	803
Surplus/(deficit) for the year		1,836	1,836	0	0
Net asset revaluation gain/(loss)		6,229	-	6,229	-
Transfers to other reserves		-	0	-	0
Transfers from other reserves		-	(25)	-	25
<b>Balance at end of the financial year</b>		<b>374,203</b>	<b>155,980</b>	<b>217,395</b>	<b>828</b>
<b>2026 Budget</b>					
Balance at beginning of the financial year		374,203	155,980	217,395	828
Surplus/(deficit) for the year		(9,480)	(9,480)	-	-
Net asset revaluation gain/(loss)		6,413	-	6,413	-
Transfers to other reserves	4.3.1	-	0	-	0
Transfers from other reserves	4.3.1	-	(253)	-	253
<b>Balance at end of the financial year</b>	4.3.2	<b>371,137</b>	<b>146,247</b>	<b>223,809</b>	<b>1,081</b>
<b>2027</b>					
Balance at beginning of the financial year		371,137	146,247	223,809	1,081
Surplus/(deficit) for the year		(1,752)	(1,752)	-	-
Net asset revaluation gain/(loss)		8,840	-	8,840	-
Transfers to other reserves		-	0	0	0
Transfers from other reserves		-	(50)	-	50
<b>Balance at end of the financial year</b>		<b>378,225</b>	<b>144,445</b>	<b>232,649</b>	<b>1,131</b>
<b>2028</b>					
Balance at beginning of the financial year		378,225	144,445	232,649	1,131
Surplus/(deficit) for the year		(770)	(770)	-	-
Net asset revaluation gain/(loss)		9,190	-	9,190	-
Transfers to other reserves		0	0	0	0
Transfers from other reserves		-	(25)	-	25
<b>Balance at end of the financial year</b>		<b>386,646</b>	<b>143,651</b>	<b>241,839</b>	<b>1,156</b>
<b>2029</b>					
Balance at beginning of the financial year		386,646	143,651	241,839	1,156
Surplus/(deficit) for the year		2,906	2,906	0	0
Net asset revaluation gain/(loss)		6,045	-	6,046	-
Transfers to other reserves		0	0	0	0
Transfers from other reserves		-	(25)	0	25
<b>Balance at end of the financial year</b>		<b>395,597</b>	<b>146,531</b>	<b>247,884</b>	<b>1,181</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Statement of Cash Flows

For the four years ending 30 June 4

	Notes	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	2026/27 \$'000	Projections 2027/28 \$'000	2028/29 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		20,101	20,861	21,737	22,382	23,296
Statutory fees and fines		1,326	1,431	1,474	1,518	1,563
User fees		3,960	4,482	4,616	4,755	4,897
Grants - operating		12,855	9,449	9,567	9,126	9,391
Grants - capital		12,144	4,228	3,532	2,974	4,759
Contributions - monetary		218	187	322	774	779
Interest received		348	358	260	260	260
Dividends received		0	0	0	0	0
Trust funds and deposits taken		0	0	0	0	0
Other receipts		830	738	864	883	903
Employee costs		(15,700)	(16,288)	(16,776)	(17,280)	(17,755)
Materials and services		(19,035)	(16,239)	(16,275)	(15,801)	(16,108)
Short-term, low value and variable lease payments			0	0	0	0
Trust funds and deposits repaid		0	0	0	0	0
Other payments		(1,921)	(1,852)	(1,979)	(2,019)	(2,059)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	15,124	7,356	7,341	7,572	9,927
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(14,086)	(11,620)	(7,758)	(7,672)	(9,594)
Proceeds from sale of property, infrastructure, plant and		391	242	258	196	246
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	(13,695)	(11,378)	(7,500)	(7,476)	(9,348)
<b>Cash flows from financing activities</b>						
Finance costs		(82)	(159)	(206)	(244)	(276)
Proceeds from borrowings		0	1,625	1,000	1,000	1,000
Repayment of borrowings		(312)	(284)	(380)	(477)	(580)
Interest paid - lease liability		(14)	(5)	0	0	0
Repayment of lease liabilities		(29)	0	(2)	0	0
<b>Net cash provided by/(used in) financing activities</b>	4.4.3	(436)	1,176	412	279	144
Net increase/(decrease) in cash & cash equivalents		993	(2,845)	253	375	722
Cash and cash equivalents at the beginning of the financial year		3,776	4,769	1,924	2,177	2,552
<b>Cash and cash equivalents at the end of the financial year</b>		4,769	1,924	2,177	2,552	3,274

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Statement of Capital Works

For the four years ending 30 June 4

	NOTES	Forecast Actual	Budget	Projections		
		2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
<b>Property</b>						
Land		2,500	<b>2,500</b>	-	-	-
Land improvements		30	<b>0</b>	0	0	0
<b>Total land</b>		<b>33</b>	<b>3</b>	0	0	0
Buildings		150	2,255	728	717	1,140
Heritage buildings		1,637	177	0	0	0
<b>Total buildings</b>		<b>1,787</b>	<b>2,433</b>	728	717	1,140
<b>Total property</b>		<b>1,820</b>	<b>2,435</b>	728	717	1,140
<b>Plant and equipment</b>						
Library books		86	<b>72</b>	82	82	82
<b>Total plant and equipment</b>		<b>86</b>	<b>72</b>	82	82	82
<b>Infrastructure</b>						
Roads		2,721	3,655	3,516	2,588	3,742
Bridges		2,019	1,124	365	680	400
Footpaths and cycleways		3,744	255	197	195	393
Drainage		335	470	450	475	490
Major projects, Council plan, Strategy projects		0	0	750	1,260	1,275
Recreational, leisure and community facilities		1,193	620	100	110	120
Parks, open space and streetscapes		162	36	77	80	90
<b>Total infrastructure</b>		<b>10,174</b>	<b>6,160</b>	5,455	5,388	6,511
<b>Total capital works expenditure</b>	4.5.1	<b>12,080</b>	<b>8,667</b>	6,264	6,187	7,732
<b>Represented by:</b>						
New asset expenditure		6,331	1,309	2,324	1,736	3,746
Asset renewal expenditure		6,370	7,649	5,434	5,937	5,848
Asset upgrade expenditure		1,386	<b>2,662</b>	0	0	0
<b>Total capital works expenditure</b>	4.5.1	<b>14,086</b>	<b>11,620</b>	7,758	7,672	9,594
<b>Funding sources represented by:</b>						
Grants		11,205	4,228	3,532	2,974	4,759
Contributions		391	23	150	600	600
Council cash		2,491	5,502	2,818	2,903	2,990
Borrowings / Other		0	<b>1,867</b>	1,258	1,196	1,246
<b>Total capital works expenditure</b>	4.5.1	<b>14,086</b>	<b>11,620</b>	7,758	7,672	9,594



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Statement of Human Resources

For the four years ending 30 June 4

	Forecast	Budget	Projections		
	Actual				
	2024/25	2025/26	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	15,480	<b>16,288</b>	16,776	17,280	17,755
Employee costs - capital	1,419	<b>1,515</b>	1,561	1,607	1,652
<b>Total staff expenditure</b>	<b>16,898</b>	<b>17,803</b>	<b>18,337</b>	<b>18,887</b>	<b>19,406</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	156.17	<b>153.81</b>	153.81	153.81	153.81
<b>Total staff numbers</b>	<b>156.17</b>	<b>153.81</b>	<b>153.81</b>	<b>153.81</b>	<b>153.81</b>

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

Department	Budget	Comprises			
		Permanent			
		Full Time	Part time	Casual	Temporary
	2025/26				
	\$'000	\$'000	\$'000	\$'000	\$'000
Community and economical services	<b>4,281</b>	2,391	1,521	369	-
Infrastructure Services	<b>4,737</b>	4,054	584	99	-
Office of the CEO	<b>3,432</b>	2,375	959	98	-
Planning and Corporate Services	<b>3,839</b>	3,094	588	157	-
Total permanent staff expenditure	<b>16,288</b>	<b>11,914</b>	<b>3,651</b>	<b>723</b>	-
Capitalised labour costs	<b>1,515</b>				
<b>Total expenditure</b>	<b>17,803</b>				

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

Department	Budget	Comprises			
		Permanent			
		Full Time	Part time	Casual	Temporary
	2025/26				
Community and economical services	<b>40.01</b>	20.75	16.01	3.24	-
Infrastructure Services	<b>44.17</b>	38.55	5.56	0.06	-
Office of the CEO	<b>25.63</b>	15.00	9.05	1.58	-
Planning and Corporate Services	<b>29.90</b>	24.00	3.89	2.02	-
Capitalised labour costs	<b>14.10</b>	13.70	0.40		-
<b>Total staff</b>	<b>153.81</b>	<b>112.00</b>	<b>34.91</b>	<b>6.90</b>	-

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Summary of Planned Human Resources Expenditure For the four years ending 30 June 2029

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
<b>Community &amp; Economic Development Services</b>				
Permanent - Full time	2,391	2,462	2,536	2,606
Women	1,896	1,953	2,012	2,067
Men	494	509	524	539
Permanent - Part time	1,521	1,566	1,613	1,658
Women	1,411	1,453	1,497	1,538
Men	110	113	116	119
<b>Total Community &amp; Economic Development Services</b>	<b>3,911</b>	<b>4,029</b>	<b>4,150</b>	<b>4,264</b>
<b>Infrastructure Services</b>				
Permanent - Full time	4,054	4,176	4,301	4,419
Women	277	285	294	302
Men	3,777	3,891	4,007	4,118
Permanent - Part time	584	601	619	636
Women	150	155	159	164
Men	434	447	460	473
<b>Total Infrastructure Services</b>	<b>4,638</b>	<b>4,777</b>	<b>4,920</b>	<b>5,056</b>
<b>Office of the CEO</b>				
Permanent - Full time	2,375	2,446	2,520	2,589
Women	1,400	1,442	1,485	1,526
Permanent - Full time	3,094	3,187	3,282	3,372
Women	1,033	1,064	1,096	1,126
Men	2,060	2,122	2,186	2,246
Permanent - Part time	588	606	624	641
Women	339	349	359	369
Men	249	257	265	272
<b>Total Planning and Corporate Services</b>	<b>3,682</b>	<b>3,792</b>	<b>3,906</b>	<b>4,013</b>
<b>Casuals, temporary and other expenditure</b>	<b>723</b>	<b>745</b>	<b>767</b>	<b>788</b>
<b>Capitalised labour costs</b>	<b>1,515</b>			
<b>Total staff expenditure</b>	<b>17,803</b>	<b>16,776</b>	<b>17,280</b>	<b>17,755</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

	2025/26 FTE	2026/27 FTE	2027/28 FTE	2028/29 FTE
<b>Community &amp; Economic Development Services</b>				
Permanent - Full time	20.75	20.75	20.75	20.75
Women	16.75	16.75	16.75	16.75
Men	4.00	4.00	4.00	4.00
Permanent - Part time	16.02	16.02	16.02	16.02
Women	14.79	14.79	14.79	14.79
Men	1.24	1.24	1.24	1.24
<b>Total Community &amp; Economic Development Services</b>	36.77	36.77	36.77	36.77
<b>Infrastructure Services</b>				
Permanent - Full time	38.55	38.55	38.55	38.55
Women	2.40	2.40	2.40	2.40
Men	36.15	36.15	36.15	36.15
Permanent - Part time	1.70	1.70	1.70	1.70
Women	1.70	1.70	1.70	1.70
Men				
Permanent - Full time	15.00	15.00	15.00	15.00
Women	10.00	10.00	10.00	10.00
Men	5.00	5.00	5.00	5.00
Permanent - Part time	9.21	9.21	9.21	9.21
Women	9.00	9.00	9.00	9.00
Men	0.21	0.21	0.21	0.21
<b>Total Office of the CEO</b>	24.21	24.21	24.21	24.21
<b>Planning and Corporate Services</b>				
Permanent - Full time	24.0	24.0	24.0	24.0
Women	8.00	8.00	8.00	8.00
Men	16.00	16.00	16.00	16.00
Permanent - Part time	3.89	3.89	3.89	3.89
Women	3.26	3.26	3.26	3.26
Men	0.63	0.63	0.63	0.63
<b>Total Planning and Corporate Services</b>	27.89	27.89	27.89	27.89
<b>Casuals and temporary staff</b>	6.74	6.74	6.74	6.74
<b>Capitalised labour</b>	14.10	14.10	14.10	14.10
<b>Total staff numbers</b>	#REF!	#REF!	#REF!	#REF!

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## 4. Notes to the financial statements

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

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

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

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

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2025/26 the FGRS cap has been set at 3.00%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

Council has applied to the Essential Services Commission for a rate cap variation in order to move the current Environmental Management Contribution (EMC) into general rates in order to comply with the Minister for Local Government's guidelines on service rates and charges (20243). If successful this will increase the rate cap to 7.54% (as shown in this document) and reduce the EMC by a corresponding amount. The net impact of this change is \$0.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.00% in line with the rate cap as well as 4.54% to move the EMC into general rates (as discussed above).

**Section 94(3) of the Local Government Act 2020 states that Council must ensure that, if applicable, the budget also contains a statement –**  
**b) that the Council has made an application to the ESC for a special order and is waiting for the outcome of the application**

**Council has made an application to the ESC for a special order and is waiting for the outcome of the application. Therefore the rates figures shown in the draft budget are provisional**

This will raise total rates and charges for 2025/26 to \$20,861,344

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

	2024/25	2025/26	Change	%
	Forecast Actual	Budget		
	\$'000	\$'000	\$'000	
General rates*	13,359	14,561	1,202	9.00%
Municipal charge*	3,053	3,145	92	3.00%
Service rates and charges	2,924	3,085	162	5.54%
Special rates and charges	773	0	(773)	(100.00%)
Supplementary rates and rate adjustments	8	70	62	829.86%
<b>Total rates and charges</b>	<b>20,116</b>	<b>20,861</b>	<b>745</b>	<b>3.71%</b>

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

Commercial/Industrial	0.0026748	<b>0.0028713</b>	<b>7.34%</b>
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(\* Use CIV or NAV depending on the valuation basis used by the Council)



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

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

Type or class of land	2024/25	2025/26	Change	
	\$'000	\$'000	\$'000	%
General	7,413	8,085	672	9.07%
Residential Vacant	402	474	71	17.74%
Rural 1*	3,319	3,592	273	8.23%
Rural 2*	1,354	1,483	128	9.46%
Commercial/Industrial	849	928	79	9.26%
<b>Total amount to be raised by general rates</b>	<b>13,337</b>	<b>14,561</b>	<b>1,223</b>	<b>9.17%</b>

(\*Note that council is currently assessing a number of "primary producer" applications as part of the implementation of the Revenue and Rating Strategy (2024). The outcome of these applications will result in material changes to some of the rates calculations (property numbers, CIV, rates in the dollar, etc). Therefore the rates figures shown in the draft budget are provisional.

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

Type or class of land	2024/25	2025/26	Change	
	Number	Number	Number	%
General	6,264	6,299	35	0.56%
Residential Vacant	291	335	44	15.12%
Rural 1	1,437	1,449	12	0.84%
Rural 2	892	912	20	2.24%
Commercial/Industrial	396	404	8	2.02%
<b>Total number of assessments</b>	<b>9,280</b>	<b>9,399</b>	<b>119</b>	<b>1.28%</b>

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

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

Type or class of land	2024/25	2025/26	Change	
	\$'000	\$'000	\$'000	%
Residential Vacant	102	111	10	9.68%
Rural 1	2,233	2,252	18	0.82%
Rural 2	760	775	15	1.97%
Commercial/Industrial	317	323	6	1.79%
<b>Total value of land</b>	<b>3,412</b>	<b>3,461</b>	<b>49</b>	<b>1.43%</b>

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

Type of Charge	Per Rateable Property 2024/25	Per Rateable Property 2025/26	Change	
	\$	\$	\$	%
Municipal	348.40	<b>354.45</b>	6	<b>1.74%</b>

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

Type of Charge	2024/25	2025/26	Change	
	\$	\$	\$	%
Municipal	3,060,346	<b>3,144,979</b>	84,633	<b>2.77%</b>

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

Type of Charge	Per Rateable Property 2024/25	Per Rateable Property 2025/26	Change	
	\$	\$	\$	%
<i>Domestic Garbage Collection (Urban)</i>	108.85	116.50	8	<b>7.03%</b>
<i>Domestic Garbage Collection (Rural)</i>	184.65	197.60	13	<b>7.01%</b>
<i>Recycling Collection</i>	105.10	108.25	3	<b>3.00%</b>
<i>Organics Collection</i>	182.40	187.90	6	<b>3.02%</b>
<i>Environmental Management Contribution</i>	88.15	-	(88)	<b>(100.00%)</b>
<b>Total</b>	<b>669.15</b>	<b>610.25</b>	<b>(59)</b>	<b>(8.80%)</b>

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

Type of Charge	2024/25	2025/26	Change	
	\$	\$	\$	%
<i>Domestic Garbage Collection (Urban)</i>	631,182	675,507	44,325	<b>7.02%</b>
<i>Domestic Garbage Collection (Rural)</i>	403,968	432,336	28,368	<b>7.02%</b>
<i>Recycling Collection</i>	843,743	869,031	25,288	<b>3.00%</b>
<i>Organics Collection</i>	1,076,160	1,108,610	32,450	<b>3.02%</b>
<i>Environmental Management Contribution</i>	778,276	-	(778,276)	<b>(100.00%)</b>
<b>Total</b>	<b>3,733,329</b>	<b>3,085,484</b>	<b>(647,845)</b>	<b>(17.35%)</b>

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

	2024/25	2025/26	Change	
	\$'000	\$'000	\$'000	%
<i>Rates</i>	13,337	14,561	1,223	<b>9.17%</b>
<i>Municipal Charge</i>	3,060	3,145	85	<b>2.77%</b>
<i>Garbage, recycling, and environmental contribution</i>	3,733	3,085	(648)	<b>(17.35%)</b>
<i>Supplementary rates and rate adjustments</i>	66	70	4	<b>6.33%</b>
<b>Total Rates and charges</b>	<b>20,197</b>	<b>20,861</b>	<b>664</b>	<b>3.29%</b>

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### 4.1.1(l) Fair Go Rates System Compliance

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

	2024/25	2025/26
Total Rates	\$ 16,397,806	\$ 17,705,860
Number of rateable properties	9,280	9,399
Base Average Rate	\$ 1,767	\$ 1,748.91
Maximum Rate Increase (set by the State Government)	<b>2.75%</b>	<b>7.54%</b>
Capped Average Rate	\$ 1,767	\$ 1,880.78
Maximum General Rates and Municipal Charges Revenue	\$ 16,397,806	\$ 17,677,431
Budgeted General Rates and Municipal Charges Revenue	\$ 16,397,806	\$ 17,705,860
Budgeted Supplementary Rates	\$ 65,832	\$ 70,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 16,463,638	\$ 17,775,860

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

The total amount to be raised by rates and charges may be affected by:

- The outcome of Council's application to the ESC for a rate cap variation to move the EMC to general rates
- The outcome of Primary Producer applications
- The making of supplementary valuations (2025/26: estimated \$70,000 and 2024/25: \$66,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

### 4.1.1(n) Differential rates

The 2023/24 Budget is predicated on the rating differentials defined in the adopted Rating Strategy.

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

- A rate of 0.2127% (0.2127 cents in the dollar of CIV) for all rateable general properties;
- A rate of 0.4254% (0.4254 cents in the dollar of CIV) for all rateable residential vacant properties;
- A rate of 0.1595% (0.1595 cents in the dollar of CIV) for all rateable rural 1 properties;
- A rate of 0.1914% (0.1914 cents in the dollar of CIV) for all rateable rural 2 properties;
- A rate of 0.2871% (0.2871 cents in the dollar of CIV) for all rateable commercial/industrial properties.

Each differential rate will be determined by multiplying the Capital Improved Value (CIV) of each rateable land (categorised by Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions.

**General Rate** to provide an equitable rate for owners of all property not elsewhere described.

**Residential Vacant Rate** to provide an equitable rate for owners of residential type land that currently does not contain

**Rural 1 {>50ha} Rate** to provide an equitable rate for large-scale primary producers.

**Rural 2 {8<50ha} Rate** to provide an equitable rate for small-scale primary production.

**Commercial/Industrial Rate** to provide an equitable rate for commercial and industrial use land which reflects capacity of the

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 4.1.2 Statutory fees and fines

	Forecast Actual 2024/25	Budget 2025/26	Change	
	\$'000	\$'000	\$'000	%
Infringements and costs	40	70	30	75.00%
Registrations	450	495	45	10.00%
Permits	574	304	(270)	(47.07%)
<i>Other</i>	204	562	358	175.32%
<b>Total statutory fees and fines</b>	<b>1,268</b>	<b>1,431</b>	<b>163</b>	<b>12.82%</b>

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations Public Health & Wellbeing Act 2008, registrations and parking fines. Increases in statutory fees are generally made in accordance with legislative requirements.

Statutory fees that are not mandated by other Government authorities and are set by Council are generally in the order of a 1.5% - 2.0%

Total Statutory fees are forecast to increase by 12.82% when compared to 2024/25 Forecast

### 4.1.3 User fees

	Forecast Actual 2024/25	Budget 2025/26	Change	
	\$'000	\$'000	\$'000	%
Buller Gas Income	3,424	3,825	401	11.70%
Visitor Experience and Museums	200	213	14	6.94%
<i>Other Fees and charge</i>	336	443	108	32.04%
<b>Total user fees</b>	<b>3,960</b>	<b>4,482</b>	<b>522</b>	<b>13.18%</b>

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services & LPG sales for Buller Gas. These include visitors service centres and other community facilities. User charges are projected to increase by 13.18% over 2024/25. Main reasons being assumed improved snow season which has seen the budget set for Buller gas sales based on regular snow season and increase in Rental fees with renewed rental agreements.

A detailed customer listing of fees and charges is available at the end of this document, on Council's website and inspected at Council's service centres.



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### 4.1.4 Grants

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

	Forecast Actual	Budget	Change	
	2024/25	2025/26		
	\$'000	\$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	15,081	8,205	(6,876)	(46%)
State funded grants	8,928	5,472	(3,456)	(39%)
<b>Total grants received</b>	<b>24,010</b>	<b>13,677</b>	<b>(10,333)</b>	<b>(43%)</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	6,306	6,495	189	3%
<b>Recurrent - State Government</b>				
Ageing Well	12	5	(8)	(63%)
Early Years	171	296	125	73%
Local Laws - School Crossing	31	16	(15)	(49%)
Young People	61	40	(21)	(34%)
<b>Total recurrent grants</b>	<b>6,581</b>	<b>6,852</b>	<b>271</b>	<b>4%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Australia Day	8	0	(8)	(100%)
<b>Non-recurrent - State Government</b>				
Community Development	425	60	(365)	(86%)
Early Years	306	118	(188)	(61%)
Emergency Management / Natural Disaster	4,045	1,070	(2,974)	(74%)
Environment and Sustainability	48	49	1	3%
Environmental Health Services	60	2	(58)	(97%)
Recreation	36	0	(36)	(100%)
Tree Services	152	0	(152)	(100%)
Young People	261	45	(216)	(83%)
Other	142	13	(130)	(91%)
<b>Total non-recurrent grants</b>	<b>5,482</b>	<b>1,357</b>	<b>(4,126)</b>	<b>(75%)</b>
<b>Total operating grants</b>	<b>12,063</b>	<b>8,208</b>	<b>(3,855)</b>	<b>(32%)</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	1,389	1,710	321	23%
<b>Non-recurrent - Commonwealth Government</b>				
Local Roads & Community Infrastructure	7,378	-	(7,378)	(100%)
<b>Non-recurrent - State Government</b>				
Bridges	483	683	200	41%
Buildings	383	503	121	32%
Flood Repairs ( Natural Disaster)	643	0	(643)	(100%)
Openspace	700	201	(499)	(71%)
Plant & Equipment	59	7	(52)	(88%)
Parks & Gardens	72	72	0	0%
Roads	48	1,051	1,003	2088%
<b>Total non-recurrent grants</b>	<b>9,766</b>	<b>2,518</b>	<b>(7,248)</b>	<b>(74%)</b>
<b>Total capital grants</b>	<b>11,155</b>	<b>4,228</b>	<b>(6,927)</b>	<b>(151%)</b>
<b>Total Grants</b>	<b>11,155</b>	<b>4,228</b>	<b>(6,927)</b>	<b>(151%)</b>

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### 4.1.5 Contributions

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change	
			\$'000	%
Monetary	168	164	(4)	(2.46%)
<b>Total contributions</b>	<b>168</b>	<b>164</b>	<b>(4)</b>	<b>(2.46%)</b>

Operating Contributions are projected to decrease by 2.46% compared to 2024/25 Forecast

### 4.1.6 Other income

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change	
			\$'000	%
Interest	132	112	(20)	(14.82%)
Interest on Rates	216	246	30	14.14%
Merchandise Sales	200	214	14	6.82%
Sale of Recyclables	112	56	(56)	(50.09%)
Building services - private	172	180	7	4.20%
Fire service levy	47	49	2	4.27%
Reimbursements	175	113	(62)	(35.54%)
Other	123	126	3	2.69%
<b>Total other income</b>	<b>1,177</b>	<b>1,096</b>	<b>(81)</b>	<b>(6.88%)</b>

Other revenue relates to a range of items such as private works, recoup of various costs and other miscellaneous income. Includes interest revenue on investments and rate arrears. Other income is forecast to decrease by 6.88% compared to 2024/25 Forecast.

### 4.1.7 Employee costs

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change	
			\$'000	%
Wages and salaries	12,668	13,036	368	2.90%
WorkCover	446	375	(71)	(15.97%)
Superannuation	1,236	1,467	231	18.68%
Annual and Long service Leave	1,350	1,411	61	4.50%
<b>Total employee costs</b>	<b>15,700</b>	<b>16,288</b>	<b>588</b>	<b>3.74%</b>

Employee benefits include all labour-related expenditure such as wages, salaries and on-costs (allowances, leave entitlements, employer, superannuation and work cover).

Employee costs are forecast to increase by \$588k in total compared to the 2024/25 forecast position.

This increase is attributed mainly to the savings in the 2024/25 year due to staff vacancies, as well as EBA increase and band increments.

Council's current three (3) enterprise agreement expired in December 2024, new negotiations have commenced

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### 4.1.8 Materials and services

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change	
			\$'000	%
Building maintenance	159	143	(17)	(10.63%)
General maintenance	665	641	(24)	(3.54%)
Contract Payments	9,009	5,600	(3,409)	(37.84%)
Utilities	591	574	(18)	(2.99%)
Office Administration	67	64	(3)	(5.04%)
Information Technology	924	1,003	78	8.46%
Insurance	745	806	62	8.29%
Waste Collection	2,903	3,202	298	10.27%
Buller Gas Purchases	2,434	2,717	282	11.60%
Other	1,537	1,490	(47)	(3.06%)
<b>Total materials and services</b>	<b>19,035</b>	<b>16,239</b>	<b>(2,797)</b>	<b>(14.69%)</b>

Materials and services include the purchases of consumables (including LPG purchases for Buller Gas) and payments to contractors for the provision of services. Materials and services are forecast to decrease by 14.69%.

Natural Disaster Works still have an impact on contract services, this is expected to be completed in the new year.

### 4.1.9 Depreciation

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change	
			\$'000	%
Property	1,322	1,348	26	2.00%
Plant & equipment	664	606	(58)	(8.74%)
Infrastructure	6,475	6,604	129	2.00%
<b>Total depreciation</b>	<b>8,460</b>	<b>8,558</b>	<b>98</b>	<b>1.16%</b>

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

### 4.1.11 Depreciation - Right of use assets

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change	
			\$'000	%
Right of use assets	36	12	(23)	(65.63%)
<b>Total depreciation - right of use assets</b>	<b>36</b>	<b>12</b>	<b>(23)</b>	<b>(65.63%)</b>

### 4.1.12 Other expenses

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	Change	
			\$'000	%
Contributions from Council	380	369	(10)	(2.73%)
Plant and vehicle maintenance	344	338	(6)	(1.81%)
Landfill and quarry rehabilitation provisions	182	183	0	0.09%
Councillor's allowance	248	268	21	8.39%
Rent and Leasing	33	32	(0)	(1.07%)
Subscription and licencing	162	174	12	7.11%
Advertising	201	174	(27)	(13.27%)
Legal costs	98	40	(59)	(59.70%)
Auditing costs	95	90	(5)	(5.64%)
Other	358	366	7	2.00%
<b>Total other expenses</b>	<b>2,102</b>	<b>2,034</b>	<b>(68)</b>	<b>(3.24%)</b>

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Other expenses relate to a range of unclassified items including contributions to community groups, advertising, legal costs, subscriptions, motor vehicle registrations and maintenance and other miscellaneous expenditure.



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### 4.2 Balance Sheet

#### 4.2.1 Assets

Cash and equivalents include cash and investments such as cash held in the bank and at the value of investments in deposits or liquid investments with short-term maturities. The value of these assets is projected to decrease on the back of a large capital works program. Trade and other receivables are monies owed to Council by ratepayers and others. Short-term debtors are minor and run similarly from year to year. The majority of Inventory relates to the value of quarry material held in stockpile and Buller Gas LPG gas held in tank at year-end. It also contains smaller amounts for parts and fuels held in stores for use. The value of Inventory is projected to be similar to last years figure.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, plant, vehicles, equipment, etc. which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the 2023/24 Capital Works Program, plus Asset Revaluations for the year less depreciation of assets, less the Written Down Value of assets disposed of during the year.

#### 4.2.2 Liabilities

Trade and payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain at last years levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements fluctuate from year to year in line with salary movements. Landfill rehabilitation provision has been adjusted and increased based on current market expectation for rehabilitation of landfills.

#### 4.2.3 Borrowings

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

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000	2026/27 \$'000	Projections 2027/28 \$'000	2028/29 \$'000
Amount borrowed as at 30 June of the prior year	1,979	1,668	3,008	3,628	3,220
Amount proposed to be borrowed	0	1,625	1,000	0	0
Amount projected to be redeemed	(312)	(284)	(380)	(408)	(432)
<b>Amount of borrowings as at 30 June</b>	<b>1,668</b>	<b>3,008</b>	<b>3,628</b>	<b>3,220</b>	<b>2,788</b>

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### 4.2.4 Leases by category

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

	Forecast Actual 2024/25 \$'000	Budget 2025/26 \$'000
<b>Right-of-use assets</b>	-	-
Vehicles	36	12
<b>Total right-of-use assets</b>	<b>36</b>	<b>12</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Vehicles	2	2
<b>Total current lease liabilities</b>	<b>2</b>	<b>2</b>
<b>Non-current lease liabilities</b>		
Vehicles	0	0
<b>Total non-current lease liabilities</b>	<b>2</b>	<b>0</b>
<b>Total lease liabilities</b>	<b>4</b>	<b>2</b>

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

### 4.3 Statement of changes in Equity

#### 4.3.1 Reserves

##### Statutory reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements, e.g., car parking. While these funds earn interest revenue for Council, the funds are not available for other purposes.

#### 4.3.2 Equity

Total equity is made up of the following components:

Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations;

Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

### 4.4 Statement of Cash Flows

#### 4.4.1 Net cash flows provided by/used in operating activities

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

As has been the norm in recent prior years. Council has continued the practice within the 2024/25 Budget to include Capital Grant funding and associated projects within the Capital Works program that have had grant funding confirmed.

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

#### 4.4.2 Net cash flows provided by/used in investing activities

Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also

The increase in payments for investing activities represents the forecast increase in capital works expenditure versus 2024/25.

#### 4.4.3 Net cash flows provided by/used in financing activities

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

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### 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2025/26 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

#### 4.5.1 Summary

	Forecast Actual	Budget	Change	%
	2024/25	53		
	\$'000	\$'000	\$'000	
Property	1,820	2,548	728	40.03%
Plant and equipment	2,092	3,024	932	44.55%
Infrastructure	10,174	6,047	(4,127)	(40.57%)
<b>Total</b>	<b>14,086</b>	<b>11,620</b>	<b>(2,467)</b>	<b>(17.51%)</b>

	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings / Other
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	2,548	610	1,353	585	0	503	3	103	1,625
Plant and equipment	3,024	0	2,583	442	0	72	0	1,248	242
Infrastructure	6,047	699	3,713	1,635	0	3,653	20	1,267	0
<b>Total</b>	<b>11,620</b>	<b>1,309</b>	<b>7,649</b>	<b>2,662</b>	<b>0</b>	<b>4,228</b>	<b>23</b>	<b>2,619</b>	<b>1,867</b>

In addition to the capital projects, Council is also undertaking major capital work on assets that are not owned or controlled by Council. Whilst similar in their nature these, non-Indigo projects are shown separately due to their accounting treatment (expensed in the year of expenditure).

NON-Indigo Shire Assets (\$1,484,319) including carry forwards  
 Total Capital (\$11,619,588) including carry forwards  
 Total Capital and NON-Indigo (\$13,103,907) including carry forwards



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 4.5.2 Current Budget

Capital Works Area		Project Cost	Asset expenditure types				Summary of Funding Sources		
		\$'000	New	Renewal	Upgrade	Expansion	Grants	Contributions	Borrowings/ Other
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>									
<b>Land</b>									
<b>Buildings</b>									
Energy Efficiency Improvements	Energy efficiency improvements for Council owned buildings. (Grant funding \$23,000 Council funds \$23,000) (Subject to successful grant applications)	46			46		23		23
Rutherglen Caravan Park Masterplan	Expansion of asphalt roads, new cabin locations, flat powered site with associated services in line with master plan and lease. \$75,000 or Borrowings included in 2025-26 to fund project being carried forward from 2024-25.	1,000	600		400			(75)	1,075
Caravan Park Renewal	Renewal of Caravan park infrastructure on an as needed basis	10		10					10
Pool Renewal Works	Refurbishment and renewals of major pool plant and equipment, based on condition assessments	75		75					75
Air Conditioning / Heating system Renewal	Priority Heating/Cooling system renewal works, Shire-wide	5		5					5
Beechworth Historic Precinct Building - Beechworth Town Hall	Replacement of leaking roof at Beechworth Town Hall. Total Project Budget \$600,000 (Grant funding \$400,000 Council funds \$200,000) Plus a further \$100,000 Council funds carried forward from 2024/25).	500		500			400	0	100
Burke Museum Roof	Repair and remediate leaking roof and protect against larger storm events.	180		180				0	180
EV Charging Stations - Beechworth	Electric vehicle charging stations to support expansion of the EV fleet.	10	10					10	
Beechworth Railway Precinct Public Toilet	Close existing public access to the toilets and provide entry through the internal building.	10			10			10	
Beechworth Maternal Child Health Building Improvements	New waiting room and sound proofing improvements.	45			45		15	0	30

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Project Cost	Asset expenditure types				Summary of Funding Sources			
		\$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings/ Other \$'000
High Street Yackandandah Public Toilet*	Tiny Town grant submission by Yackandandah Chamber of Commerce to give high street toilets a facelift.	47		24	24		34	3	10	
Yackandandah Sports Park Universal Access Lift	(Subject to successful Grant Application) Replacement of universal access lift at Yackandandah Sports Park	25		25					15	10
Rutherglen Depot Shed Door	Replacement of shed door at Rutherglen depot that is failing and has the potential to cause injury to staff	25		25					15	10
Yackandandah Town Hall Roof	Refurbishment and repairs of Roof over foyer area	40		40					0	40
External Building Lock Replacement	Shire wide replacement of external locks and swipe reader due to old swipe cards not being supported.	5		5					5	
Beechworth Kindergarten Roof	Roof restoration and reconfiguration to eliminate leaking.	180		180					0	180
<b>TOTAL PROPERTY</b>		<b>2,204</b>	<b>610</b>	<b>1,069</b>	<b>525</b>	<b>0</b>	<b>472</b>	<b>3</b>	<b>103</b>	<b>1,625</b>
<b>PLANT AND EQUIPMENT</b>										
<b>Plant, Machinery and Equipment</b>										
Fleet Replacement	Replacement of fleet items as per strategic replacement program. Items to be replaced: 2 Operations Utilities 1 Library Van 1 Pool Vehicle 1 Capital Works Vehicle									
Plant Replacement	Replacement of heavy plant items as per strategic replacement program. 1 Backhoe 2 Operations trucks	280		280					230	50
Minor plant	Renewal of small plant and equipment (chainsaws, brush cutters, blowers etc.)	675		675					583	92
Fixtures, Fittings and Furniture		30		30					30	
Playground Equipment replacement	Renewal of priority playground assets, including accessibility improvements.	25		25					25	
Street and Park Furniture renewal	Priority Park and Street Furniture replacement	20		20					20	
Capital Works Area		Project Cost	Asset expenditure types				Summary of Funding Sources			
		\$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings/ Other \$'000

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Computers and Telecommunications									
IT Renewal Priorities									
	Annual renewal of server and network hardware	50		50				50	
IT Computer Renewal	Annual renewal of I.T. hardware	50		50				50	
GIS Renewal	The current GIS system is end of life and no longer supported by the vendor.	180		180				180	
Trim Upgrade	Upgrade of the records management system (Trim) to ensure security and compliance statutory requirements.	80			80			80	
Library books									
Library Stock Items	Premiers reading challenge	7		7		7		0	
Library Stock Items	Replacement of old library books	65		65		65		0	
<b>TOTAL PLANT AND EQUIPMENT</b>		<b>1,462</b>	<b>0</b>	<b>1,382</b>	<b>80</b>	<b>0</b>	<b>72</b>	<b>0</b>	<b>1,248 142</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Project Cost	New	Asset expenditure types			Grants	Summary of Funding Sources		
		\$'000	\$'000	Renewal	Upgrade	Expansion	\$'000	Contributions	Council cash	Borrowings
		\$'000		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INFRASTRUCTURE</b>										
<b>Roads</b>										
Resealing program	Resealing Council roads	630		630					630	
Gravel Resheeting Program	Resheeting of gravel roads	700		700					700	
Sealed pavement rehabilitation	Rehabilitation of sealed road pavements	360		360					360	
Roads Major Patching	Major patching of sealed road pavements	220		220					220	
Final Seals Program	Finals sealing of sealed roads that have previously received their initial seal coat	60			60				60	
Polmear Road, Beechworth - Urban	Sealing of Polmear Road in Beechworth from	50			50				50	
Road Sealing Program	Buckland Gap Road to Fletcher Road									
Moffat Road, Chiltern - Stage 1 -	Sealing of Moffat Road in Chiltern - Stage 1 from	41			41				41	
Urban Road Sealing Program	Skerry Street to Soule Street.									
Mahon Lane, Osbornes Flat - Stage 1 -	Sealing of Mahon Lane from Racecourse Road to	90			90				90	
Rural Road Sealing Program	Sanatorium Road to be done in 3 stages.									
<b>Bridges</b>										
Bridge Major Renewal Works*	McFeeters Road, Beechworth Bridge Replacement Total Project Budget \$750,000 (Grant funding \$600,000 Council funds \$150,000). (Subject to successful grant application).	750		750			600		150	
Bridge Minor Renewal Works	Minor works to bridge elements including guard rail that has been damaged by vehicles that have been identified through 2023 level two bridge audits	40		40					40	
<b>Footpaths and Cycleways</b>										
Footpath Renewals (Shire wide)	Renewal works to existing footpaths shire wide based on asset condition data and inspections	65		65					65	
Main Street Rutherglen	Construction of a new accessible path linking the new old aged care facility to the centre of Rutherglen	90	90						90	
<b>Drainage</b>										
Rural Road Drainage	Upgrading of rural drainage infrastructure, including road culverts, roadside table drain construction	70		70					70	
Urban Drainage	Urban drainage upgrade identified through recent flood events and in line with drainage strategies for townships.	250		250					250	



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Project Cost \$'000	New \$'000	Asset expenditure types Renewal \$'000 Upgrade \$'000 Expansion \$'000			Grants \$'000	Summary of Funding Sources Contributions \$'000 Council cash \$'000 Borrowings \$'000		
<b>Recreational, Leisure &amp; Community Facilities</b>										
Tourism Seed Funding*	Funding to support project development of Community and Tourism Projects and grant applications. (Subject to successful grant applications)	94	94				63		31	
<b>TOTAL INFRASTRUCTURE</b>		<b>4,640</b>	<b>504</b>	<b>3,160</b>	<b>976</b>	<b>0</b>	<b>3,372</b>	<b>0</b>	<b>1,267</b>	<b>0</b>
<b>TOTAL 2025-26 CAPITAL WORKS PROGRAM</b>		<b>8,305</b>	<b>1,114</b>	<b>5,611</b>	<b>1,580</b>	<b>0</b>	<b>3,916</b>	<b>3</b>	<b>2,619</b>	<b>1,767</b>

NON ISC Owned Asset works ( non capital )		Project Cost \$'000	New \$'000	Asset expenditure types Renewal \$'000 Upgrade \$'000 Expansion \$'000			Grants \$'000	Summary of Funding Sources Contributions \$'000 Council cash \$'000 Borrowings \$'000		
Barkly Park Upgrade female change rooms	Upgrade of existing female change rooms at Barkly Park, Rutherglen. (Multi-year project - 3rd year funding) Total Project Budget \$1,400,000 (Grant funding \$1,000,000 Council funds \$400,000)	350	350	0	0	0	250	0	100	0
Barnawartha Recreation Reserve Oval Lighting Upgrade	Upgrade of lighting at Barnawartha Recreation Reserve Oval. Total Project Budget \$349,474 (Grant funding \$250,000 Council funds \$74,474 Club contribution \$25,000) Plus a further \$44,474 Council funds included in 2024/25 budget.	305	305				250	25	30	
<b>TOTAL NON ISC OWNED ASSETS 2025-26</b>		<b>655</b>	<b>655</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>25</b>	<b>130</b>	<b>0</b>
<b>TOTAL CAPITAL WORKS PROGRAM INCLUDING NON ISC WORKS 2025-26</b>		<b>8,960</b>	<b>1,114</b>	<b>5,611</b>	<b>1,580</b>	<b>0</b>	<b>4,416</b>	<b>28</b>	<b>2,749</b>	<b>1,767</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 4.5.3 - NON ISC Owned asset works carry forward from 2024-25

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Other \$'000
<b>PROPERTY</b>									
<b>Land Improvements</b>									
Tangambalanga Industrial Estate - Stage 2	3			3				3	
<b>Buildings</b>									
Changing Places, Chiltern	31			31		31		0	
Swimming Pool Renewal Works	38		38					38	
Key Security System Renewal & Compliance	39		39					39	
Yackandandah Office - Lower Level Storage	26			26				26	
Pines Office Refit	30		30					30	
<b>Heritage buildings</b>								0	
Heritage Building Renewal(Beechworth Town Hall Roof)	100		100					100	
Rutherglen Memorial Town Hall Roof	77		77					77	
<b>TOTAL PROPERTY</b>	<b>345</b>	<b>0</b>	<b>284</b>	<b>60</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>313</b>	<b>0</b>
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, Machinery and Equipment</b>									
Plant Replacement	716		716					616	100
<b>Computers and Telecommunications</b>									
IT Renewal Priorities	301		301					301	
IT Refresh for Finance System	185		185					185	
Project Management Online	27			27				27	
Datascape	140			140				140	
IT Cyber Uplift	25			25				25	
Electronic Timesheets	135			135				135	
Other IT priorities	35			35				35	
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,563</b>	<b>0</b>	<b>1,201</b>	<b>362</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,463</b>	<b>100</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Other
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Sealed Pavement Rehabilitation	157		157					157	
New Kerb and Channel - Havelock Street Barnawartha	73	73						73	
Barnawartha School	68			68		34		34	
High St Rutherglen	21			21		17		3	
Tangambalanga Streetscape Development	23			23				23	
Road design and planning	33			33				33	
<b>Bridges</b>								0	
Guard Rail Renewal Works	25		25					25	
Bridge Renewal Works - Boorhaman East Road	104		104			83		21	
Bridge Renewal Works - Various bridges	204		204					204	
<b>Drainage</b>									
Rural Road Drainage	29		29					29	
Heritage drain rehabilitation	17		17					17	
<b>Urban Drainage</b>	104			104				104	
Footpaths and Cycleways									
Beechworth to Yackandandah Rail Trail(Kibbel Lane section)	100	100						100	
<b>Recreational, Leisure &amp;</b>									
Caravan Park Renewal	16		16					16	
Caravan Parks - Rutherglen Caravan Park Improvements (masterplan implementation)	65			65				65	
Community & Tourism Projects	14			14				14	
Recreation Projects	16			16				16	
Baarmutha Park Cricket Nets	298			298		139	20	140	
Baarmutha Park Lighting	3			3				3	
<b>Parks, Open Space and Streetscapes</b>									
Water Bubblers	22	22						22	
Kiewa River Land	14			14		7		7	
<b>TOTAL INFRASTRUCTURE</b>	<b>1,407</b>	<b>195</b>	<b>553</b>	<b>660</b>	<b>0</b>	<b>280</b>	<b>20</b>	<b>1,107</b>	<b>0</b>
<b>TOTAL CARRIED FORWARD CAPITAL WORKS 2024/25</b>	<b>3,315</b>	<b>195</b>	<b>2,038</b>	<b>1,082</b>	<b>0</b>	<b>312</b>	<b>20</b>	<b>2,883</b>	<b>100</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 4.5.3 - NON ISC Owned asset works carry forward from 2024-25

NON ISC Owned Assets (non capital )	Project Cost	Asset expenditure types				Summary of Funding Sources			
	\$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Other \$'000
<b>Non-ISC Assets Works (non-capital)</b>									
Barnawartha Recreation Reserve Playground	95					95		0	
Upgrade of Changerooms - Butson Park, Yackandandah*	125					100	3	23	
Upgrade of Changerooms - Barkly Park, Rutherglen	609					435		174	
<b>TOTAL CARRIED FORWARD NON ISC OWNED ASSETS 2024/25</b>	<b>829</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>630</b>	<b>3</b>	<b>197</b>	<b>0</b>
<i>* Grant funding yet to be finalised</i>									
<b>TOTAL CARRIED FORWARD CAPITAL WORKS and NON-ISC Owned asset works) 2024-25</b>	<b>4,144</b>	<b>195</b>	<b>2,038</b>	<b>1,082</b>	<b>0</b>	<b>942</b>	<b>22</b>	<b>3,080</b>	<b>100</b>



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Summary of Planned Capital Works Expenditure For the years ending 30 June 2027, 2028 & 2029

2026/27	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total Land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	728	158	570	0	0	728	30	0	198	500
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
<b>Total Buildings</b>	<b>728</b>	<b>158</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>728</b>	<b>30</b>	<b>0</b>	<b>198</b>	<b>500</b>
<b>Total Property</b>	<b>728</b>	<b>158</b>	<b>570</b>	<b>0</b>	<b>0</b>	<b>728</b>	<b>30</b>	<b>0</b>	<b>198</b>	<b>500</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	1,185	0	1,185	0	0	1,185	0	258	927	0
Fixtures, fittings and furniture	90	0	90	0	0	90	0	0	90	0
Computers and telecommunications	219	94	125	0	0	219	0	0	219	0
Library books	82	0	82	0	0	82	72	0	10	0
<b>Total Plant and Equipment</b>	<b>1,575</b>	<b>94</b>	<b>1,482</b>	<b>0</b>	<b>0</b>	<b>1,575</b>	<b>72</b>	<b>258</b>	<b>1,246</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	3,516	1,276	2,240	0	0	3,516	3,030	0	236	250
Bridges	365	0	365	0	0	365	0	0	115	250

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

2027/28	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total Land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	717	127	590	0	0	717	25	0	192	500
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
<b>Total Buildings</b>	<b>717</b>	<b>127</b>	<b>590</b>	<b>0</b>	<b>0</b>	<b>717</b>	<b>25</b>	<b>0</b>	<b>192</b>	<b>500</b>
<b>Total Property</b>	<b>717</b>	<b>127</b>	<b>590</b>	<b>0</b>	<b>0</b>	<b>717</b>	<b>25</b>	<b>0</b>	<b>192</b>	<b>500</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	995	0	995	0	0	995	0	196	799	0
Fixtures, fittings and furniture	88	0	88	0	0	88	0	0	88	0
Computers and telecommunications	402	77	325	0	0	402	0	0	402	0
Library books	82	0	82	0	0	82	72	0	10	0
<b>Total Plant and Equipment</b>	<b>1,567</b>	<b>77</b>	<b>1,490</b>	<b>0</b>	<b>0</b>	<b>1,567</b>	<b>72</b>	<b>196</b>	<b>1,299</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	2,588	228	2,360	0	0	2,588	2,137	0	201	250
Bridges	680	0	680	0	0	680	300	0	130	250
Footpaths and cycleways	195	43	152	0	0	195	0	0	195	0
Drainage	475	0	475	0	0	475	0	0	475	0
Recreational, leisure and community facilities	710	600	110	0	0	710	0	600	110	0

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

2028/29	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total Land</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Buildings	1,140	460	680	0	0	1,140	0	0	140	1,000
Heritage Buildings	0	0	0	0	0	0	0	0	0	0
<b>Total Buildings</b>	<b>1,140</b>	<b>460</b>	<b>680</b>	<b>0</b>	<b>0</b>	<b>1,140</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>1,000</b>
<b>Total Property</b>	<b>1,140</b>	<b>460</b>	<b>680</b>	<b>0</b>	<b>0</b>	<b>1,140</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>1,000</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	1,005	0	1,005	0	0	1,005	0	246	759	0
Fixtures, fittings and furniture	110	0	110	0	0	110	0	0	110	0
Computers and telecommunications	747	457	290	0	0	747	0	0	747	0
Library books	82	0	82	0	0	82	72	0	10	0
<b>Total Plant and Equipment</b>	<b>1,944</b>	<b>457</b>	<b>1,487</b>	<b>0</b>	<b>0</b>	<b>1,944</b>	<b>72</b>	<b>246</b>	<b>1,626</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	3,742	1,326	2,416	0	0	3,742	2,237	0	1,505	0
Bridges	400	0	400	0	0	400	0	0	400	0
Footpaths and cycleways	393	228	165	0	0	393	0	0	393	0
Drainage	490	0	490	0	0	490	0	0	490	0
Recreational, leisure and community facilities	120	0	120	0	0	120	0	0	120	0
Parks, open space and streetscapes	90	0	90	0	0	90	0	0	90	0
Major Projects, Council plan, Strategy projects	1,275	1,275	0	0	0	1,275	450	600	225	0
<b>Total Infrastructure</b>	<b>6,511</b>	<b>2,829</b>	<b>3,681</b>	<b>0</b>	<b>0</b>	<b>6,511</b>	<b>2,687</b>	<b>600</b>	<b>3,224</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>9,594</b>	<b>3,746</b>	<b>5,848</b>	<b>0</b>	<b>0</b>	<b>9,594</b>	<b>2,759</b>	<b>846</b>	<b>4,990</b>	<b>1,000</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 5a. Targeted performance indicators

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

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

#### Targeted performance indicators - Service

Indicator	Measure	Notes	Actual 2023/24	Forecast 2024/25	Target 2025/26	Target Projections			Trend +/-
						2026/27	2027/28	2028/29	
<b>Governance</b>									
<b>Consultation and engagement</b> (Council decisions made and implemented with community input)	<b>Satisfaction with community consultation and engagement</b> Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	53	56	57	58	59	60	+
<b>Roads</b>									
<b>Condition</b> (sealed local roads are maintained at the adopted condition standard)	<b>Sealed local roads below the intervention level</b> Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	99.96%	100.00%	100.00%	100.00%	100.00%	100.00%	o
<b>Statutory planning</b>									
<b>Service standard</b> (planning application processing and decisions are in accordance with legislative requirements)	<b>Planning applications decided within the relevant required time</b> Number of planning application decisions made within the relevant required time / Number of planning application decisions made	3	35.76%	40%	45%	50%	55%	60%	+
<b>Waste management</b>									
<b>Waste diversion</b> (amount of waste diverted from landfill is maximised)	<b>Kerbside collection waste diverted from landfill</b> Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	66.45%	68%	68%	69%	69%	70%	+

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Targeted performance indicators - Financial

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	+/-
Liquidity									
Working Capital (sufficient working capital is available to pay bills as and when they fall due)	Current assets compared to current liabilities Current assets / current liabilities	5	97.10%	123%	106%	109%	113%	120%	+
Obligations									
Asset renewal (assets are renewed as planned)	Asset renewal compared to depreciation Asset renewal and upgrade expense / Asset depreciation	6	96.13%	92%	120%	63%	68%	67%	-
Stability									



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Indicator	Measure	Notes	Actual 2023/24	Forecast 2024/25	Budget 2025/26	Projections 2026/27	2027/28	2028/29	Trend +/-
<b>Operating position</b>									
<b>Adjusted underlying result</b> (an adjusted underlying surplus is generated in the ordinary course of business)	<b>Adjusted underlying surplus (or deficit)</b> Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	-29.14%	-30.09%	-18.38%	-7.76%	-7.03%	-6.17%	+
<b>Liquidity</b>									
<b>Unrestricted cash</b> (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)	<b>Unrestricted cash compared to current liabilities</b> Unrestricted cash / current liabilities	10	-131.78%	37.74%	6.58%	8.79%	12.08%	18.57%	+
<b>Obligations</b>									
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings compared to rates</b> Interest bearing loans and borrowings / rate revenue	11	10.06%	8.30%	14.42%	16.89%	14.55%	12.23%	+
<b>Loans and borrowings</b> (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)	<b>Loans and borrowings repayments compared to rates</b> Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.64%	2.63%	2.55%	1.98%	1.78%	1.95%	+
<b>Indebtedness</b> (level of long term liabilities is appropriate to the size and nature of a Council's activities)	<b>Non-current liabilities compared to own-source revenue</b> Non-current liabilities / own source revenue		26.74%	24.32%	28.73%	30.41%	28.63%	26.75%	+
<b>Stability</b>									
<b>Rates effort</b> (rating level is set based on the community's capacity to pay)	<b>Rates compared to property values</b> Rate revenue / CIV of rateable properties in the municipal district	12	0.28%	0.28%	0.29%	0.29%	0.30%	0.30%	o
<b>Efficiency</b>									
<b>Revenue level</b> (resources are used efficiently in the delivery of services)	<b>Average rate per property assessment</b> General rates and municipal charges / no. of property assessments	13	\$1,810	\$1,768	\$1,891	\$1,929	\$1,967	\$2,006	+
<b>Sustainability Capacity</b>									
<b>Key to Forecast Trend:</b>									
+ 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									

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 5a

#### 1. Satisfaction with community consultation and engagement

Assessment of community satisfaction with council. Demonstrates the community's perception of whether council decisions made and implemented had community input. High or increasing satisfaction rating suggests an improvement in the effectiveness of council's consultation and engagement strategies and decision-making practices.

#### 2. Sealed local roads below the intervention level

Assessment of the degree to which councils maintain high-quality infrastructure. Lower proportion of roads above the renewal intervention level suggests a high-quality road network.

#### 3. Planning applications decided within the relevant required time

Assessment of council efficiency in decision-making. Higher proportion of planning applications decided within required timeframes suggests a higher quality and effective statutory planning service.

#### 4. Kerbside collection waste diverted from landfill

Assessment of the extent to which council promotes community environmental outcomes. Higher volume of waste diverted away from landfill suggests a more effective waste collection system

#### 5. Working Capital

Is an indicator of the proportion of current liabilities represented by current assets. Working capital is forecast to be in the low risk category over the current 10-year plan. In addition, given Current Liabilities includes over \$1.98 million for Long Service provision, and it is most likely that only a small percentage of this amount will actually be paid during 2025/26, management is comfortable with the budgeted working capital.

#### 6. 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. Over the 10-year financial plan, Council's levels remain mainly within the Victorian Auditor-General's Office medium risk category.

#### 7. Rates concentration

Is an indicator of the proportion of rates revenue, which contributes to Council's own source revenue (no grant and contributions income). The higher the percentage the greater reliance Council has on seeking alternative revenue sources such as grants

#### 8. Expenditure level

Assessment of whether resources are being used efficiently to deliver services.

### 5b

#### 9. Adjusted underlying result

This is an indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Any decline means reliance on capital grants, Council's cash reserves or increased debt to maintain services. Over the 10-year financial plan Council's levels are in the high risk category.

#### 10. Unrestricted Cash

Provide indication of the level of funding available for any purpose. Council's indicators represent there is very little flexibility for cash to be used for any purpose.

#### 11. Debt compared to rates

Council's comparison of borrowings to rates revenue indicates minimal reliance on rates revenue to cover the repayment of debt. The lower the percentage, the less reliance on rates revenues to cover borrowings.

#### 12. Rates effort

Assessment of whether councils set rates at an appropriate level. Lower proportion of rate revenue suggests a reduced rate burden on the community.

#### 13. Revenue level

Assessment of whether resources are being used efficiently to deliver services.

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## 6. Schedule of Fees and Charges

This appendix presents the fees and charges that are both statutory (State Government) and non-statutory (Council) in nature. These fees and charges will be charged in respect to the various goods and services provided by Council during the financial year 2025/26.

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

The statutory fee unit for the 2025/2026 financial year is \$ TBA (reference: Victoria Gazette No xxx). *(Indexation increase of the statutory fee unit has not yet been gazetted)*

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST	2025/26 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease) %	Basis of Fee
		\$	\$	\$	%	
<b>Building Services</b>						
<b>Note:</b>						
a) Statutory fees as prescribed by the Building Regulations shall be applied in addition to the fees listed below.						
<b>Residential (Domestic) Works</b>						
<b>Extensions/Alterations:</b> Cost/200 - min \$1200	Per Application	As per formula	As per formula	-	0.0%	Non Statutory
<b>Internal Alterations:</b> Cost/200 - min \$750	Per Application	As per formula	As per formula	-	0.0%	Non Statutory
<b>New Dwellings:</b> Cost/200 - min \$1750	Per Application	As per formula	As per formula	-	0.0%	Non Statutory
<b>Multi Unit Development:</b> Cost/200	Per Application	As per formula	As per formula	-	0.0%	Non Statutory
<b>Minor Works</b>						
Demolitions (any height class 1 or 10)	Per Application	520.00	572.00	52.00	10.0%	Non Statutory
Demolitions (any other building \$ per storey)	Per Application	900.00	990.00	90.00	10.0%	Non Statutory
Removals	Per Application	520.00	572.00	52.00	10.0%	Non Statutory
Non Habitable Garages, carports, verandahs, pergolas, restump <\$5,000	Per Application	520.00	572.00	52.00	10.0%	Non Statutory
Non Habitable Garages, carports, verandahs, pergolas, restump , \$5,000 - \$10,000	Per Application	700.00	770.00	70.00	10.0%	Non Statutory
Non Habitable Garages, carports, verandahs, pergolas, restump , \$10,000 - \$20,000	Per Application	900.00	990.00	90.00	10.0%	Non Statutory
Non Habitable Garages, carports, masts, restump \$20,000 - 50,000	Per Application	900.00	990.00	90.00	10.0%	Non Statutory
Non Habitable Garages, carports, masts, restump > \$50,000	Per Application	900.00	990.00	90.00	10.0%	Non Statutory
Building Permit - Extension of Time		150.00	165.00	15.00	10.0%	Non Statutory
Building Permit - 2nd extension of time		300.00	330.00	30.00	10.0%	Non Statutory
Building Permit - 3rd extension of time		600.00	660.00	60.00	10.0%	Non Statutory
<b>Private Building Surveyor Inspection fees</b>						
Within 25km of Beechworth/Yackandandah		400.00	440.00	40.00	10.0%	Non Statutory
Over 25km less than 1 hour travel		478.80	525.80	47.00	9.8%	Non Statutory
Over 1 hour travel		550.00	605.00	55.00	10.0%	Non Statutory
<b>Title Search/Retrieval</b>						
Certificate of Title search	Per Title	60.00	66.00	6.00	10.0%	Non Statutory
Records Search - Provision of Permits/Insurance under 10 years old		60.00	66.00	6.00	10.0%	Non Statutory
Records Search - Archive Retrieval (additional charge for large copies)		120.00	132.00	12.00	10.0%	Non Statutory
<b>Commercial Works</b>						
> \$0 to \$100,000 {cost x 0.0125 +240 + GST} Min \$950	As per formula	As per formula	As per formula	-		Non Statutory
> \$100,000 to \$499,000 {cost x 0.003 + \$1340 + GST}	As per formula	As per formula	As per formula	-		Non Statutory
> \$500,000 and over {cost x 0.0016 + \$2290 + GST}	As per formula	As per formula	As per formula	-		Non Statutory
<b>Services</b>						
Non mandatory & additional reinspections		319.50	351.45	31.95	10.0%	Non Statutory
Requested Pool Compliance Inspection - "Maximum two inspections " (includes Report)		462.40	508.64	46.24	10.0%	Non Statutory
Occupancy Permits		702.80	773.08	70.28	10.0%	Non Statutory
POPE (Place of Public Entertainment) Permits - Small event		490.10	539.11	49.01	10.0%	Non Statutory
POPE (Place of Public Entertainment) Permits - 5000 -10000 people		867.00	953.70	86.70	10.0%	Non Statutory
POPE (Place of Public Entertainment) Permits - 10000 + people		1,628.60	1,791.46	162.86	10.0%	Non Statutory
<b>Building Compliance</b>						
Building compliance fee - Cost + 100% (Min \$750)	As per formula	As per formula	As per formula	-	-	Non Statutory
<b>Building Fees</b>						
Building Permit - Lodgement of documents by Building Surveyor (Regulation 45)		134.40	134.40	-	0.0%	Statutory
Building Permit Application - Consideration by a reporting authority for the demolition of a building referred under section 29A of the Act	New		93.90			Statutory
Building Permit Application - Consideration by a Council of an application referred under regulation 132(1) or 134(2)	New		320.25			Statutory
Requests for Building Information (Regulation 52)		52.10	52.10	-	0.0%	Statutory
<b>Swimming Pools</b>						
Application for Registration		35.10	35.10	-	0.0%	Statutory
Information Search Fee		52.10	52.10	-	0.0%	Statutory
Lodgement of Certificate of pool barrier compliance		22.55	22.55	-	0.0%	Statutory
Lodgement of Certificate of pool barrier non compliance		424.60	424.60	-	0.0%	Statutory

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Environmental Health Services</b>						
<b>Annual Food Registration (Calendar Year)</b>						
<b>- Indigo Shire Non Statutory Municipal Area</b>						
<b>Class 1</b>						
Annual Registration - Businesses selling food to vulnerable groups eg. Hospitals		676.10	696.50	20.40	3.0%	Non Statutory
<b>Class 2</b>						
Large Manufacturers (> 500 Staff)		1,107.65	1,140.90	33.25	3.0%	Non Statutory
Handling of unpackaged, potentially hazardous food - includes restaurants, pubs, cafes, delicatessens, and most manufacturers.		629.85	649.00	19.15	3.0%	Non Statutory
<b>Class 3</b>						
Annual Registration - Selling of lower risk food / pre-prepacked higher risk food		317.00	326.50	9.50	3.0%	Non Statutory
Annual registration of a small scale/occasional food premises (e.g. part time home based, winery [with no food, no export, volume?, low risk & small scale manufacturing, before and after school care (not school run) - 50%		200.00	206.00	6.00	3.0%	Non Statutory
<b>Class 3A</b>						
Annual Registration - Ready-to-eat meals provided with accommodation - or - Home occupations doing 'hot-fill' products (eg jam & condiments)		309.30	318.60	9.30	3.0%	Non Statutory
<b>Class 4</b>						
Businesses selling low risk packaged foods - or - Alcohol and low risk drinks		No charge	No charge	-	-	Non Statutory
<b>Temporary &amp; Mobile Food Premises - Annual Registration</b>						
Class 2		325.70	335.50	9.80	3.0%	Non Statutory
Class 3 and 3A		152.30	156.90	4.60	3.0%	Non Statutory
Community Groups or Class 4 Notifications		No charge	No charge	-	-	Non Statutory
<b>**If you are registering more than one temporary or mobile food business fees are charged at 50 percent for 2nd and subsequent premises</b>						
New Premises Fee - Indigo Shire fee		Annual registration fee + 50%	Annual registration fee + 50%	-	-	Non Statutory
Food Sampling Fee - Cost of Retesting		150.00	154.50	4.50	3.0%	Non Statutory
<b>Pro-Rata Annual Food Registration - All Classes</b>						
Registration Fee after July 1 - 50% of applicable annual fee		60% of applicable annual fee	60% of applicable annual fee			Non Statutory
<b>Prescribed Accommodation and Health Fees</b>						
Transfer Fee - Hair, Beauty and Prescribed Accommodation only.		50% of annual fee	50% of annual fee			Non Statutory
Late fee (registration not received by the 1 March)		50% of annual fee	50% of annual fee			Non Statutory
Annual Registration - Prescribed Accommodation		352.45	363.00	10.55	3.0%	Non Statutory
Health Premises, Beauty Parlor Tattooist - Annual Registration		173.65	178.90	5.25	3.0%	Non Statutory
Hairdressing Only - One-off Registration Fee		173.65	178.90	5.25	3.0%	Non Statutory
<b>Aquatic Facilities - Category 1 (3-year registration - registration expires 31/12/2027)</b>						
Annual Registration		200.00	206.00	6.00	3.0%	Non Statutory
Registration Transfer		50% of annual fee	50% of annual fee	-	-	Non Statutory
Microbiological Water Sampling - Request for Test and Re-test		150.00	150.00			Non Statutory
<b>Caravan Parks</b>						
Registration Fee - dependent on number of sites - max. 1095 fee units		As per formula	As per formula	-	-	Statutory
Registration Transfer Fee		81.65	81.65	-	0.0%	Statutory
Transfer Inspection Fee - 50% of Registration Fee		50% of registration fee	50% of registration fee	-	-	Non Statutory
<b>Septic Tanks</b>						
Permit Fee - Construct, install or alter - (Includes 2 inspections, 3rd inspection incurs a re-inspection fee)		798.20	798.20	-	0.0%	Statutory
Minor Alteration Fee		608.30	608.30	-	0.0%	Statutory
Amend a permit (Reg 198)		169.50	169.50	-	0.0%	Statutory
Renew a permit		135.70	135.70	-	0.0%	Statutory
Re-Inspection Fee		154.10	158.80	4.70	3.0%	Non-Statutory
Transfer a permit		162.20	162.20	-	0.0%	Statutory
Review application for exemption (Reg 199) - Variable Fee: Fee units min 14.67 /max 61.41		As per formula	As per formula	-	-	Statutory
Report & Consent - Consideration of a building permit application referred under Regulation 132(1)		320.30	320.30	-	-	Statutory
Commercial Installations - Variable fee dependant on complexity: Fee Units min 14.67/max 61.41		As per formula	As per formula	-	-	Statutory

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Environmental Health Services</b> (continued)						
<b>Alpine Resort Areas</b>						
<b>Class 1</b>						
Businesses selling food to vulnerable groups e.g.. Hospitals, Childcare		739.80	762.00	22.20	3.0%	Non Statutory
<b>Class 2</b>						
Businesses selling unpacked potentially hazardous foods		734.70	757.00	22.30	3.0%	Non Statutory
<b>Class 3</b>						
Businesses selling lower risk food - or - prepackaged higher risk food		432.60	445.60	13.00	3.0%	Non Statutory
Private Members Only Lodge providing Breakfast or Storing High Risk Food		208.60	214.90	6.30	3.0%	Non Statutory
<b>Class 3A</b>						
Ready-to-eat meals provided with accommodation - or - Home occupations doing 'hot-fill'		309.30	318.60	9.30	3.0%	Non Statutory
<b>Class 4</b>						
Businesses selling low-risk packaged foods only - or - alcohol and low risk drinks	Free - per legislation		Free - per legislation	-	-	Statutory
<b>Prescribed Accommodation and Health Fees</b>						
Up to 20 persons accommodated		410.00	422.30	12.30	3.0%	Non Statutory
21 to 40 persons accommodated		532.30	548.50	16.20	3.0%	Non Statutory
41 to 60 persons accommodated		602.15	620.20	18.05	3.0%	Non Statutory
61 or more persons accommodated		679.20	700.00	20.80	3.1%	Non Statutory
Non Commercial Accommodation (includes Members Only/Members & Guest Lodges)		231.20	238.20	7.00	3.0%	Non Statutory
Health Premises, Beauty Parlor Tattooist (Annual fee)		197.80	203.80	6.00	3.0%	Non Statutory
Hairdressing Only - Ongoing after Initial Registration		197.80	203.80	6.00	3.0%	Non Statutory
<b>Other Fees</b>						
New Premises Fee (Alpine Resort area)	Annual Registration Fee + 50%		Annual Registration Fee + 50%	-	-	Non Statutory
Fast Track Fee - Application or inspection		250.00	257.50	7.50	3.0%	Non Statutory
Urgent Transfer inspection (required within 2 business days)		615.50	634.00	18.50	3.0%	Non Statutory
Transfer Fee - or - Pre-purchase Inspections - all registered premises		311.85	321.20	9.35	3.0%	Non Statutory
Food premises - specific inspection request		271.30	279.50	8.20	3.0%	Non Statutory
Additional inspections after 2 non-compliance inspections		275.00	283.30	8.30	3.0%	Non Statutory
<b>Camping Permit Fee (per Local Law #2)</b>						
Camping Permit fee. - 6 month period only.		651.45	671.20	600.00	3.0%	Non Statutory
<b>Museums and Historical Sites</b>						
<b>ADMISSION CHARGES</b>						
<b>Individual - Museum</b>						
Adult		7.00	8.00	1.00	14.3%	Non-Statutory
Children		5.00	6.00	1.00	20.0%	Non-Statutory
Concession		5.00	6.00	1.00	20.0%	Non-Statutory
Family (Up to 2 adults & 3 children)		18.00	21.00	3.00	16.7%	Non-Statutory
<b>Individual - Walking Tours</b>						
Adult		7.00	10.00	3.00	42.9%	Non-Statutory
Children		5.00	8.00	3.00	60.0%	Non-Statutory
Concession		5.00	8.00	3.00	60.0%	Non-Statutory
Family (Up to 2 adults & 3 children)		18.00	27.00	9.00	50.0%	Non-Statutory
<b>Individual - Courthouse Kelly Trials Experience (New for 23/24)</b>						
Adult		10.00	15.00	5.00	50.0%	Non-Statutory
Children		8.00	12.00	4.00	50.0%	Non-Statutory
Concession		8.00	12.00	4.00	50.0%	Non-Statutory
Family (Up to 2 adults & 3 children)		27.00	40.00	13.00	48.1%	Non-Statutory
<b>Combo - Courthouse and Museum</b>						
Adult	New		21.50			Non-Statutory
Children	New		16.50			Non-Statutory
Concession	New		16.50			Non-Statutory
Family (Up to 2 adults & 3 children)	New		58.00			Non-Statutory
<b>Group Bookings (Min 15 people)</b>						
Guided Walking Tour		4.50	7.00	2.50	55.6%	Non-Statutory
Burke Museum Entry		4.50	5.00	0.50	11.1%	Non-Statutory
Courthouse Kelly Trials Experience		7.00	10.00	3.00	42.9%	Non-Statutory
Education Session		6.00	7.00	1.00	16.7%	Non-Statutory
Precinct Pass School Group ( Guided Walking Tour, Education Session & Courthouse Kelly Trial Experience)		15.00	20.00	5.00	33.3%	Non-Statutory
Precinct Pass General Group (Guided Walking Tour, Burke Museum Entry & Courthouse Kelly Trial Experience)		15.00	20.00	5.00	33.3%	Non-Statutory
<b>OTHER PRECINCT SERVICES</b>						



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Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Microfilm use & research at the Museum (patron conducts own research)		No charge	No charge			Non-Statutory
Research conducted by Museum Staff (per hr)		46.25	50.00	3.75	8.1%	Non-Statutory
<b>Reproduction Fees</b>						
Image Reproduction - Non Commercial		No charge	No charge			Non-Statutory
Image Reproduction - Commercial		50.00	55.00	5.00	10.0%	

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Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>VENUE HIRE</b>						
<b>Beechworth Town Hall</b>						
<i>Note: Charges may be reduced or waived for charitable/not-for-profit use of the hall for meetings less than 3 hours - please contact Council for eligibility details</i>						
<b>Standard Booking pricing</b>						
Hourly day rate (9am to 5pm)		45.00	45.00	-	0.0%	Non-Statutory
Combined Evening & Day (24 hours)		250.00	300.00	50.00	20.0%	Non-Statutory
<b>Beechworth Community 'Not For Profit' pricing</b>						
Hourly day rate (9am to 5pm)		22.50	22.50	-	-	Non-Statutory
Combined Evening & Day (24 hours)		125.00	150.00	-	-	Non-Statutory
<b>Burke Museum</b>						
Combined venue hire & "Street of Shops" (Avail 5pm-10pm)		550.00	750.00	200.00	36.4%	Non-Statutory
<b>Beechworth Courthouse</b>						
Night Rate per hour (Avail 5pm-10pm)		550.00	1,000.00	450.00	81.8%	Non-Statutory
<b>Police Paddocks</b>						
<i>Note: All permits must be obtained by Hirer and submitted with forms</i>						
<i>Note: Special rules apply to deposits - if the deposit is refunded no GST is payable, however if a deposit is forfeited GST becomes applicable</i>						
Day Rate (8am to 5pm)		250.00	300.00	50.00	20.0%	Non-Statutory
Bond - all buildings/grounds attract a bond		500.00	750.00	250.00	50.0%	Non-Statutory
Day/Night (24 hours)		400.00	450.00	50.00	12.5%	Non-Statutory
<b>Events</b>						
Event Bins - Collection		9.55	9.55	-	0.0%	Non-Statutory
<b>Bike Hire (Rutherglen VIC)</b>						
<b>Half Day (4 hours)</b>						
> Single		25.00	30.00	5.00	20.0%	Non-Statutory
> Tandem		50.00	50.00	-	0.0%	Non-Statutory
> Tandem		65.00	65.00	-	0.0%	Non-Statutory
<b>Additional Days</b>						
> Single (\$35 per day)		35.00	35.00	-	-	Non-Statutory
> Tandem (\$50 per day)		50.00	50.00	-	-	Non-Statutory
<b>Child Carrier or Tag-along Bike</b>						
> Full Day		15.00	20.00	5.00	33.3%	Non-Statutory
> Extra Day		10.00	15.00	5.00	50.0%	Non-Statutory

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST	2025/26 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease) %	Basis of Fee	
		\$	\$	\$	%		
Swimming Pools							
Casual							
Child under 10 years - supervised (per entry)		3.15	3.00	-	0.15	-4.8%	Non-Statutory
Adult (per entry)		5.30	5.50	0.20	3.8%	Non-Statutory	
Spectator		-	-	-	0.0%	Non-Statutory	
Concession /Student		4.75	5.00	0.25	5.3%	Non-Statutory	
Family		19.65	20.00	0.35	1.8%	Non-Statutory	
Season Tickets							
Child under 10 years - supervised		100.00	100.00	-	0.0%	Non-Statutory	
Adult		133.00	135.00	2.00	1.5%	Non-Statutory	
Family		231.00	235.00	4.00	1.7%	Non-Statutory	
Concession / Student		99.00	101.00	2.00	2.0%	Non-Statutory	
Concession family		169.30	175.00	5.70	3.4%	Non-Statutory	
*Family pass is 2 adults and up to the number of children listed on the medicare card							
Out of Hours Bookings - Lifeguard Fee (excluding School usage)							
0-2 hours - Lifeguard Fee		51.55	53.00	1.45	2.8%	Non-Statutory	
2 hours or more - Lifeguard Fee		77.30	79.50	2.20	2.8%	Non-Statutory	
School Usage							
Lifeguard fee (per hour, per lifeguard)	No Charge	No Charge	No Charge	-	-	Non-statutory	
School provided swim teacher	No Charge	No Charge	No Charge	-	-	Non-statutory	
Students (each)	3.70	3.80	0.10	2.7%	Non-statutory		
*Annual membership does not cover student entry for school bookings							
Community Usage (Out-of-hours booking)							
Lifeguard fee (per hour, per lifeguard)	51.55	53.00	1.45	2.8%	Non-statutory		
Entry	No charge	No charge			Non-statutory		
*Minimum 2 life guards required							
Swimming Club Usage							
Lifeguard fee (per hour, per lifeguard)	51.55	53.00	1.45	2.8%	Non-statutory		
Swimming Pennants (per entry)	2.70	2.80	0.10	3.7%	Non-statutory		
*Minimum 2 lifeguards required							

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Customer experience and administration</b>						
<b>Yackandandah Senior Citizens Centre</b>						
> Half Day		69.20	71.30	2.10	3.0%	Non-statutory
> Full Day		125.60	129.40	3.80	3.0%	Non-statutory
> Weekend (same as weekdays)						
Meetings		24.45	25.20	0.75	3.1%	Non-statutory
Deposit		108.40	111.70	3.30	3.0%	Non-statutory
<b>Rutherglen Youth Centre</b>						
Day Rate		64.75	66.70	1.95	3.0%	Non-statutory
Half Day		31.85	32.80	0.95	3.0%	Non-statutory
Casual Hire (under 4 hours)		25.95	26.70	0.75	2.9%	Non-statutory
Casual Hire Premium		31.85	32.80	0.95	3.0%	Non-statutory
Bond		107.90	111.10	3.20	3.0%	Non-statutory
Per term (based on discussions)		283.80	292.30	8.50	3.0%	Non-statutory
<b>HALL HIRE CHARGES</b>						
<b>Rutherglen Memorial Hall - Main Hall, Supper Room &amp; Kitchen</b>						
Per Day		433.60	446.60	13.00	3.0%	Non-statutory
Upstairs Stalls in Main Hall		146.95	151.40	4.45	3.0%	Non-statutory
Decorating only day		29.80	30.70	0.90	3.0%	Non-statutory
<b>Rehearsals</b>						
Stage per day		102.25	105.30	3.05	3.0%	Non-statutory
<b>Main Hall Only</b>						
Per Day		318.50	328.00	9.50	3.0%	Non-statutory
<b>Supper Room Only</b>						
Per Day		167.50	172.50	5.00	3.0%	Non-statutory
<b>Supper Room &amp; Kitchen</b>						
Per Day		281.00	289.50	8.50	3.0%	Non-statutory
<b>Kitchen Only</b>						
Per Day		96.55	99.40	2.85	3.0%	Non-statutory
<b>Rutherglen Memorial Hall - Main Hall, Supper Room &amp; Kitchen</b>						
<b>*Discount for Consecutive Days (Room Hire Only)</b>						
10% discount for hire on 2 consecutive days						
20% discount for hire on 3 consecutive days						
30% discount for hire on 4 consecutive days						
50% discount for hire on 5-7 consecutive days						
<i>*Discount only applies if cleaning is not required during the consecutive days hiring</i>						
<b>Refundable Hall Security Deposits</b>						
Key (Bond) deposit - per key		40.00	41.20	1.20	3.0%	Non-statutory
Damage/security deposit for Main Hall/Kitchen		436.70	450.00	13.30	3.0%	Non-statutory
Damage/security deposit for Supper Room only		254.80	262.50	7.70	3.0%	Non-statutory
<b>Rutherglen Rural Transaction Centre</b>						
Old Council Chamber (Upstairs) - Per Day		100.70	103.72	3.02	3.0%	Non-statutory
President's Room (Upstairs) - Per Day		45.70	47.10	1.40	3.1%	Non-statutory
Back Office (Downstairs) - Per Day		100.70	103.70	3.00	3.0%	Non-statutory
<b>PHOTOCOPYING</b>						
B&W A4 size - per copy		0.20	0.20	-	0.0%	Non-statutory
B&W A3 size - per copy		0.40	0.40	-	0.0%	Non-statutory
Colour A4 size - per copy		0.80	0.80	-	0.0%	Non-statutory
Colour A3 size - per copy		1.20	1.20	-	0.0%	Non-statutory

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Carlyle Cemetery						
Administration Fees						
Search of Cemetery Records - Per 30 Minutes - Extra Time at Officer Discretion		35.00	45.00	10.00	28.6%	Statutory
Interment administration		260.00	295.00	35.00	13.5%	Statutory
Interment Administration - Out of Standard Hours - Saturday		260.00	430.00	170.00	65.4%	Statutory
Interment Administration - Out of Standard Hours - Sunday and Public Holiday		260.00	Contract Price + 25%			Statutory
Grave testing		195.00	230.00	35.00	17.9%	Statutory
Right of Interment Fees						
Right of Interment Bodily Remains - At Need - Adult - Lawn		1,175.00	1,205.00	30.00	2.6%	Statutory
Right of Interment Bodily Remains - At Need - Adult - Monumental		1,175.00	1,205.00	30.00	2.6%	Statutory
Right of Interment Bodily Remains - At Need - Child - Lawn		1,175.00	1,205.00	30.00	2.6%	Statutory
Right of Interment Bodily Remains - At Need - Child - Monumental		1,175.00	1,205.00	30.00	2.6%	Statutory
Right of Interment Cremated Remains - At Need - Garden - Perpetual		1,175.00	1,205.00	30.00	2.6%	Statutory
Right of Interment Cremated Remains - At Need - Lawn - Perpetual		1,175.00	1,205.00	30.00	2.6%	Statutory
Right of Interment Cremated Remains - At Need - Monumental - Perpetual		1,175.00	1,205.00	30.00	2.6%	Statutory
Right of Interment Cremated Remains - At Need - Niche Wall - Perpetual		490.00	500.00	10.00	2.0%	Statutory
Right of Interment Cremated Remains - Pre Need - Niche Wall - Perpetual			500.00	-		Statutory
Right of Interment Surrender - Administration (DH sliding scale for maintenance is also applied to refund)	No Charge	No Charge		-		Statutory
Interment Services Fees						
Exhumation of cremated remains	Contract Price + 25%	Contract Price + 25%				Statutory
Exhumation of bodily remains	Contract Price + 25%	Contract Price + 25%				Statutory
Interment of Bodily Remains - Adult - First Interment - Double Depth	1,495.00	1,530.00	35.00	2.3%	Statutory	
Interment of Bodily Remains - Adult - Second Interment - Single Depth	1,350.00	1,385.00	35.00	2.6%	Statutory	
Interment of Bodily Remains - Child - First Interment - Double Depth	1,495.00	Contract Price + 25%				Statutory
Interment of Bodily Remains - Child - Second Interment - Single Depth	1,495.00	Contract Price + 25%				Statutory
Interment of Cremated Remains in a Grave - Lawn and Monumental	600.00	615.00	15.00	2.5%	Statutory	
Interment of Cremated Remains - Garden	485.00	495.00	10.00	2.1%	Statutory	
Interment of Cremated Remains - Niche Wall	150.00	155.00	5.00	3.3%	Statutory	
Interment of Cremated Remains - Officer Attendance	Contract Price + 25%	Contract Price + 25%				Statutory
Interment of Cremated Remains - Scattering	Contract Price + 25%	Contract Price + 25%				Statutory
Interment Services - Stillborn Remains	-	Cost Price				Statutory
Interment Services - Lift and Reposition - Lawn and Monumental	Contract Price + 25%	Contract Price + 25%				Statutory
Interment Services - Oversized Grave	285.00	290.00	5.00	1.8%	Statutory	
Interment Services - Reopening Grave - Without Cover		1,385.00				Statutory
Interment Services - Removal and Replacement of Ledger	260.00	310.00	50.00	19.2%	Statutory	
Memorial Permit Fees						
Permit Fees Certification - Completion of Memorial - Contract price + 25%	Contract Price + 25%	Contract Price + 25%				Statutory
Permit Fees Certification - Inspection of Memorial - Contract price + 25%	Contract Price + 25%	Contract Price + 25%				Statutory
Installation of a Bronze Panel to Cremation Memorial by External Supplier - Niche Wall		105.00				Statutory
Installation of a New Monument - Without Existing Foundation - Monumental	100.00	105.00	5.00	5.0%	Statutory	
Installation of a New Monument - With Existing Foundation - Lawn	100.00	105.00	5.00	5.0%	Statutory	
Renovation of Existing Monument - Additional Inscription - All Areas	44.00	44.00	-	0.0%	Statutory	
* Indirect Costs are included in the above fees						
**Indirect Costs' Definition						
Contribution to costs associated with insurances, depreciation, repairs, utilities, supplies and advertising.	5% overheads	5% overheads				
Contribution to the costs of operating and managing the public cemetery and the need to provide for maintenance such as roads, paths, gardens, fences, buildings, water, security, park establishment and replacement of the public cemetery in perpetuity.	10% Perpetual Maintenance	10% Perpetual Maintenance				
Corporate Services - People and Governance						
CORPORATE ADMINISTRATION						
Land information Certificate (Legislated)		29.70	29.70	-	0.0%	Statutory
FOI Request (Legislated)		32.65	32.70	0.05	0.2%	Statutory
Community Liability Pack application (Casual hirers public liability insurance)		40.10	41.30	1.20	3.0%	Non-Statutory
DEBT COLLECTION						



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee	2025/26 Fee	Fee Increase	Fee	Basis of Fee
		Inc GST	Inc GST	/ (Decrease)	Increase /	
		\$	\$		(Decrease)	
Location/ Search Fee		At Cost	At Cost	-	%	Statutory
Filing / Listing Fee		At Cost	At Cost	-		Statutory
Caveat Fee		At Cost	At Cost	-		Statutory
Beneficiary Search		At Cost	At Cost	-		Statutory
Early Intervention		At Cost	At Cost	-		Statutory

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST	2025/26 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
		\$	\$	\$	%	
<b>Local Laws and Animals</b>						
<b>ANIMAL REGISTRATION - fees apply from April 1 2025 to March 31, 2026 - 50% fees apply to new registrations from 1 October 2025</b>						
<b>Registration fees - Dogs/Cats</b>						
Unsterilised animal dog (NB \$4.23 levy to Gov't)		110.00	114.00	4.00	3.6%	Non Statutory
Unsterilised animal cat (NB \$4.23 levy to Gov't)		110.00	114.00	4.00	3.6%	Non Statutory
Sterilised dog or reduced fee (must be 1/3 of full fee)		36.65	38.00	1.35	3.7%	Non Statutory
Sterilised cat or reduced fee (must be 1/3 of full fee)		36.65	38.00	1.35	3.7%	Non Statutory
Pensioner concession unsterilised dog		55.00	57.00	2.00	3.6%	Non Statutory
Pensioner concession unsterilised cat		55.00	57.00	2.00	3.6%	Non Statutory
Pensioner concession / reduced fee sterilised dog		18.35	19.00	0.65	3.5%	Non Statutory
Pensioner concession / reduced fee sterilised cat		18.35	19.00	0.65	3.5%	Non Statutory
Animal Business Registration (NB \$20 levy to State Gov't) **2024/25 fee apply from 1 April 2025		315.80	325.30	9.50	3.0%	Non Statutory
Lifetime tag		18.00	18.55	0.55	3.1%	Non Statutory
Permit for keeping more than two dogs or four cats or four animals in total		52.10	53.65	1.55	3.0%	Non Statutory
<b>POUND FEES</b>						
<b>Release Fees</b>						
Dogs		125.00	185.00	60.00	48.0%	Non Statutory
Cats		125.00	185.00	60.00	48.0%	Non Statutory
Sheep, pigs and goats		56.80	185.00	128.20	225.7%	Non Statutory
Horses, cattle, deer, alpacas and camels (or similar livestock)		125.00	185.00	60.00	48.0%	Non Statutory
Birds/Poultry		59.60	185.00	125.40	210.4%	Non Statutory
<i>*Daily Pen Fees charged by Albury Animal Manangement Centre (Pound) are set by Albury City Council</i>						
<b>Sustenance fees</b>						
Dogs - per day (pound charges - set by Albury City Council)		13.85	40.00	26.15	188.8%	Non Statutory
Cats - per day (pound charges - set by Albury City Council)		13.85	25.00	11.15	80.5%	Non Statutory
Sheep, pigs and goats - per day		6.15	6.35	0.20	3.3%	Non Statutory
Horses, cattle, deer, alpacas & camels - per day		13.85	14.25	0.40	2.9%	Non Statutory
<i>*Transport fees recovered at cost plus 50% plus labour and attendance (livestock impounds only)</i>						
<b>Impound fees</b>						
Shopping trolley		139.95	144.15	4.20	3.0%	Non Statutory
Toy vehicle (e.g. skateboard, scooter)		74.65	76.90	2.25	3.0%	Non Statutory
Impounded/Unregistered/Derelict/Abandoned vehicles		678.40	699.00	20.60	3.0%	Non Statutory
Impounded signs		139.85	144.10	4.25	3.0%	Non Statutory
Plus per day (all items)		29.45	30.35	0.90	3.1%	Non Statutory
<i>Transport fees recovered at cost plus 50% plus labour and attendance</i>						
<b>LOCAL LAW PERMIT FEES</b>						
<b>Local Law No. 1 (Streets &amp; Roads Law)</b>						
Advertising signs (per annum)		125.80	129.60	3.80	3.0%	Non Statutory
Artistic Activity - Busking (6 months)		47.90	49.35	1.45	3.0%	Non Statutory
Artistic Activity - Busking (per annum)		95.55	98.40	2.85	3.0%	Non Statutory
Bulk rubbish containers and portable toilet system (per month)		60.25	62.00	1.75	2.9%	Non Statutory
Bulk rubbish containers and portable toilet system (per annum)		298.00	307.00	9.00	3.0%	Non Statutory
Charitable collection bin (per annum)		7.40	7.60	0.20	2.7%	Non Statutory
Display of goods for sale (per annum)		125.80	129.60	3.80	3.0%	Non Statutory
Horse drawn vehicle for hire (per annum)		272.30	280.20	7.90	2.9%	Non Statutory
Outdoor eating facility (p.a.)		272.30	280.50	8.20	3.0%	Non Statutory
Parking heavy vehicle in residential area (p.a.)		272.30	280.50	8.20	3.0%	Non Statutory
Roadside trading (per month)		72.20	74.40	2.20	3.0%	Non Statutory
Roadside trading (per annum)		272.30	280.50	8.20	3.0%	Non Statutory
Street collections (each) - Charitable collections or raffles	No charge	No charge	-	-	-	Non Statutory
Street collections (pa) - Charitable collections or raffles	No charge	No charge	-	-	-	Non Statutory
Street Stalls - Information Tables or Not for Profit organisations	No charge	No charge	-	-	-	Non Statutory
<b>Local Law No. 2 (Amenity)</b>						
Burn off in the open air' permit (in township area)		73.60	75.80	2.20	3.0%	Non Statutory
Keep more than 2 dogs or 4 cats (in township area)		51.55	53.10	1.55	3.0%	Non Statutory
Keeping more than 12 but less than 25 fowl (in township area)		73.60	75.80	2.20	3.0%	Non Statutory
Permit to keep a horse (in township area)		51.55	53.10	1.55	3.0%	Non Statutory
Permit to consume liquor on road (pa)		125.25	129.00	3.75	3.0%	Non Statutory
<b>Local Law No. 4 (Livestock Control)</b>						
<b>Droving of Livestock</b>						
Fee for application (non refundable)		224.50	231.30	6.80	3.0%	Non Statutory
Bond Minimum bond of \$1000.00 and maximum of \$2000.00		1,064.50	1,096.50	32.00	3.0%	Non Statutory
Daily Fee Cattle		0.60	0.60	-	0.0%	Non Statutory
Daily fee Sheep		0.60	0.60	-	0.0%	Non Statutory
Daily fee Other livestock		0.60	0.60	-	0.0%	Non Statutory
<b>Grazing of Livestock</b>						

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST	2025/26 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease) %	Basis of Fee
Fee for each application (non refundable)		123.30	127.00	3.70	3.0%	Non Statutory
*Permanent Stock Crossing		60.35	62.15	1.80	3.0%	Non Statutory
<i>*Covered by the Road Management Act - may require 'Working within the road reserve' approval - Refer <a href="http://vicroads.vic.gov.au">vicroads.vic.gov.au</a></i>						

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Planning Services</b>						
<b>PLANNING PERMITS AND PLANNING</b>						
<b>Scheme amendments fees schedule (These fees do not attract GST)</b>						
<b>APPLICATIONS FOR PERMITS UNDER SECTION 47 (REG. 9)</b>						
<b>Class</b>						
1. Use only		1,453.40	1,453.40	-	0.0%	Statutory
1. Liquor license – new, increase in area, change of class or hours - <b>Council variation (reduction) to fee structure</b>		571.10	571.10	-	0.0%	Statutory
To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:						
2. ≤\$10,000		220.50	220.50	-	0.0%	Statutory
3. > \$10 000 & ≤ \$100 000		694.00	694.00	-	0.0%	Statutory
4. > \$100 000 & ≤ \$500 000		1,420.75	1,420.75	-	0.0%	Statutory
5. > \$500 000 & ≤ \$1 000 000		1,535.00	1,535.00	-	0.0%	Statutory
6. > \$1 000 000 & ≤ \$2 000 000		1,649.35	1,649.35	-	0.0%	Statutory
<b>VicSmart application</b>						
7. VicSmart ≤ \$10 000		220.50	220.50	-	0.0%	Statutory
8. VicSmart > \$10 000		473.60	473.60	-	0.0%	Statutory
9. VicSmart to subdivide or consolidate land		220.50	220.50	-	0.0%	Statutory
<i>To develop land (other than the above classes or an application to subdivide land) if the estimated cost of development included in the application is:</i>						
10. VicSmart application (other than class 7, class 8 or class 9 permit)		220.50	220.50	-	0.0%	Statutory
11. ≤ \$100 000		1,265.60	1,265.60	-	0.0%	Statutory
12. > \$100 000 & ≤ \$1 000 000		1,707.30	1,707.30	-	0.0%	Statutory
13. > \$1 000 000 & ≤ \$5 000 000 (includes dwellings over Class 6)		3,764.10	3,764.10	-	0.0%	Statutory
14. > \$5 000 000 & ≤ \$15 000 000 (includes dwellings over Class 6)		9,593.90	9,593.90	-	0.0%	Statutory
15. > \$15 000 000 & ≤ \$50 000 000 (includes dwellings over Class 6)		28,291.75	28,291.75	-	0.0%	Statutory
16. > \$50 000 000 (includes dwellings over Class 6)		63,589.00	63,589.00	-	0.0%	Statutory
17. To subdivide an existing building		1,453.40	1,453.40	-	0.0%	Statutory
18. To subdivide land into two lots		1,453.40	1,453.40	-	0.0%	Statutory
19. To effect a realignment of a common boundary between lots or to consolidate two or more		1,453.40	1,453.40	-	0.0%	Statutory
20. To subdivide land (other than the above classes <b>per 100 lots</b> )		1,453.40	1,453.40	-	0.0%	Statutory
21. To:						
a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or						
b) create or remove a right of way; or						
c) create, vary or remove an easement; or		1,453.40	1,453.40	-	0.0%	Statutory
d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.						
22. A permit not otherwise provided for in the regulation.		1,453.40	1,453.40	-	0.0%	Statutory
<b>COMBINED PERMIT APPLICATIONS COMPOSITE FEE (REGULATION 10)</b>						
The fee for an application for any combination matters set out in the table in Regulation 9 is the sum arrived at by adding the highest of the fees that would have applied if separate applications had been made plus 40% of each of the other fees which would have applied if separate applications had been made.		As per formula	As per formula			Statutory
<b>FEES TO AMEND AN APPLICATION FOR A PERMIT OR AN APPLICATION TO AMEND A PERMIT AFTER NOTICE HAS BEEN GIVEN (REGULATION 12)</b>						
A request to <u>amend an application</u> for a permit after notice of the application has been given or a <u>request to amend an application to amend</u> a permit after notice has been given ( <b>Council variation to the fee structure</b> )		122.50	122.50	-	0.0%	Statutory

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Planning Services</b> (continued)						
<b>APPLICATIONS TO AMEND PERMITS UNDER SECTION 72 (REGULATION 11)</b>						
Approval or amendment of endorsed plans not requiring further inspection or referrals - Secondary Consent <b>(Council variation to the fee structure)</b>		122.50	122.50	-	0.0%	Statutory
Amendment to permit to change the use of land allowed by the permit or allow a new use of land		1,453.40	1,453.40	-	0.0%	Statutory
Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit.		1,453.40	1,453.40	-	0.0%	Statutory
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is \$10,000 or less.		220.50	220.50	-	0.0%	Statutory
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$10,000 but not more than \$100,000		694.10	694.10	-	0.0%	Statutory
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$100,00 but not more than \$500,000		1,420.70	1,420.70	-	0.0%	Statutory
Amendment to a class 2, class 3, class 4, class 5 or class 6 permit, * if the cost of any additional development permitted by the amendment is more than \$500,000		1,535.10	1,535.10	-	0.0%	Statutory
Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is \$10,000 or less		220.45	220.45	-	0.0%	Statutory
Amendment to a permit * that is the subject of VicSmart application, if the estimated cost of the additional development is more than \$10,000		473.60	473.60	-	0.0%	Statutory
Amendment to a class 9 permit *		220.50	220.50	-	0.0%	Statutory
Amendment to a class 10 permit *		220.50	220.50	-	0.0%	Statutory
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of the additional development to be permitted by the amendment is \$100,000 or less		1,265.60	1,265.60	-	0.0%	Statutory
Amendment to a class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000 but not more than \$1,000,000		1,706.50	1,706.50	-	0.0%	Statutory
Amendment to a class 11, class 12, class 13, class 14, class 15 or class 16 permit * if the estimated cost of any additional development to be permitted by the amendment is more than \$1,000,000		3,764.10	3,764.10	-	0.0%	Statutory
Amendment to a class 17 permit *		1,453.40	1,453.40	-	0.0%	Statutory
Amendment to a class 18 permit *		1,453.40	1,453.40	-	0.0%	Statutory
Amendment to a class 19 permit *		1,453.40	1,453.40	-	0.0%	Statutory
Amendment to a class 20 permit * (fee per 100 lots created)		1,453.40	1,453.40	-	0.0%	Statutory
Amendment to a class 21 permit *		1,453.40	1,453.40	-	0.0%	Statutory
Amendment to a class 22 permit		1,453.40	1,453.40	-	0.0%	Statutory
<b>EXTENSION OF TIME</b>						
Request for Extension of Time - First Request (Development less than \$1M, Subdivisions of 2-20 lots & Change of Use)		270.30	270.30	-	0.0%	Non Statutory
Request for Extension of Time - Second Request (Development less than \$1M, Subdivisions of 2- 20 lots & Change of Use)		413.40	413.40	-	0.0%	Non Statutory
Request for Extension of Time - Third and Subsequent Requests (Development less than \$1M, Subdivisions of 2-20 lots & Change of Use)		620.10	620.10	-	0.0%	Non Statutory
Request for Extension of Time - First Request (Development \$1M+ & Subdivisions of 21+ lots)		509.00	509.00	-	0.0%	Non Statutory
Request for Extension of Time - Second Request (Development \$1M+ & Subdivisions of 21+ lots)		986.00	986.00	-	0.0%	Non Statutory
Request for Extension of Time - Third and Subsequent Requests (Development \$1M+ Subdivisions of 21+ lots)		1,463.00	1,463.00	-	0.0%	Non Statutory
<i>*Non-Statutory fees in this section to be updated using Statutory Fee Unit rate (this note to be removed once fees updated)</i>						
<b>OTHER FEES</b>						
For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act. (Regulation 7)		4,409.10	4,409.10	-	0.0%	Statutory
For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act. (Regulation 8)		1,061.45	1,061.45	-	0.0%	Statutory
For a combined permit and planning scheme amendment. Under section 96A(4)(a) of the Act: <i>The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made (Regulation 14)</i>	As per formula	As per formula	-			Statutory



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
For a certificate of compliance (Regulation 15)		359.35	359.35	-	0.0%	Statutory
For an agreement to a proposal to amend or end an agreement under section 173 of the Act (Regulation 16)		726.70	726.70	-	0.0%	Statutory
Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council (Regulation 18)		359.30	359.30	-	0.0%	Statutory

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Planning Services (continued)						
AMENDMENTS TO PLANNING SCHEMES (REGULATION 6)						
The fees for stages 1, 2 and 3 are paid to the planning authority by the person who requested the amendment. The fee for stage 4 is paid to the Minister by the person who requested the amendment.						
SUBDIVISION (Fees) Regulations 2016						
Stage						
1. For:						
a) considering a request to amend a planning scheme; and		3,364.00	3,364.00	-	0.0%	Statutory
b) taking action required by Division 1 of Part 3 of the Act; and						
c) considering any submissions which do not seek a change to the amendment; and						
d) if applicable, abandoning the amendment						
2. For:						
a) considering		16,673.00	16,673.00	-	0.0%	Statutory
(i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or						
2. For:						
a) considering		33,313.20	33,313.20	-	0.0%	Statutory
(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or						
2. For:						
a) considering		44,531.90	44,531.90	-	0.0%	Statutory
(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and						
3. For:						
a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and						
b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and		530.75	530.75	-	0.0%	Statutory
c) giving the notice of the approval of the amendment required by section 36(2) of the Act.						
NOTE: If the Minister is not the planning authority or nil fee if the Minister is the planning authority						
4. For:						
a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and		530.75	530.75	-	0.0%	Statutory
b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.						
NOTE: If the Minister is not the planning authority or nil fee if the Minister is the planning authority						
Planning Scheme Amendments - when an independent panel report is required.		Full Panel charges for the hearing and panel report.				
SUBDIVISION (Fees) Regulations 2016						
Fee Type						
For certification of a plan of subdivision (Regulation 6)		192.70	192.70	-	0.0%	Statutory
Alteration of plan under section 10(2) of the Act (Regulation 7)		122.50	122.50	-	0.0%	Statutory
Amendment of certified plan under section 11(1) of the Act (Regulation 8)		155.15	155.15	-	0.0%	Statutory
Engineering plan prepared by Council (Regulation 10)		3.5% Value of works (maximum fee)	3.5% Value of works (maximum fee)			Statutory
Supervision of works Sec 17(2)(b) (Regulation 11)		2.5% Value of works (maximum fee)	2.5% Value of works (maximum fee)			Statutory
Checking engineering plans (Regulation 9)		0.75% Value of works (maximum fee)	0.75% Value of works (maximum fee)			Statutory
ADMIN FEES						
Assessing Timber Harvesting Plan (per assessment)		132.00	136.00	4.00	3.0%	Non Statutory
Public Notice Administration charges						
Public notice letters to owners/occupants	1-20 letters	129.70	133.60	3.90	3.0%	Non Statutory
Public notice letters to owners/occupants	21+ letters	129.70	133.60	3.90	3.0%	Non Statutory
Public notice displayed on site (when erected for applicant)		183.70	189.20	5.50	3.0%	Non Statutory
Display ad in O&M Advertiser	Cost + 10%		Cost + 10%			Non Statutory
Display ad in Border Mail	Cost + 10%		Cost + 10%			Non Statutory
Section 173 Agreements						

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Preparation fee		754.60	793.10	38.50	5.1%	Non Statutory
Legal review where agreement prepared outside Council		70.60	72.70	2.10	3.0%	Non Statutory
Sealing fee		112.90	116.30	3.40	3.0%	Non Statutory
Application for agreement to a proposal to amend or end an agreement under section 173 of the Act		726.70	726.70	-	0.0%	Statutory

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Description of Fees and Charges	Unit(s)	2024/25 Fee Inc GST \$	2025/26 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Planning Services (continued)</b>						
<b>Request for Planning Information</b> - Copies of planning permits and endorsed plans from closed files		114.05	117.50	3.45	3.0%	Non Statutory
Copies of planning permits and endorsed plans from electronic files		47.70	49.15	1.45	3.0%	Non Statutory
Copies of planning permits and endorsed plans from offsite files		95.40	98.30	2.90	3.0%	Non Statutory
Copies of planning permits and endorsed plans from onsite files		159.00	163.80	4.80	3.0%	Non Statutory
Heritage Loan Scheme		Rate set 1%	Rate set 1%			Non Statutory
Provision of written planning advice / information		239.00	246.20	7.20	3.0%	Non Statutory
<b>Infrastructure Services</b>						
<b>GARBAGE, RECYCLE AND ORGANICS COLLECTION</b>						
Domestic - Garbage Collection - Urban (140 Litre Bin)		108.85	116.50	7.65	7.0%	Non Statutory
Domestic - Garbage Collection - Rural (140 Litre Bin)		184.65	197.60	12.95	7.0%	Non Statutory
Domestic - Garbage Collection - Urban Upgraded Bin Size (240 Litre Bin )		184.65	197.60	12.95	7.0%	Non Statutory
Domestic - Garbage Collection - Rural Upgraded Bin Size (240 Litre bin)		220.00	235.40	15.40	7.0%	Non Statutory
Domestic - Recycling Collection (240 Litre Bin)		105.10	108.25	3.15	3.0%	Non Statutory
Domestic - Recycling Collection - Upgraded bin size (360 Litre Bin)		127.15	131.00	3.85	3.0%	Non Statutory
Domestic - Organics Collection (240 Litre Bin) or 140 Litre bin by arrangement		182.40	187.90	5.50	3.0%	Non Statutory
<b>TRANSFER STATION FEES</b>						
<b>Putrescible Waste, Hard Waste and unsorted loads / Landfill waste (General Waste)</b>						
General Waste Charge Charge/m3		53.00	54.60	1.60	3.0%	Non Statutory
General Waste Minimum Charge		10.00	10.30	0.30	3.0%	Non Statutory
<b>Other Materials</b>						
Clean separated green waste accepted by Site Supervisor (per cubic metre)		22.75	23.45	0.70	3.1%	Non Statutory
- N.B. Full charge applies if contaminated						
Car tyres (each)		10.15	10.45	0.30	3.0%	Non Statutory
Car tyres with rim (each)		14.25	14.65	0.40	2.8%	Non Statutory
Light truck tyres (each)		18.10	18.65	0.55	3.0%	Non Statutory
Heavy truck tyres (each)		43.90	45.20	1.30	3.0%	Non Statutory
Tractor tyres (each)		94.00	96.85	2.85	3.0%	Non Statutory
Earthmover tyres (each)		189.15	194.90	5.75	3.0%	Non Statutory
Mattresses (each)		40.90	42.10	1.20	2.9%	Non Statutory
Soft Furnishings lounge chairs, couches etc. (each)		44.15	45.50	1.35	3.1%	Non Statutory
Fridges		11.15	11.50	0.35	3.1%	Non Statutory
Mattresses - cot size (each)		40.90	12.50	-28.40	-69.4%	Non Statutory
Mattresses - single size (each)		40.90	32.20	-8.70	-21.3%	Non Statutory
Mattresses - double / queen / king / or larger size (each)		40.90	42.10	1.20	2.9%	Non Statutory
Soft Furnishings - small to medium items (lounge chair, arm chair) (each)		44.15	36.50	-7.65	-17.3%	Non Statutory
Soft Furnishings - large items (e.g. 2-seat or larger couch) (each)		44.15	45.50	1.35	3.1%	Non Statutory
Fridges and Freezers		11.15	11.50	0.35	3.1%	Non Statutory
Domestic LPG bottles - up to 9kg (each)		-	11.00	11.00	-	Non Statutory
Domestic LPG bottles - 45kg (each)		-	25.00	25.00	-	Non Statutory
<b>Consent to Work Within the Road Reserve - Road Management Act 2004</b>						
Statutory Fees - as at 1 July 2024, one fee unit equals \$16.33						
Current fees (below) are also available at <a href="https://www.vicroads.vic.gov.au">vicroads.vic.gov.au</a> .						
<b><u>Works (other than minor works conducted by a person referred to in regulation 10(2) that are traffic impact works)</u></b>						
<b>Road Classification</b>						
<b>Freeway</b>						
Conducted on any part of the roadway, shoulder or pathway		705.45	705.45	-	0.0%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		493.20	493.20	-	0.0%	Statutory
<b>Arterial Road</b>						
Conducted on any part of the roadway, shoulder or pathway		705.45	705.45	-	0.0%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		493.15	493.15	-	0.0%	Statutory
<b>Municipal road or non-arterial State road where maximum speed limit at any time is more than 50kph</b>						
Conducted on any part of the roadway, shoulder or pathway		703.80	703.80	-	0.0%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		383.75	383.75	-	0.0%	Statutory
<b>Municipal road or non-arterial State road where maximum speed limit at anytime is <u>not more than 50kph</u></b>						
Conducted on any part of the roadway, shoulder or pathway		383.75	383.75	-	0.0%	Statutory
Not conducted on any part of the roadway, shoulder or pathway		98.00	98.00	-	0.0%	Statutory



# Draft Ten Year Financial Plan 2026–2036





**Indigo Shire Council**  
**10-Year Financial Plan 2025/26 to 2034/35**

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### Executive Summary

Overall, the *10- Year Financial Plan* (the plan) shows that council is financially sustainable in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives.

The plan establishes the strategic financial direction for Council to meet the funding and investment challenges that lie ahead in the next 10 years.

The plan outlines both the financial and the non-financial resources required to achieve council's strategic objectives expressed in the *Indigo Shire Council Plan 2025 - 2029*.

The Council Plan supports Council's Vision, Purpose and Values and outlines the strategic economic, social and environmental priorities that have been identified as the direct result of community consultation and ongoing Council planning to ensure our communities have access to infrastructure and services that support quality of life and well-being.

This includes strategies that support the prosperity and sustainability of:

- Our People and Communities.
- Our Places, Townships & Infrastructure
- Indigo's Economy
- Indigo's Environment and Sustainability
- Indigo's Civic Leadership and Governance

Significant items in *10- Year Financial Plan 2025/26 to 2034/35* include:

- a) Rate revenue collection.
- b) Capital expenditure; and
- c) Service Retention

Council has reviewed elements of the *10-Year Financial Plan* in conjunction with the *Indigo Shire Council Plan*. The *10-Year Financial Plan* is scheduled to be adopted by the council at its ordinary meeting on June 24, 2025.

A number of strategic challenges lie ahead, including renewing existing assets at an adequate rate and continuing to provide an appropriate range and level of services to an ageing regional community. Existing services are planned to be retained, and it is projected that Council's FTE resourcing to deliver its services, remains consistent with current levels for the period of the plan.

The challenge for the council, in the short-term, is to fund the appropriate level of investment in the community's assets and services to simultaneously accommodate the pressures of facilitating the infrastructure and service needs of our community, given the background context of an economy struggling with the significant impact of recent economic disruption.

Future directions will be informed heavily by key strategic documents including the Tourism and Economic Development, Recreation, and Ageing Well strategies. Indigo Shire will ambitiously seek to enhance its social and economic capacity through the delivery of major projects and identifying and delivering potential future significant projects (Such as the Victorian Goldfields World Heritage Listing). Addressing the community's future service needs and the required capital expansion requires a planned approach to maintaining a financially responsible and sustainable position.

The 2025/26 capital works budget is a total of \$11.62m. This includes State and Federal Government grant funding for various infrastructure projects. When you break it down, the net cost to Council to deliver the

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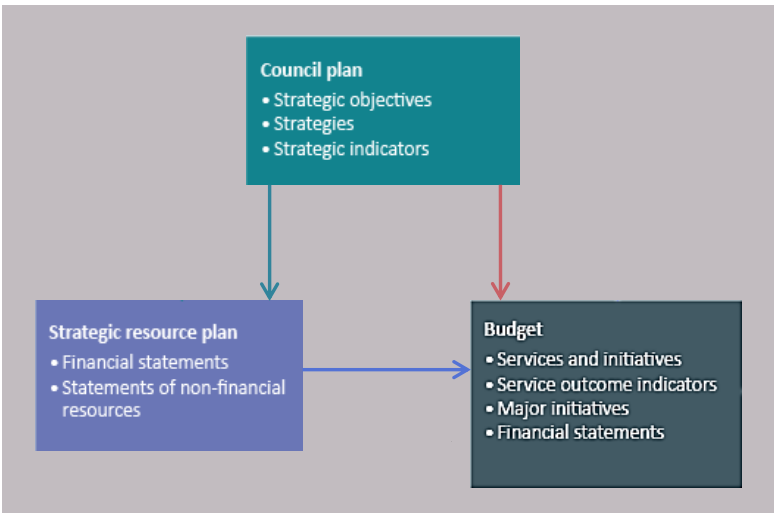
capital works program is \$5.5m. To achieve this, Council assesses financial risk through the use of VAGO indicators, with a commitment to remain in the low to medium risk categories.

## Background

The *Local Government Act 1989* and the new *2020 Act* (the Act) requires council to prepare a 10-year Financial Plan that describes both the financial and non-financial resources required to achieve the strategic objectives in the Council Plan. In preparing the plan, council must consider services and initiatives contained in any plan adopted or proposed to be adopted by council.

Indigo Shire Council has prepared a plan for the ten years 2025/26 to 2034/35 as part of its integrated planning framework as set out below.

### Integrated Planning Framework



The council plan includes the strategic objectives, strategies for achieving these for the period of its four-year term and strategic indicators for monitoring achievement of the strategic objectives. The plan is a strategy of the resources for the next ten years required to achieve the strategic objectives in the council plan. The plan informs the preparation of the budget, which is a plan that describes the services and initiatives to be funded and how they will contribute to achieving the strategic objectives in the Council Plan.

### Objectives of the 10-year Financial Plan

The overall objective of the plan is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the Council Plan strategic objectives. The key principles which underpin Indigo Shire's plan over the next ten years are:

- Council will maintain current services at current service levels.
- Budgeting against LTFP targets. Council budgets to achieve the maintenance of the (base, uncommitted) EOFY cash balance.
- Strategic consideration of the appropriate use for any surplus cash. This will become more critical into the future as Council's cash position becomes stronger. The 2025/26 budget build will involve more discussion and consideration of this.
- New borrowings will only be considered for long-term infrastructure for multi-generational benefit.
- Council will maintain Low/Medium risk against VAGO financial indicators.
- Capital renewal expenditure will align with Council's renewal needs.
- Capital expenditure and income will be based on a ten-year Capital works program.
- Capital net cost to Council (NctC) to be stable with CPI increases.
- No unlinked 'contingency' allocation. All reactive budget allocations are to be authorised through the appropriate channels once details are known.
- New initiatives are to be included.
- ISC will maintain a level of own sourced expenditure on roads.
- Maintenance of cash reserves to ensure operational liquidity, not relying on Council's overdraft facility.

In preparing the plan, council has also been mindful of the need to comply with the principles of sound financial management in the Act which requires council to:

- prudently manage financial risks relating to debt, assets and liabilities.
- provide reasonable stability in the level of rate burden.
- consider the financial effects of council decisions on future generations; and,
- provide full, accurate and timely disclosure of financial information.

### How the plan was developed

This plan has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2024 and 2024/25 Quarter 2 adopted forecast.
- assumptions provided by council service providers about changes in future income and expenditure.
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets.
- assumptions provided by finance regarding future changes in assets, liabilities and equity; and,
- information provided by the executive management team and council.

### Key 10-year Financial Plan assumptions

There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the plan. These assumptions include:

#### Rate cap exemption.

The State Government has issued a rate cap of 3 percent. Council is seeking a rate cap exemption for upcoming financial year. This due to late in 2023 the Minister for Local Government published a “Good Practice Guidelines for Service Rates and Charges” that proposed that expenses that are not attributable directly to a specific property (e.g. transfer stations, bins in parks, etc) should not be funded by a property-based charge (e.g. the EMC). In June 2024 Council considered this and passed the following resolution:

*Council endorses the path to compliance with the Minister for Local Government’s Good Practice Guidelines relating to waste service charges that is outlined in the body of [the budget adoption report to the June 2024 Council Meeting], and the CEO be authorised to commence the process of converting the Environmental Management Contribution to General Rates, with no net financial impact on Council or ratepayers.*

#### Remaining assumptions

- Rate Increase for Year two onward budgeted at 3 percent with no variation over the period of the plan\*
- 3 percent Other Grants increase
- No greater than 3 percent Statutory Fees increase
- 3 percent User fees & charges increase\*\*
- 3 percent Other income increase (e.g. Rents)
- 2 percent Expenses (non-staff) increase
- 3 percent staffing costs increase
- No Defined Benefits call\*\*\*
- \$310k in new initiatives (Attributed to operational priorities linked to Council Plan)

\* Any actual variations will be remodelled within the plan

\*\* Council’s discretionary fees may increase in accordance with cost recovery needs or rate cap fluctuations

\*\*\* If Benefits called, Contingency 1: Revision of cash allocation, Contingency 2: Re-deployment of capital budget



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

These assumptions have been derived from the following sources:

- assessment of the current financial position
- scan of the external economic environment
- forecast changes in population and demographics
- advice from officers responsible for service and capital works planning and delivery
- services and initiatives contained in plans adopted or proposed to be adopted by council.
- Inclusion of grant funding only where funding is announced or there is a high likelihood of funding availability.
- Capital expenditure & income based on current 10-year Capital works program

### Financial Sustainability

Developing financial strategies for councils is often a difficult process, which poses questions like:

- Is the council achieving a sufficient amount of revenue to meet the current and future needs of Indigo Shire's community?
- What should the target be in respect to resourcing expenditure on new assets (capital expenditure)?
- What is the council's targeted renewal investment and is this maintaining an acceptable level of service for the community?
- What is an acceptable rate and charge increase, considering whether a case exists to seek rates rises above the rate cap?
- What is an acceptable level of borrowings?

Some of these answers come from prudential guidelines established by industry bodies such as the Department of Environment, Land, Water and Planning (DELWP), or from Victorian Auditor General's reports. However, a great deal is left for each council as an individual entity to determine. How does the council gather appropriate data on which to base decisions about its financial future?

The use of financial indicators that assess the comparative financial position of each council in Victoria provides a valuable source of information in establishing financial strategies. These indicators highlight the relative financial strengths of each council and uncover the opportunities that councils may seek for improvement. The indicators are used to identify trends in financial sustainability.

In preparing the financial plan, Indigo Shire council has complied with the following principles of sound financial management:

- a) Prudent management of financial risks relating to debt, assets and liabilities.
- b) Provision of reasonable stability and predictability in the level of rates.
- c) Consideration of the financial effects of council decisions on future generations; and,
- d) Full accurate and timely disclosure of financial information.

The key objective that underlines the financial plan is financial sustainability in the medium and long-term, whilst achieving the objectives set out in the *Indigo Shire Council Plan*.

#### Analysis of Council's Financial Sustainability

The concepts most people use in their personal and business lives are basically the same as those that should be applied to local government; however, those concepts need some modification.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Councils are perpetual organisations that manage intergenerational community services and assets. Councils provide the legal framework by which communities own infrastructure and assets collectively.

The Australian Local Government Association's (ALGA's) definition of financial sustainability is worth noting:

*"A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."*

It is against this definition then that the sustainability of Indigo Shire Council can be assessed.

### Victoria Auditor General

The Victoria Auditor General's Office (VAGO) in April 2025 released its results of 2023-24 Audits: Local Government. The report outlines an analysis on the financial sustainability of councils and regional library corporations.

### VAGO's Indicators of Council Financial Sustainability Risk

Indicator	Definition	Formula
<b>Profitability indicators</b>		
Net result (percent)	A positive result indicates a surplus. The larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long term. The net result and total revenue are obtained from the comprehensive income statement.	Net result / Total revenue
Adjusted underlying result	This measures an entity's ability to generate surplus in the ordinary course of business—excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from net result. A surplus or increasing surplus suggests an improvement in the operating position.	Adjusted underlying surplus (or deficit) / Adjusted underlying revenue
<b>Financing indicators</b>		
Liquidity (ratio)	This measures an entity's ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.	Current assets / Current liabilities
Internal financing (percent)	This measures an entity's ability to finance capital works using cash generated by its operating cash flows. The higher the percentage, the greater the ability for the entity to finance capital works from its own funds. Net operating cash flows and net capital expenditure are obtained from the statement of cash flows	Net operating cash flow / Net capital expenditure
Indebtedness (percent)	This assesses an entity's ability to pay the principal and interest on borrowings, as and when they fall due, from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt.	Non-current liabilities / Own-sourced revenue

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Indicator	Definition	Formula
	Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.	
<b>Asset renewal and maintenance indicators</b>		
Capital replacement (ratio)	<p>This compares the rate of spending on new infrastructure, property, plant and equipment with its depreciation. Ratios higher than 1 indicate that spending is faster than the depreciating rate.</p> <p>This is a long-term indicator, because capital expenditure can be deferred in the short term if there are insufficient funds available from operations and borrowing is not an option. Cash outflows for property, infrastructure, plant and equipment are taken from the statement of cash flows. Depreciation is taken from the comprehensive income statement.</p>	Cash outflows for property, plant and equipment / Depreciation
Renewal gap (ratio)	This compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1.0 indicate that spending on existing assets is faster than the depreciation rate.	Renewal and upgrade expenditure / Depreciation

[Source: VAGO]

Indigo Shire forecasts for the VAGO and Local Government Performance Reporting Framework are attached in the appendix.

## Rating Strategy

### Background to the present rating system

Rate revenue is a major source of Indigo Shire Council's revenues, accounting for nearly half of its annual income.

Council has endeavoured to balance the cost of providing rates and services as fairly as possible across all ratepayer groups. Council's practices and decisions regarding rating are influenced by a number of factors including legislation and Council's strategies and plans.

There are major practical considerations that influence what type of services will attract fees and charges. Most critically is whether the services being considered are either entirely or partially public goods. Public goods are defined as services that provide a broad and often unquantifiable benefit to the community rather than a particular benefit to individuals, businesses, specific groups or individual properties. Public goods have the following characteristics:

*The use of or enjoyment of them by one person does not diminish their availability to, or enjoyment by, others (that is, they are non-rival); and it is not practical to exclude access to them (that is, they are non-excludable).*

Council currently uses the Capital Improved Value (CIV) as a basis for levying rates. The CIV is determined by the Valuer General and is the total market value of the land plus the value of improvements made to the property including buildings and landscaping.

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CIV considers the total value of the property (Site Value plus the value of all improvements); the sum which land, if it were held for an estate in fee simple unencumbered by any lease, mortgage or other charge, might be expected to realise at the time of valuation if offered for sale on any reasonable terms and conditions which a genuine seller might in ordinary circumstances be expected to require.

### **Indigo Shire Council levies rates using a differential system**

The use of differential rates ensures greater equity and appropriate contribution from rates according to land use characteristics in relation to affordability and taxation principles. Following are the differential rating categories:

#### *General Differential*

The objective of this general rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the construction and maintenance of infrastructure assets, development and provision of community services and provision of support services.

The categorisation of “general” properties includes small businesses that operate from residential properties that are of small scale and do not cause significant commercial impact on the community. This may include small accommodation businesses (B&B’s or self-contained accommodation, small scale professional business such as accounting etc.).

Being the base / default differential category, the rating differential of General properties is always 100 percent.

#### *Residential Vacant Differential*

In order to encourage development, Council considers that vacant land should be treated differently.

Council recognises that the area of higher differential rating of residential vacant land is subjective, and arguments can be made to support a number of positions. Council considers on balance there are factors that materially influence the decisions of property owners to sell or develop land.

Council applies a differential rate titled Residential Vacant, with the differential set at 200 percent of the General rate.

#### *Rural Differentials (Rural 1 and Rural 2)*

The basis for this decision is that, in the absence of some rate relief, the higher land component inherent in farming properties contributes to their relatively higher values and would result in farmers having to pay disproportionately high rates in relation to the income or surplus able to be generated from their properties

Council applies two rural differentials.

**Rural 1:** For land greater than 50 HA, the differential rate will be set at 75 percent of the General rate.

**Rural 2:** For land between 8 HA and 50 HA, the differential rate will be set at 90 percent of the General rate.

#### *Commercial and Industrial Land Differential*

It is Council’s position that businesses place additional demands on some council services. Higher demands are also placed on road infrastructure through specific commercial/industrial heavy

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vehicle movements. Additionally, commercial operations are direct and indirect beneficiaries of economic development and tourism activities and promotion within the shire.

Council applies a differential rate titled Commercial/Industrial with the differential set at 135 percent of the General rate.

### **Indigo Shire Council levies a Municipal Charge at or near the maximum permitted 20 percent**

Council considers that it is equitable that properties make a standard contribution to some administrative costs and that the municipal charge is a useful means of ensuring that, regardless of property size or valuation, each assessment contributes a flat, identical contribution towards the operation of the Council. Specifically:

#### *Retirement Villages*

Council acknowledge that retirement villages provide a proportion of the services normally provided by local government. Council only charges one Municipal Charge and one Environmental Management Contribution per accredited retirement village.

#### *Cultural and Recreational properties*

The Cultural and Recreational Lands Act 1963 provides a means for Councils to grant a rating concession to any cultural or recreational property which meet the test of being 'rateable land' under the Act. Council does not consider that rebates to Cultural and Recreational Land provides sufficient public benefit to justify the additional rating burden on all other ratepayers.

#### *Charitable and Not-For-Profit Organisations*

Section 154 of the Local Government Act 2020 provides for properties where the use is charitable, to be non-rateable. Council complies with Section 154 of the Local Government Act (2020) and does not expand concessions beyond those provided for in legislation.

#### *Service Charges*

Council currently applies four service charges for garbage collection, recycling collection, organic collection and for environmental management.

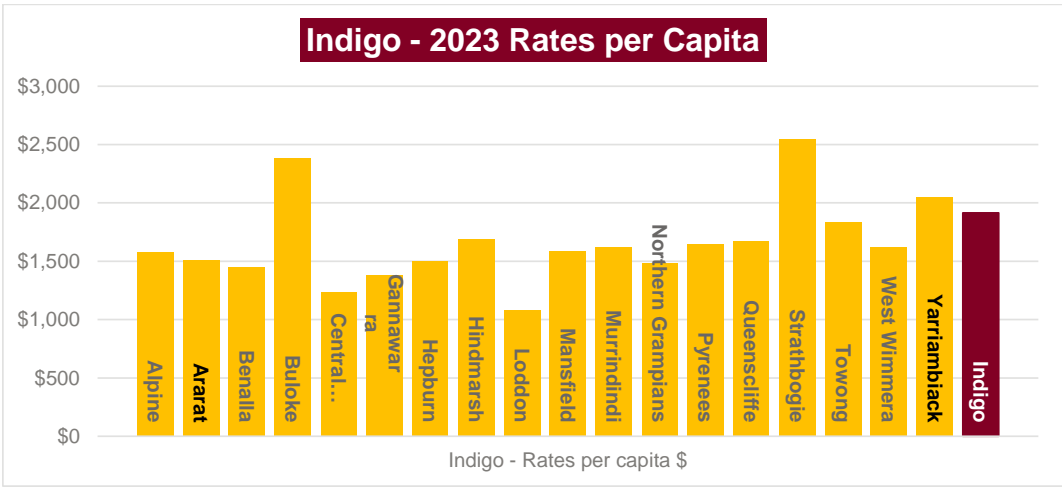
### **Assessment of current rating levels**

Comparing the relativity of rating levels between councils can be a difficult exercise due to debate over the most appropriate methods and the inability to consider intricacies of rating structures in different councils.

Also, councils have significantly different infrastructure needs and geographic sizes. Each municipality has significantly different levels of capital works, funding structures for capital works and varying debt levels.



Total Rates, Levies and Charges per Population



For rates per capita, Indigo is traditionally a low-rating shire compared to other similar Councils. For 2023 we were slightly higher than other similar councils.

Fees and Charges

Indigo Shire 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 compulsory or discretionary services.

Compulsory services attract unavoidable charges and can include such services as garbage collection, disposal, recycling and other special charges usually imposed on residents through rates notices. Discretionary services are those that residents can choose to use or not, such as recreation services, childcare, applications for planning and building approvals and human services. In most cases council provides these on a fee-for-service, or user-pays basis rather than funding them entirely out of rates and other general revenues.

Currently, Indigo Shire uses surplus funds from service areas to cross-subsidise other service areas that are unable to fully recover the cost of service through fees or other sources of funding. Indigo Shire will undertake a cost assessment of all service areas over the period of the plan to determine a “true cost of service” and apply a fee structure set at a level that recovers the full cost of the service. Where fees do not satisfy council’s Best Value or Competitive Neutrality obligations, cross subsidisation may still be required.

Some of these fees and charges, such as statutory planning fees, are set by state government statute and are commonly known as ‘regulatory fees’. In these cases, council usually has no control over service pricing. Non-regulatory fees and charges, however, are set by council following consideration of a range of factors.

In this Plan, the terms ‘fees’ and ‘charges’ are used generically to cover all user charges and fees-for-service that are set and managed by council.

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### Revenue and Rating Plan

Councils are required to produce a Revenue and Rating (R&R) Plan. This document is different to the Revenue and Rating Strategy that will be produced in the coming year.

The format of the R&R Plan has been set for all Victorian Councils.

A widely accepted principle for public sector pricing is that where only the user of the service obtains the benefit from that service, 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.

Full cost represents the value of all the resources used or consumed in the provision of a service. In addition to the costs directly associated with the service, full cost includes an appropriate allocation of indirect, including capital costs.

The principle to recover the full cost of a service where relevant is likely to encourage more efficient outcomes for a council, by focusing its attention on the efficient cost of service delivery. It should also reduce or avoid the risk of over-consumption of services that could occur if they were provided free of charge.

Full cost recovery, where appropriate, also contributes to achieving allocative efficiency—where resources are optimally allocated to benefit society and where the value consumers place on a good or service equals the cost of production.

When setting service fees and charges councils need to consider the efficiency of their services, the requirements of the Best Value principles, and the need to comply with their Competitive Neutrality obligations for significant business activities they provide.

At a minimum, this requires council to apply and monitor meaningful cost standards for its services to take account of efficient costs and to consider the principles of access, affordability and equity.

Equity considerations are important factors impacting on pricing decisions and for determining the appropriate level of cost recovery for given services. This involves balancing the desire to distribute costs equally to users who benefit from the service with assuring equal access to those with less capacity to pay. These are often competing priorities, which can be further complicated by the need to make appropriate price adjustments to offset any advantages or disadvantages to council arising from it competing with the private sector.

While full cost recovery represents the optimum pricing outcome, it is important to note that there will be situations where it is appropriate for council to recover less than the full cost, or not to recover costs through fees and charges at all. For example, where:

- Full cost recovery is not commercially competitive users receive only some of the benefits of the service, with the balance going to external, unrelated third parties
- Social policy or access considerations outweigh the objectives of full cost recovery
- Decisions of individuals to consume services should not impact on others who have no choice about that transaction (i.e. cross subsidisation)
- Rates minimized for all. User then determines if they need that fee-for-service or are getting value for money and are prepared to pay for that service. If all included in rates or cross subsidized, then no such conscious decision can be made.
- Sound financial management

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

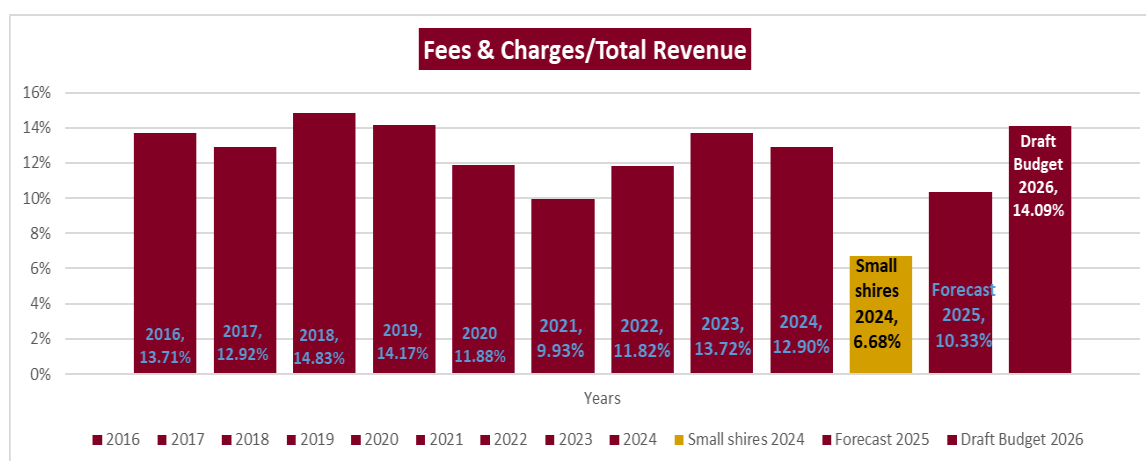
- Best value principles
  - Service costs and quality standards
  - Value for money
  - Community expectations and values
  - Affordability and accessibility of services

Fees and charges are important to ratepayers and to the users of services. From a ratepayer's viewpoint, fee revenue supplements, and therefore ought to reduce, the rate burden. If fees and charges revenue do not keep pace with increases in the cost-of-service provision, or if fees are set only partially to recover costs, then the cost burden can fall back onto the ratepayer.

From the service user's viewpoint, the fee or charge acts as a price signal about the cost and value of resources used to produce the service. It also creates a user expectation that appropriate service standards will be set and met.

### Fees Revenue

Council's fees and charges revenue as a percentage of its total revenue is 14.09 percent which is above the average for small rural shires of 6.68 percent. The predominant reason for this is the fees collected from Council's Buller Gas operation.



## Auditor General's Report

In April 2010 the Auditor General delivered to Parliament its report titled *"Fees and Charges – cost recovery by local government"*.

The report concluded, based on a sample of five councils reviewed, that Victorian councils are not effectively managing the full costs of the services they provide. Further, they are not basing their fees and charges on any clear understanding of these costs, or of the other societal, economic and legal factors that must be considered when establishing prices for community services.

The Auditor General consequently made the following recommendations:

1. Councils should develop and endorse central policies on service costing that provide guidance to staff on:

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- principles of cost recovery and their relationship to service
  - delivery objectives
  - the methodology for costing council services and the associated rationale.
2. Councils should review and, where necessary, enhance their current cost allocation practices by:
- developing a costing model and related processes to allocate indirect costs
  - recognising and reporting the full cost of their services.
3. Councils should strengthen oversight of service costs by:
- setting cost standards based on efficient costs
  - regularly reporting to senior management and council on the efficiency and full cost of their services and relate this to fees and charges collected.
4. Councils should develop and endorse central policies on fee setting that provide guidance to staff on:
- principles for fee setting and their relationship to service delivery objectives
  - appropriate fee setting methods, including factors to be considered in determining the required level of cost recovery
  - procedures for assuring compliance with competitive neutrality requirements
  - procedures for monitoring service costs and fees and charges.
5. Councils should strengthen fee setting practices to assure that decisions are evidence-based and demonstrate consideration of:
- both the direct and indirect cost of goods and services to establish the full cost
  - Best Value principles including accessibility, affordability and the efficient cost of services
  - Competitive Neutrality policy requirements.
6. Local Government Victoria (LGV), in consultation with stakeholders, should develop guidance for councils on setting fees and charges.

### Local Government Act 2020

The Local Government Act 2020 (the Act) empowers councils to generate revenue from fees and charges by:

- making local laws that provide for determining fees and charges for goods and services, including setting maximum and minimum fees; and
- declaring a service rate or service charge, or combination of both for providing waste disposal, sewage, or other prescribed services.

### Best Value principles

In December 1999, the Victorian Government introduced the Local Government (Best Value Principles) Act 1999.

The Best Value legislation has principles to guide how a service should be monitored and reviewed on an ongoing basis. These include:

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- being responsive to community needs.
- ensuring services are accessible by those to whom they are targeted.
- achieving continuous improvement through regular review.
- consultation and reporting to the community; and
- establishing cost and quality standards for all services.

The last item is important for council in managing the cost of services as it enables council to assess the efficiency and cost-effectiveness of its services and to make informed pricing decisions.

### Competitive neutrality policy

The Victorian Government is party to the inter-governmental Competition Principles Agreement (CPA), which is one of the three agreements that collectively underpin National Competition Policy (NCP). Under the CPA, Victoria is obliged to apply competitive neutrality policy and principles to all significant business activities undertaken by government agencies and local governments, where the benefits of applying competitive neutrality exceed the costs.

In Victoria this is further supported by the *Competitive Neutrality Policy Victoria 2000 (CNP)*.

The aim of the CNP is to create a level playing field by requiring councils to adjust their service prices to neutralise any competitive advantages when competing with the private sector. It is up to each council to determine which of its business activities are significant and accordingly fall under the scope of the policy.

As far as is practicable, all user charges should be adjusted to ensure competitive neutrality.

Competitive neutrality policy can mean that goods and services supplied on a commercial basis in an open market may be set above full cost recovery level, reflecting the higher costs faced by private sector competitors.

## Definitions

- A **'user charge'** or **'fee-for-service'** is the direct charge for the provision of a good or service by the Government in an open market. Examples include the charge of processing a Freedom of Information request, and the fee for a copy of a marriage, birth or death certificate.

## Objectives

### Efficiency Objective

The costs of Council provided activities need to be recovered in some way – either from users or others who benefit from the good, service or activity; those whose actions give rise to it; or from ratepayers more generally.

Cross-subsidies occur when one group of users pay for more than the costs of the services (or products) they receive, and the 'surplus' is used to offset the cost of services provided to other users.

Cross-subsidisation should be avoided when structuring charges, unless there is an explicit reason to cross subsidise – for example, in order to pursue equity or social policy objectives.

From an economic efficiency point of view, cross-subsidies are undesirable because those paying the subsidy will under-consume resources, and those receiving the subsidy will be encouraged to consume more resources than would be the case if the relevant product/activity were to be appropriately priced.



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Conversely, those who receive a subsidy may be encouraged to use too much of the product/activity.

Often, the costs of cross-subsidies remain hidden. Groups can receive benefits without those incurring the costs (i.e. other ratepayers) knowing they are doing so. This is contrary to the important principle of transparency.

Direct subsidies are a more transparent form of assistance and thus are preferable to hidden cross-subsidies.

### Equity Objectives

When used in a public finance context, equity can have both horizontal and vertical dimensions.

**Horizontal equity** refers to treating people in similar situations in similar ways. In the case of cost recovery, horizontal equity refers to those who benefit from Council activities, or those that contribute to the need for government regulation, having to pay the associated costs.

This improves equity because it avoids the situation where all taxpayers have to pay the associated costs regardless of whether or not they benefit from – or give rise to the need for – the activity or regulation.

**Vertical equity**, on the other hand, refers to those with greater means contributing proportionately more than those with lesser means. In the context of cost recovery, vertical equity may be affected if different charging arrangements apply to different groups of users or industries. For example, concessions may be provided on certain charges to particular user groups (e.g. those on low incomes), where the goal is to maximise these groups' access to certain goods and services.

### Full Cost Recovery

As stated in the *Victorian Guide to Regulation*, general government policy is that regulatory fees and user charges should be set on a full cost recovery basis because it ensures that both efficiency and equity objectives are met.

Full cost represents the value of all the resources used or consumed in the provision of an output or activity.

Full cost recovery is consistent with achieving the efficiency and equity objectives:

- Full cost recovery promotes the efficient allocation of resources by sending the appropriate price signals about the value of all the resources being used in the provision of government goods, services and/or regulatory activity.
- From a horizontal equity point of view, full cost recovery ensures that those that have benefited from Council-provided goods and services, or those that give rise to the need for Council regulation, pay the associated cost. Those parties that do not benefit or take part in a regulated activity do not have to bear the costs.

### Exceptions to Full Cost Recovery

In some circumstances it may be considered appropriate to under-recover the full costs of supplying goods and services, because of the need to provide value for money to the ratepayers, willingness of residents to pay, and community service obligations.

While general policy is for costs to be recovered on a full cost basis, there are nevertheless situations where it may be desirable to recover at less than full cost, or not to recover costs at all.

Examples of such situations include circumstances where:

- practical implementation issues make cost recovery infeasible.

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- there are benefits to unrelated third parties.
- social policy or vertical equity considerations are considered to outweigh the efficiency objectives associated with full cost recovery; and/or
- full cost-recovery might adversely affect the achievement of other Council policy objectives.

Social policy factors (or community service obligations) may include:

- ensuring community access to all services regardless of capacity to pay; and
- greater community benefit arising from use of the services (for example improved community health through access to subsidised sport and recreation services)

Where the Council is providing goods and services on a commercial basis, in competition with the private sector, it is appropriate for a charge to be set at the commercial market price – even if this implies a level that exceeds full cost recovery (Competitive neutrality principle).

### Simplicity

When setting charges, it is important to ensure that they are simple to understand, and to implement.

Complex arrangements, while theoretically pure, may result in unjustified costs, unnecessary confusion, and high levels of evasion.

### Statutory Fees - Restrictions

Some fees and charges are set, or capped, by State Government. These include fees for services such as statutory planning and land information certificates.

Fees and charges have significant revenue implications in terms of cost recovery for a particular service. While statutory fees do not form a large proportion of a Council's revenue, the quantum is important in terms of a Council's capacity to receive adequate compensation for the provision of the statutory services.

## General Operating Assumptions

The general assumptions affecting all operating income and expenditure are included the following table.

**General Operating Assumptions for Income and Expenditure**

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	%	%	%	%	%	%	%	%	%	%
Consumer Price Index	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Rate cap	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Property growth	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Wages growth	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Grants (operating)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Statutory fees	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Investment return	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

### Consumer Price Index

2023/24 Victorian Budget Papers forecast that Victoria's CPI will be at 2.50 percent in 2025/26. For the purposes of the 2025/26 budget the rate cap (2.75%) has been used at an appropriate cost escalation value. CPI has been set at 2.50 percent for the remaining years in the absence of any Victorian Budget Papers projections beyond 2025/26.

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### Rate Cap

For the 2025/26 financial year, council rate rises have been capped at 3 percent.

Council reserves the right to apply for a higher cap to support a critical need for spending on services or projects that requires a rate rise above the capped amount. This is subject to a full consultative process. As such Council have In March 2025 submitted an application to the Essential Services Commission to transfer \$802k from a waste levy (Environmental Management Contribution) to general rates. This is a revenue-neutral transfer that involves general rates increasing by 7.54% in 2025/26 (being the annual 3% increase as well as 3.54% to transfer the \$802k to general rates) and the Environmental Management levy being removed (therefore saving ratepayers the \$802k that is now in general rates). Overall, there is no increase in the total revenue collected by council; this is a simple transfer from one collection method to another.

### Property Growth

The municipality is expected to continue growing marginally over the ten-year period based on current trends in property development. The property growth rate has been forecast to 1 percent annually.

### Wages Growth

Council's enterprise agreement has ceased with discussions commenced on the new enterprise agreement. The wages growth in the plan is based on a 3 percent increase in 2025/26 and for the remaining years of the plan.

### Grants (Operating)

Council receives on average approximately \$9 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes approximately \$6.495 million for the 2025/26 year in financial assistance grants. Future increases in Financial Assistance Grants have been set at 3 percent along with operating grants also set at 3 percent in all years.

### Fees and Fines

Council raises on average approximately \$1.20k in fees and fines annually, which are imposed in line with legislation governing local government activities such as planning and building applications, animal registrations and parking fines. Future increases in statutory fees have been set as per direction provided by the respective bodies relevant to the statutory body and other fees and fines at no greater than 3 percent.

### Interest on Investments Income

Recent economic events have now settled with interest rates being stable. Council is likely to receive a minimal increase in its interest on investments income in 2025/26.

Council is then budgeting for minimal decreases for the remainder of the 10-year plan. Mainly due to financial impacts on Council to maintain delivery of all services plus retain a health cash balance.

## Climate Change Adaptation

### Why adaptation is necessary

Expectations for hotter and generally drier conditions in future, with increasing frequency and intensity of extreme climatic events, have implications for the continued delivery of local government assets and services. Indigo Shire Council is already faced with heatwave, drought, fire and flood. These extremes

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place pressure on the achievement of strategic objectives, via a range of community, reputation, service delivery, financial and environmental consequences.

Climate change adaptation is a process of adjustment to actual or expected climate and its effects. It aims to reduce harm and vulnerability and make use of opportunities.

### Climate Change Adaptation Action Plan

Indigo Shire Council's *Climate Change Adaptation Action Plan* (the Adaptation Plan) includes a risk assessment, development of adaptation actions and an implementation plan to assist Council in preparing for climate change. The purpose of the Adaptation Plan is to deliver adaptation actions and to build adaptive capacity within the organisation. To assist in fulfilling Council's mission to *support and develop a sustainable, thriving and resilient community through leadership and partnerships*, Council is seeking to.

- embed the climate change lens into all operational and strategic policy and decision making.
- increase the resilience of Council's infrastructure and service delivery by building internal capacity to absorb, adapt and adjust to the expected shocks of climate change.
- promote cooperative partnerships with neighbouring Councils to facilitate adaptation

The purpose of this Adaptation Plan is to:

- identify risks to the high standard of existing Council services and infrastructure posed by climate change and develop adaptation responses.
- provide a plan which acknowledges adaptation is necessary and prepares Council to respond to the impacts of climate change.
- address the Council Plan's strategic objective "We will adapt to changing environmental conditions" by implementing practical actions which respond to identified climate risks.
- demonstrate Council's commitment to climate change adaptation and identify key concerns requiring longer term, strategic action.

Adaptation is different to mitigation. Mitigation (or greenhouse gas abatement) efforts focus on minimising the extent of climate change by reducing greenhouse gas emissions. Adaptation is a complementary area of work; it recognises that some level of climate change is still occurring, then plans and acts accordingly to adjust to changing conditions.

A number of benefits can be achieved by understanding how increasing climatic extremes impact on local government assets and services and then responding appropriately. Key considerations contributing to the business case for adapting to climate change include:

- managing organisational climate risks
- reducing financial loss
- reducing risk to human life
- identifying opportunities
- raising awareness of climate related issues
- addressing reputational risk
- managing legal issues, and
- planning for vulnerable communities.

These considerations align closely with the consequence types included in the Indigo Shire Council's risk management framework.

### Service Delivery

The assumptions affecting specific services provided by council are set out below.

#### Roads

Indigo Shire will utilise operating and capital funds principally to cover its roads renewals objectives. It is assumed that the Roads to Recovery funding will be ongoing and utilised in addition to Council contributions.

#### Community and Economic Development

Indigo Shire budgets for a comprehensive service plan across all community sectors including Maternal Child Health, Early Years, Health, Recreation and Aged Care. Strategies are in development that will influence future service directions and resourcing, which will be built into the plan as they mature.

#### Shared Services

Indigo Shire is committed to pursuing shared service opportunities with its neighbouring councils in the region. Outcomes will have a direct bearing on the resourcing of affected services however it is not known yet which services or to what extent the project will impact budgeting. This project will be monitored and included in future plan reviews.

#### Property valuations

Prior to 2018/19 Council was required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2025 effective for the 2025/26 year. Since 1 July 2018 land valuations are remitted by the Valuer-General of Victoria undertaken annually.

#### New initiatives

Each annual budget contains projects that are 'new', insofar that they are a change of direction for council or an increase in the current base level of service that is funded.

The new initiative process is iterative, commencing with a review of each service plan as well as assessing the actions arising from the 4-year Council plan (and other strategic plans and strategies).

Council will generally budget, on average, up to approximately \$300,000 annually for new initiatives however, funding allocation is ultimately determined following a high level of scrutiny and capacity may fluctuate depending on budget headroom, initiative priority and phasing.



## Other Assumptions

Other assumptions affecting operating income and expenditure which cannot be directly attributed to specific services are included the following table.

### Other Assumptions

	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
Buller Gas net contribution to Council	663	680	697	714	732	750	769	788	808	828
Developer contributions (cash)	25	26	26	27	28	28	29	30	30	31
Financial assistance grants	6,495	6,690	6,891	7,098	7,311	7,530	7,756	7,988	8,228	8,475

### Population

The municipality is expected to continue growing over the ten-year period based on current trends in property development. The growth rate has been forecast to increase between 0.5 percent and 1.0 percent annually over the forecast period.

### Developer Contributions (Cash)

Contributions are levied on developers for the purpose of offsetting future costs associated with the creation of open space and new community infrastructure. This is assumed to grow at 1 percent annually. Indigo Shire is experiencing limited pockets of expansion, in areas such as Tangambalanga, more in response to residential demand servicing Wodonga. At this stage Indigo Shire does not have an approved development contribution plan in place in the planning scheme and therefore developer contributions are estimates only.

### Financial Assistance Grants

Financial Asset Grants are assumed to be received in the budgeted financial year and are measured each year in line with CPI.

### Grants (Capital)

Council receives both recurrent and non-recurrent government funding for capital works projects. It is assumed that the Roads to Recovery grant of \$1.389 million annually over the five (5) year program will recur and significant grants such as Rail Trail, Epic Mountain Bike, Local Roads Community Infrastructure funding and other capital grants will reduce to more normal levels from the 2025/26 year, subject to new projects that may be announced in future.

### Asset Sales (Proceeds)

Council has in the past disposed of surplus assets to partially fund its capital needs as well as replace existing assets with the plant replacement program. Assets are generally fully depreciated, and no additional reserve has been assumed for potential future land sales.

### General Balance Sheet

The general assumptions affecting assets, liabilities and equity balances are set out below:

- 97 percent of the total rates and charges raised, is expected to be collected. Council expects there will be still requests for financial hardship to continue.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

- trade creditors are based on total capital and operating expenditure with a payment cycle is 30 days  
other debtors and creditors are expected to remain consistent with 2025/26 levels

### Borrowings

Debt finance, well managed, is a legitimate and prudent financial management tool. Amongst other benefits it enables councils to deliver infrastructure earlier than they otherwise would have been able and allows the cost to be spread to future generations who will enjoy the benefit of the asset(s).

Debt management has to be linked to a sound financial management framework such as Council has developed and will be presented to the community through its 10-year financial Plan.

The method of deciding if and how to finance the upfront costs of an infrastructure asset depends on the characteristics of the asset. These include the life span of the asset and the service provision of the asset over that life span.

Questions that a council can ask include:

- What services do we deliver?
- What is the cost of delivery and maintenance of these services?
- Who is the ultimate beneficiary of these services and therefore who should pay for them?
- When should it be paid for?
- What does the community want and when?
- What is the life of the asset or service being funded?

Infrastructure is by its nature capital-intensive and there is almost always the need to raise finance at the beginning of a project. Where core sources of revenue are constrained, it is often appropriate to borrow money for the purposes of meeting the capital requirement.

The key benefits of debt finance are as follows:

- Debt finance enables councils to deliver infrastructure earlier than they otherwise would have been able.
- Debt finance allows the cost to be spread to future generations who will enjoy the benefit of the asset(s).
- Debt finance prevents the need to divert funds from internally generated renewal and maintenance budgets to capital expenditure.
- Local government enjoys steady and secure income streams in the form of rates and charges, which can be used to meet debt servicing obligations and to secure debt facilities.
- The ability to borrow responsibly and to meet future debt servicing obligations is normally dependent upon rigorous and robust financial governance policies and long-term planning.

Council has analysed its debt position against small council averages over a number of different indicators including the 'obligations' indicators that are part of the prescribed Local Government Performance Reporting Framework (LGPRF) indicators. The analysis concludes Indigo Shire currently retains Low debt risk, and it is Council's intention to maintain a low risk relating to debt for the period of the plan.

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Where infrastructure costs can be directly attributable to individual property owners, it is more equitable to recover them through developer charges.

Infrastructure assets with a long lifespan and delivering broad benefits to the wider community can be considered for funding through debt. These items are those with a high initial/replacement cost, making them difficult to fund from reserves.

This also applies to assets that create an income stream. They also have dispersed beneficiaries, and this is better reflected through avoiding rates or 'user pays' method of funding. Very significant plant and equipment, roads and bridges, and the acquisition of community/real estate assets can all fall within this category.

Payment of recurrent fixed costs, wages, superannuation and routine maintenance should never be considered for funding through raising debt.

This can be summarised as follows:

- The asset to be acquired is a new addition to Council's asset base or replaces an existing asset with one that is significantly upgraded and has an Economic Life of greater than 10 years; or
- All alternative options for undertaking the project without borrowing have been investigated and proven less advantageous to the Council; or
- The income stream from the asset to be acquired or constructed exceeds the cost of borrowing over the life of that asset; or
- Repayments will be met by a third party. This could include future developer contributions or additional rate revenue specifically linked to the project; or
- The index of the cost of acquisition or construction is increasing at a rate that exceeds the cost of borrowing i.e. to "save" for the acquisition or construction will result in the actual cost being greater than the cost of borrowing the money and acquiring it today. As a general rule the benefits received from undertaking the borrowing should be greater, over the life of the borrowing, than the costs of borrowing; or
- For short term borrowings as a mechanism to meet short term cash needs. Short term borrowing may be used to sustain the cash flows of Council having regard to anticipated receipts and expenditures and the annual cash flow budget. For this purpose, Council may operate an overdraft on its bank account and/or a cash advance facility from a financial institution. This could include to fund temporary cash shortfalls, for example to fund redundancies, which can clearly be demonstrated to deliver savings immediately thereafter from which the borrowings can directly be funded.

In all cases the expenditure should be in the context of the strategic objectives of Council and consistent with the stated long-term financial forecasts and objectives.

Debt commitment costs include principal and interest repayments in a year best represented as a financial ratio of debt commitment costs as a percentage of rates.

In 2025/26, debt servicing and redemption costs as a percentage of income will be 2.10 cents in the rate dollar and is currently expecting a percentage of income will be 2.62 cents in the rate dollar for 2023/24.

### Debt Commitment

Council retains diminishing levels of debt for the period of the plan subject to any future borrowings.

Council's debt commitment as a percentage of rate revenue of 3.29 percent at the end of 2023/24, is above small shires' average. Indigo Shire is currently looking at increasing our total debt level as a percentage of rate revenue to ensure infrastructure remains at levels to accommodate for multi-generational benefit. As such a 14.42 percent expected at the end of 2025/26, 8.30 percent forecast as at the end of 2024/25.

### Capital Works

Indigo Shire Council is the custodian of an extensive range of community assets. In order to deliver a variety of services to the community, Indigo Shire must ensure that the assets supporting these services are managed in a sustainable way over the long term. Council's primary priority is to ensure asset renewals are maintained at an adequate level. Given the speculative nature of major projects and associated funding, Council remains ambitious to undertake projects of generational benefit with priority given to those that are able to be sustainably deliverable and maintained.

Council's Assets Management Strategy outlines a set of measurable actions aimed at enabling improved asset management by the organisation to:

1. Maintain a core level of asset management practice which relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment, and defined levels of service, in order to establish a long-term cash flow projection.
2. Implement selected advanced asset management practices where there is a net benefit to the sustainable management of Indigo Shire's infrastructure assets. This employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long term cash flow predictions.
3. Ensure that the planning for new and upgraded assets is driven by Council's strategic longer-term plan (strategic resources plan), asset management plans and service plans that drive the asset management priorities.

Indigo Shire's Asset Management Policy reinforces Council's commitment to manage and care for its assets in a sustainable way and to assist in the achievement of its vision and meet the service and infrastructure needs of the community now and into the future.

The principles affecting asset renewal, expansion, upgrade and new assets are set out below.

- Service delivery needs will guide asset management practices and decisions.
- Asset planning and management has a direct link with Council's corporate and business plans (including the Council Plan, the 10-year Financial Plan and Long-Term Financial Plan), budgets and reporting processes.
- A Long-Term Financial Plan (10yrs) will be developed and incorporate the calculated asset renewal demand and will be informed by our performance measured against the Local Government Performance Reporting Framework (LGPRF) and the Victorian Auditor General's Office (VAGO) sustainability indicators.
- The Long-Term Financial Plan will be updated with reviews after Council elections to ensure currency and continuity of resource application.
- Application of the 'Renew before Upgrade or New' philosophy for asset related programs. Identified asset renewal funding will be considered as non-discretionary and new projects as discretionary.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

- Asset management decisions are based on the benefits and risks of assets and an evaluation of alternative options that consider full life cycle costs and impacts of these costs on the ability to fund future maintenance and rehabilitation.
- Establishment and use of a capital works priority evaluation methodology for all new projects. A business case will be prepared as part of the initial formulation for capital works proposals over a nominated threshold as outlined in the Capital Works Evaluation Framework.
- New or upgrade projects are to be reviewed for full life cycle ('whole of life') costs as part of this project consideration process.
- Asset management plans will be established and maintained to communicate information about assets and the actions required to provide defined levels of service within a best value for money framework.
- Asset management plans to be informed by community consultation.
- Financial and asset management reporting to be categorised in terms of operational, maintenance, renewal, upgrade, and new expenditure classifications to enable sound asset management decisions.
- Staff with asset and financial management responsibilities will be appropriately trained in relevant asset and financial management principles, practices, and processes. Councillors will be briefed to ensure understanding of asset and financial management principles.

The following principles guide council's budget process:

- Council will fund asset renewal works as first priority to ensure our existing assets are able to continue to provide the services they were designed for (based on asset condition assessments).
- Council will maintain level of Roads expenditure to ensure compliance with Roads to Recovery funding obligations.
- Council will use Victorian Auditor General's Office (VAGO) financial indicators as a guide to long-term financial sustainability:
  - Renewal expenditure typically in the range 75 – 100 percent of annual depreciation,
  - Total Capital expenditure equal to or greater than annual depreciation.
- Council will invest in New and Upgrade projects to improve community outcomes aligned with Council Plan priorities and existing strategies – giving important consideration to level of impact on recurrent costs.
- Council needs to make reasonable projections of likely grant funding aligned with priority projects considered suitable to attract grants.
- Council needs to also ensure capacity in program to attract and leverage grants that become available.
- Council's Capital Program must be affordable – consistent Net Cost to Council (NCTC), indexed to allow for CPI and in accordance with 10-year Financial Plan (plan).

### Asset Renewal

Council has developed an infrastructure strategy based on the knowledge provided by asset management plans, which set out the capital expenditure requirements of Council for the next 10 years by class of asset (Refer Appendix). The strategy predicts infrastructure consumption, renewal needs and other infrastructure needs to meet future community service expectations. A key objective of the strategy is to renew existing assets in line with asset management plans to ensure they are maintained at the desired condition levels. If sufficient funds are not allocated to asset renewal, then council's investment in those assets will reduce, along with the capacity to maintain delivery of services to the community.



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Currently, Council does not have a renewal gap. The ten-year modelling across asset classes shows that renewal costs increase at a higher than linear rate due to asset condition and renewal timings. This suggests that renewals as a percentage of total capital budget may increase. The addition of significant infrastructure such as the Rail Trail and Epic Mountain Bike Trail will add incremental renewal costs as those assets mature. As a result of these two factors, it is possible that discretionary capital spending may be constrained over time.

### Capital expenditure program

Council's priority regarding capital expenditure is to meet the renewal needs of existing assets. New projects will be sought to enhance the liveability and amenity of our Shire in support of the Council Plan and Council will be ambitious in its approach to development within the context of a well-planned and well managed financial framework.

Council will proportionally manage expenditure against capped rate revenue to ensure that capital net cost to council (NctC) will be stable with CPI increases.

### Forecast Capital Works and NON ISC Owned Assets Expenditure 2025/26 – 2034/35

Year	Council Cash \$000
2025/26	5,828
2026/27	3,043
2027/28	3,053
2028/29	3,140
2029/30	3,229
2030/31	3,352
2031/32	3,447
2032/33	3,545
2033/34	3,626
2034/35	3,730

Council will contribute an increasing cash amount to fund capital works in addition to grant funding sources.

### Option Analysis

The plan is a foundation from which Council may now test and model the impact of various assumptions on Council's future financial position to ensure a measured and effective approach to sound financial planning.

In order to achieve future objectives of the plan, it may be necessary to model a number of different options by changing the assumptions underlying the plan forecasts such as higher or lower rate caps or test other assumptions which may vary over time.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Appendix - VAGO Performance Summary

The following table provides a summary of Council's performance against key VAGO indicators over the period of the plan. Council's intention is to maintain low to medium risk against financial indicators.

VAGO/LGPRF Measure	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
<b>Adjusted Underlying Result</b>	-30.09%	-18.38%	-7.76%	-7.03%	-6.17%	-6.41%	-5.53%	-4.44%	-3.42%	-2.03%	-1.15%
<b>Net Result</b>	11.23%	-3.14%	-3.71%	-3.59%	1.18%	-3.23%	-2.98%	-1.91%	-0.46%	-0.40%	0.42%
<b>Liquidity Ratio</b>	1.23	1.06	1.09	1.13	1.20	1.28	1.33	1.43	1.55	1.72	1.94
<b>Financing</b>											
Internal Financing	110.43%	64.65%	97.88%	101.28%	106.19%	126.45%	123.01%	128.27%	132.48%	141.86%	147.80%
Indebtedness	24.32%	28.73%	30.41%	28.63%	26.75%	24.92%	23.15%	21.72%	20.33%	19.73%	19.16%
Capital Replacement (Ratio)	1.67	1.36	0.90	0.88	1.10	0.74	0.72	0.73	0.76	0.72	0.71
Renewal Gap (Ratio)	0.92	1.20	0.63	0.68	0.67	0.52	0.53	0.53	0.53	0.56	0.57

	LOW RISK
	MEDIUM RISK
	HIGH RISK

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Appendix – Income Statement

Indigo Shire Council Operating Income Statement											
Year Ending 30 June:	2025 Year 0 Forecast \$'000	2026 Year 1 Budget \$'000	2027 Year 2 Plan \$'000	2028 Year 3 Plan \$'000	2029 Year 4 Plan \$'000	2030 Year 5 Plan \$'000	2031 Year 6 Plan \$'000	2032 Year 7 Plan \$'000	2033 Year 8 Plan \$'000	2034 Year 9 Plan \$'000	2035 Year 10 Plan \$'000
<b>Operating Revenue</b>											
Rates and charges	20,101	20,861	21,487	22,132	22,796	23,480	24,184	24,910	25,657	26,427	27,219
Statutory fees and fines	1,326	1,431	1,474	1,518	1,563	1,610	1,659	1,708	1,760	1,812	1,867
User fees	3,960	4,482	4,616	4,755	4,897	5,064	5,236	5,393	5,555	5,722	5,893
Contributions	215	164	169	174	179	185	190	196	202	208	214
Grants - Operating	12,855	9,449	9,567	9,126	9,391	9,663	10,004	10,293	10,591	10,858	11,175
Grants - Capital	11,154	4,228	3,532	2,974	4,759	2,682	2,452	2,482	2,732	2,730	2,730
Investment Income (included in Other)	348	358	260	260	260	260	175	175	175	175	175
Other	830	738	864	883	903	924	945	966	989	1,012	1,036
<b>Total Operating Revenue</b>	<b>50,787</b>	<b>41,711</b>	<b>41,969</b>	<b>41,821</b>	<b>44,748</b>	<b>43,868</b>	<b>44,845</b>	<b>46,124</b>	<b>47,661</b>	<b>48,944</b>	<b>50,309</b>
<b>Operating Expenses</b>											
Salaries & Wages	15,700	16,288	16,776	17,280	17,755	18,243	18,654	19,073	19,503	19,941	20,390
Contractual Services	12,642	9,529	9,431	8,819	8,987	9,318	9,585	9,766	9,950	10,079	10,271
Materials and consumables	5,802	6,136	6,259	6,384	6,512	6,642	6,775	6,910	7,049	7,190	7,333
Depreciation	8,460	8,558	8,620	8,706	8,759	8,873	8,926	8,980	9,042	9,086	9,130
Amortisation - right of use assets	36	12	2	0	0	0	0	0	0	0	0
Finance Charges	96	164	206	244	276	249	214	178	140	102	66
Finance costs - leases	2	0	0	0	0	0	0	0	0	0	0
Utilities	591	574	585	597	609	621	634	646	659	672	686
Other	2,104	2,034	2,075	2,116	2,159	2,202	2,246	2,291	2,337	2,383	2,431
<b>Total Operating Expenses</b>	<b>45,433</b>	<b>43,295</b>	<b>43,954</b>	<b>44,146</b>	<b>45,056</b>	<b>46,147</b>	<b>47,034</b>	<b>47,844</b>	<b>48,679</b>	<b>49,453</b>	<b>50,306</b>
<b>Operating Surplus / (Deficit)</b>	<b>5,355</b>	<b>(1,584)</b>	<b>(1,985)</b>	<b>(2,325)</b>	<b>(308)</b>	<b>(2,279)</b>	<b>(2,189)</b>	<b>(1,720)</b>	<b>(1,018)</b>	<b>(509)</b>	<b>3</b>
Physical Resources Free of Charge	0	0	0	0	0	0	0	0	0	0	0
Amounts specifically for new or upgraded assets	4	23	153	600	600	600	600	600	600	0	0
Asset disposal & fair value adjustments	391	242	258	196	246	236	229	223	195	310	210
<b>Net Surplus / (Deficit)</b>	<b>5,749</b>	<b>(1,319)</b>	<b>(1,574)</b>	<b>(1,529)</b>	<b>538</b>	<b>(1,443)</b>	<b>(1,360)</b>	<b>(897)</b>	<b>(223)</b>	<b>(199)</b>	<b>213</b>
Other Comprehensive Income	6,229	6,413	8,840	9,190	6,046	6,197	6,352	6,511	6,674	6,840	7,011
<b>Total Comprehensive Income</b>	<b>11,979</b>	<b>5,094</b>	<b>7,266</b>	<b>7,661</b>	<b>6,584</b>	<b>4,754</b>	<b>4,993</b>	<b>5,614</b>	<b>6,451</b>	<b>6,642</b>	<b>7,224</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Appendix – Balance Sheet

Indigo Shire Council - Balance Sheet											
As at 30 June:	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Forecast	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>											
<b>Financial Assets</b>											
Cash and Cash Equivalents	4,769	1,924	2,177	2,552	3,274	4,087	4,647	5,568	6,990	8,842	11,237
Current Trade & Other Receivables	5,257	5,162	5,523	5,909	6,323	6,766	7,239	7,746	8,288	8,869	9,489
Current Other Assets	281	281	281	281	281	281	281	281	281	281	281
Current Other Financial Assets	0	1,486	1,486	1,486	1,486	1,486	1,486	1,486	1,486	1,486	1,486
<b>Total Financial Assets</b>	<b>10,307</b>	<b>8,852</b>	<b>9,467</b>	<b>10,228</b>	<b>11,364</b>	<b>12,619</b>	<b>13,653</b>	<b>15,080</b>	<b>17,045</b>	<b>19,477</b>	<b>22,493</b>
<b>Non Financial Assets</b>											
Inventories	341	330	330	330	330	330	330	330	330	330	330
Investment Property	0	0	0	0	0	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	379,027	378,950	386,529	394,260	402,145	410,188	418,391	426,759	435,294	444,000	452,880
Right-of-use assets	19	25	0	0	0	0	0	0	0	0	0
Other Non-current Assets	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non Financial Assets</b>	<b>379,387</b>	<b>379,305</b>	<b>386,859</b>	<b>394,590</b>	<b>402,475</b>	<b>410,518</b>	<b>418,722</b>	<b>427,089</b>	<b>435,625</b>	<b>444,331</b>	<b>453,211</b>
<b>Total Assets</b>	<b>389,694</b>	<b>388,157</b>	<b>396,326</b>	<b>404,818</b>	<b>413,839</b>	<b>423,137</b>	<b>432,375</b>	<b>442,170</b>	<b>452,669</b>	<b>463,808</b>	<b>475,704</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Creditors	4,902	4,902	5,004	5,109	5,216	5,325	5,436	5,550	5,666	5,784	5,905
Trust Deposits	247	161	161	161	161	161	161	161	161	161	161
Borrowings	284	380	408	432	457	484	512	416	432	329	146
Provisions	3,498	3,498	3,720	3,955	4,206	4,430	4,666	4,914	5,176	5,452	5,743
Lease liabilities	2	2	1	0	0	0	0	0	0	0	0
Other Current Liabilities	0	0	0	0	0	0	0	0	0	0	0
<b>Total Current Liabilities</b>	<b>8,934</b>	<b>8,943</b>	<b>9,295</b>	<b>9,657</b>	<b>10,039</b>	<b>10,399</b>	<b>10,775</b>	<b>11,041</b>	<b>11,434</b>	<b>11,727</b>	<b>11,955</b>
<b>Non-current Liabilities</b>											
Trade & Other Payables	0	0	0	0	0	0	0	0	0	0	0
Borrowings	1,383	2,628	3,220	2,788	2,331	1,847	1,335	918	487	341	146
Provisions	4,850	5,127	5,265	5,406	5,551	5,699	5,852	6,009	6,170	6,335	6,505
Trust Deposits	321	321	321	321	321	321	321	321	321	321	321
Lease liabilities	2	0	0	0	0	0	0	0	0	0	0
Other Non-current Liabilities	0	0	0	0	0	0	0	0	0	0	0
<b>Total Non-current Liabilities</b>	<b>6,557</b>	<b>8,077</b>	<b>8,806</b>	<b>8,515</b>	<b>8,203</b>	<b>7,868</b>	<b>7,508</b>	<b>7,249</b>	<b>6,978</b>	<b>6,997</b>	<b>6,973</b>
<b>Total Liabilities</b>	<b>15,490</b>	<b>17,020</b>	<b>18,101</b>	<b>18,172</b>	<b>18,242</b>	<b>18,267</b>	<b>18,283</b>	<b>18,290</b>	<b>18,413</b>	<b>18,724</b>	<b>18,928</b>
<b>Net Assets</b>	<b>374,203</b>	<b>371,137</b>	<b>378,225</b>	<b>386,646</b>	<b>395,597</b>	<b>404,870</b>	<b>414,092</b>	<b>423,880</b>	<b>434,257</b>	<b>445,084</b>	<b>456,776</b>
<b>EQUITY</b>											
Accumulated Surplus	155,980	146,475	144,698	143,904	146,784	149,835	152,680	155,932	159,610	163,572	168,228
Asset Revaluation Reserves	217,395	223,809	232,649	241,839	247,885	254,082	260,434	266,945	273,618	280,459	287,470
Other Reserves	828	853	878	903	928	953	978	1,003	1,028	1,053	1,078
<b>Total Equity</b>	<b>374,203</b>	<b>371,137</b>	<b>378,225</b>	<b>386,646</b>	<b>395,597</b>	<b>404,870</b>	<b>414,092</b>	<b>423,880</b>	<b>434,257</b>	<b>445,084</b>	<b>456,776</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Appendix – Cash Flow

Indigo Shire Council - Statement of Cash Flows											
As at 30 June:	Forecast 2025 Inflows (Outflows) \$'000	Budget 2026 Inflows (Outflows) \$'000	2027 Inflows (Outflows) \$'000	2028 Inflows (Outflows) \$'000	2029 Inflows (Outflows) \$'000	2030 Inflows (Outflows) \$'000	2031 Inflows (Outflows) \$'000	2032 Inflows (Outflows) \$'000	2033 Inflows (Outflows) \$'000	2034 Inflows (Outflows) \$'000	2035 Inflows (Outflows) \$'000
<b>Cash flows from operating activities</b>											
Rates & Charges	20,101	20,861	21,737	22,382	23,296	23,980	24,184	24,910	25,657	26,427	27,219
Statutory fees & fines	1,326	1,431	1,474	1,518	1,563	1,610	1,659	1,708	1,760	1,812	1,867
User fees	3,960	4,482	4,616	4,755	4,897	5,064	5,236	5,393	5,555	5,722	5,893
Contributions	218	187	322	774	779	785	790	796	802	208	214
Grants - operating	12,855	9,449	9,567	9,126	9,391	9,663	10,004	10,293	10,591	10,858	11,175
Grants - capital	12,144	4,228	3,532	2,974	4,759	2,682	2,452	2,482	2,732	2,730	2,730
Interest	348	358	260	260	260	260	175	175	175	175	175
Other receipts	830	738	864	883	903	924	945	966	989	1,012	1,036
Employee costs	(15,700)	(16,288)	(16,776)	(17,280)	(17,755)	(18,243)	(18,654)	(19,073)	(19,503)	(19,941)	(20,390)
Materials & consumables	(5,802)	(6,136)	(6,259)	(6,384)	(6,512)	(6,642)	(6,775)	(6,910)	(7,049)	(7,190)	(7,333)
External contracts	(12,642)	(9,529)	(9,431)	(8,819)	(8,987)	(9,318)	(9,585)	(9,766)	(9,950)	(10,079)	(10,271)
Utilities	(591)	(574)	(585)	(597)	(609)	(621)	(634)	(646)	(659)	(672)	(686)
Other payments	(1,921)	(1,852)	(1,979)	(2,019)	(2,059)	(2,100)	(2,142)	(2,185)	(2,228)	(2,273)	(2,318)
<b>Net cash provided by operating activities</b>	<b>15,124</b>	<b>7,356</b>	<b>7,341</b>	<b>7,572</b>	<b>9,927</b>	<b>8,044</b>	<b>7,656</b>	<b>8,144</b>	<b>8,872</b>	<b>8,790</b>	<b>9,311</b>
<b>Cash flows from investing activities</b>											
Payments for property, infrastructure, plant and equipment	(14,086)	(11,620)	(7,758)	(7,672)	(9,594)	(6,598)	(6,453)	(6,572)	(6,892)	(6,506)	(6,510)
Proceeds from sale of property, infrastructure, plant and equipment	391	242	258	196	246	236	229	223	195	310	210
Trust funds and deposits	0	0	0	0	0	0	0	0	0	0	0
Repayment of loans and advances	0	0	0	0	0	0	0	0	0	0	0
<b>Net cash used in investing activities</b>	<b>(13,695)</b>	<b>(11,378)</b>	<b>(7,500)</b>	<b>(7,476)</b>	<b>(9,348)</b>	<b>(6,362)</b>	<b>(6,224)</b>	<b>(6,349)</b>	<b>(6,697)</b>	<b>(6,196)</b>	<b>(6,300)</b>
<b>Cash flows from financing activities</b>											
Finance costs	(96)	(164)	(206)	(244)	(276)	(249)	(214)	(178)	(140)	(102)	(66)
Proceeds from borrowings	0	1,625	1,000	1,000	1,000	0	0	0	0	0	0
Repayment of borrowings	(312)	(284)	(380)	(477)	(580)	(621)	(658)	(697)	(613)	(640)	(551)
Interest paid - lease liability	(2)	0	0	0	0	0	0	0	0	0	0
Repayment of lease liabilities	(29)	0	(2)	0	0	0	0	0	0	0	0
<b>Net cash provided by (used in) financing activities</b>	<b>(439)</b>	<b>1,176</b>	<b>412</b>	<b>279</b>	<b>144</b>	<b>(870)</b>	<b>(872)</b>	<b>(875)</b>	<b>(753)</b>	<b>(741)</b>	<b>(616)</b>
Net (decrease) increase in cash & cash equivalents	990	(2,845)	253	375	722	813	560	920	1,422	1,852	2,395
Cash & cash equivalents at beginning of the financial year	3,776	4,766	1,921	2,175	2,550	3,272	4,084	4,645	5,565	6,987	8,840
<b>Cash &amp; cash equivalents at end of the financial year</b>	<b>4,766</b>	<b>1,921</b>	<b>2,175</b>	<b>2,550</b>	<b>3,272</b>	<b>4,084</b>	<b>4,645</b>	<b>5,565</b>	<b>6,987</b>	<b>8,840</b>	<b>11,235</b>



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Appendix – Statement of Capital Works

Indigo Shire Council - Statement of Capital works										
As at 30 June:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Budget	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Asset category</b>										
Buildings and property improvements	2,433	728	717	1,140	639	622	640	690	719	582
Land	3									
Plant, fleet and equipment	1,701	1,185	995	1,005	815	940	970	850	1,120	1,260
Fixtures, fittings, furniture and equipment	45	90	88	110	127	120	120	120	130	100
Computers and telecommunications	1,207	219	402	747	277	272	274	282	280	274
Library services	72	82	82	82	82	82	82	82	82	82
Bridges and culverts	1,124	365	680	400	360	389	360	370	370	320
Pathways	255	197	195	393	262	242	255	263	278	275
Drainage	470	450	475	490	490	510	495	520	475	550
Roads	3,522	3,415	2,503	3,582	1,858	1,767	1,828	1,916	1,875	1,904
Kerb and channel	133	101	85	160	153	163	169	169	165	158
Parks, openspace and streetscape	36	77	80	90	115	120	125	126	110	103
Major projects, Council plan, Strategy projects		750	1,260	1,275	1,300	1,100	1,130	1,380	778	778
Recreational, leisure and community facilities	620	100	110	120	120	125	125	125	125	125
<b>Total capital expenditure</b>	<b>11,620</b>	<b>7,758</b>	<b>7,672</b>	<b>9,594</b>	<b>6,598</b>	<b>6,453</b>	<b>6,572</b>	<b>6,892</b>	<b>6,506</b>	<b>6,510</b>

## Glossary

Term	Definition
<b>Act</b>	means the <i>Local Government Act 2020</i>
<b>Annual report</b>	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
<b>Asset expansion expenditure</b>	means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
<b>Asset expenditure type</b>	means the following types of asset expenditure: (a) asset renewal expenditure. (b) new asset expenditure. (c) asset upgrade expenditure. (d) asset expansion expenditure
<b>Asset renewal expenditure</b>	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
<b>Asset upgrade expenditure</b>	means expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life
<b>Australian Accounting Standards (AASB)</b>	means the accounting standards published by the Australian Accounting Standards Board
<b>Average rate cap</b>	means an amount expressed as a percentage amount, based on the change to CPI over the financial year to which the cap relates, plus or minus any adjustment
<b>Budget</b>	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
<b>Capital works expenditure</b>	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
<b>Council plan</b>	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years
<b>Financial resources</b>	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
<b>Financial statements</b>	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general-purpose financial reports and a statement of capital works and included in the annual report
<b>Financial year</b>	means the period of 12 months ending on 30 June each year

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Term	Definition
<b>General order</b>	means an order made by the Minister under section 185D of the Act
<b>Higher cap</b>	means an amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial year
<b>Human resources</b>	means the staff employed by a council
<b>Indicator</b>	means what will be measured to assess performance
<b>Initiatives</b>	means actions that are one-off in nature and/or lead to improvements in service
<b>Local Government Model Financial Report</b>	means the model report published by the Department of Environment, Land, Water and Planning
<b>Major initiatives</b>	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
<b>Minister</b>	means the Minister for Local Government
<b>Model budget</b>	means the <i>Victorian City Council Model Budget</i> previously prepared annually by the Chartered Accountants in Australia and New Zealand (2017-18 edition) and currently prepared annually by Local Government Victoria (2018-19 edition)
<b>New asset expenditure</b>	means expenditure that creates a new asset that provides a service that does not currently exist
<b>Non-financial resources</b>	means the resources other than financial resources required to deliver the services and initiatives in the budget
<b>Non-recurrent grant</b>	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's strategic resource plan
<b>Planning and accountability framework</b>	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
<b>Performance statement</b>	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
<b>Recurrent grant</b>	means a grant other than a non-recurrent grant
<b>Regulations</b>	means the Local Government (Planning and Reporting) Regulations 2014
<b>Report of operations</b>	means a report containing a description of the operations of the council during the financial year and included in the annual report

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Term	Definition
<b>Services</b>	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
<b>Special order</b>	means an order made by the ESC under section 185E of the Act
<b>Statement of capital works</b>	means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared in accordance with the model statement of capital works in the <i>Local Government Model Financial Report</i>
<b>Strategic objectives</b>	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
<b>Strategic resource plan</b>	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. Is also referred to as a long-term financial plan
<b>Strategies</b>	means high level actions directed at achieving the strategic objectives in the council plan
<b>Statement of human resources</b>	means a statement which shows all council staff expenditure and numbers of full-time equivalent council staff
<b>Statements of non-financial resources</b>	means a statement which describes the non-financial resources including human resources
<b>Summary of planned capital works expenditure</b>	means a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the <i>Local Government Model Financial Report</i> , by asset expenditure type and funding source
<b>Summary of planned human resources expenditure</b>	means a summary of permanent council staff expenditure and numbers of full-time equivalent council staff categorised according to the organisational structure of the council



# Revenue and Rating Plan 2025/2029



SEE  
ATTACHMENT  
YOUR  
REPORT



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## Revenue and Rating Plan



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### Revenue and Rating Plan

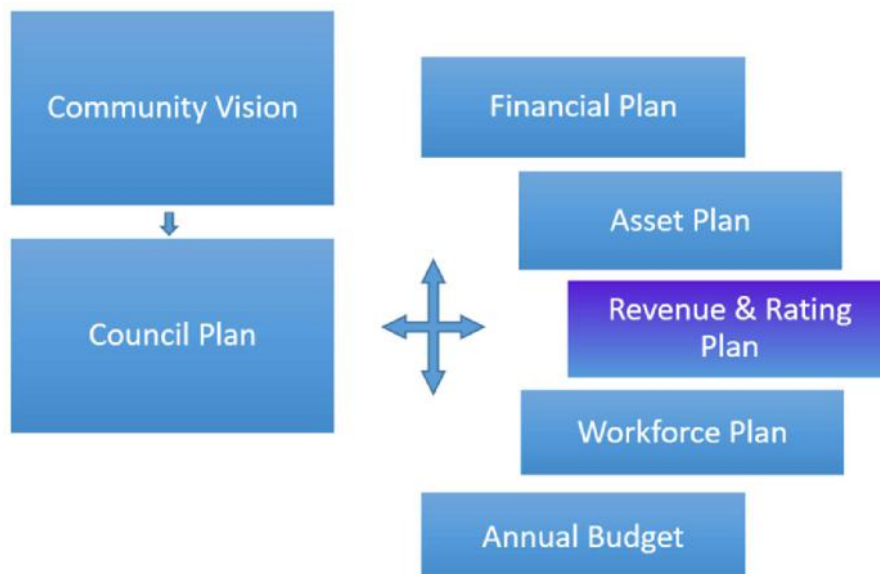
#### 1.1 PURPOSE

The *Local Government Act 2020* requires each council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan draws on information contained in the Annual Budget and Long Term Financial Plan to show 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 Indigo Shire Council which in conjunction with other income sources will adequately finance the objectives in the council plan.

This plan is required by the Local Government Act 2020 and is part of Council's integrated planning framework.

Strategies outlined in this plan align with the objectives contained in the Council Plan and will feed into the budgeting and long-term financial planning documents, as well as other strategic planning documents under the strategic planning framework.



This plan explains 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 1989 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.



Revenue and Rating Plan

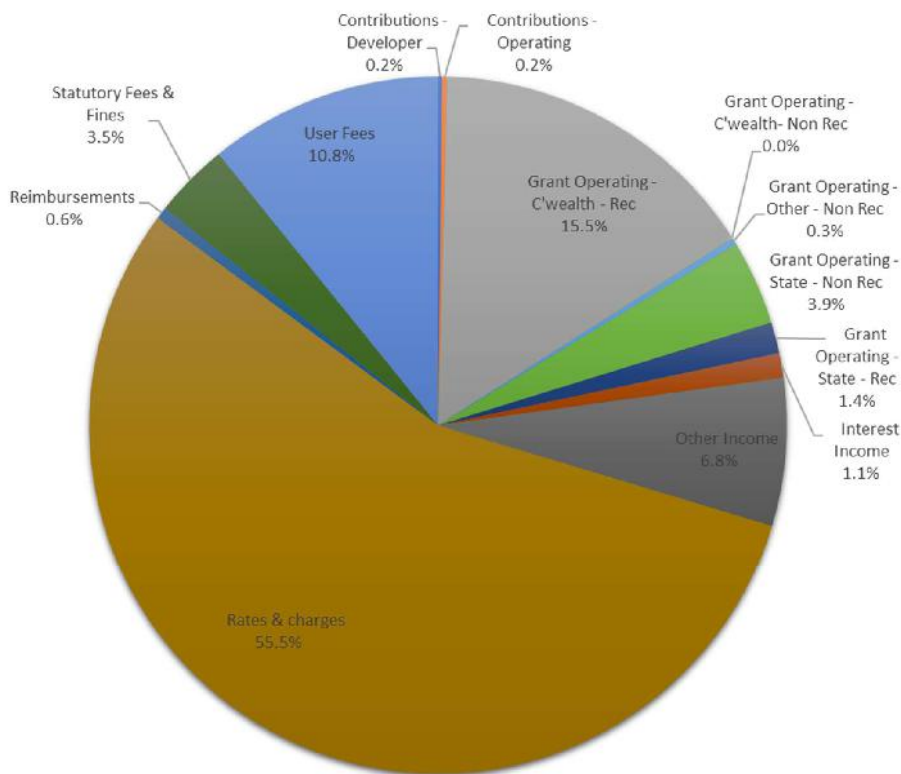
1.2 INTRODUCTION

Council provides a number of 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:

- Contributions – Developer.
- Contributions – Operating.
- Grant Operating - C'wealth – Rec.
- Grant Operating - C'wealth- Non Rec.
- Grant Operating - Other - Non Rec.
- Grant Operating - State - Non Rec.
- Grant Operating - State – Rec.
- Interest Income.
- Other Income.
- Rates & charges.
- Reimbursements.
- Statutory Fees & Fines.
- User Fees.

The long-term (seven years to 2024/25) breakdown of Council’s income sources are shown below.



Rates are the most significant revenue source for Council and makes up an average of 55.5% of annual income.

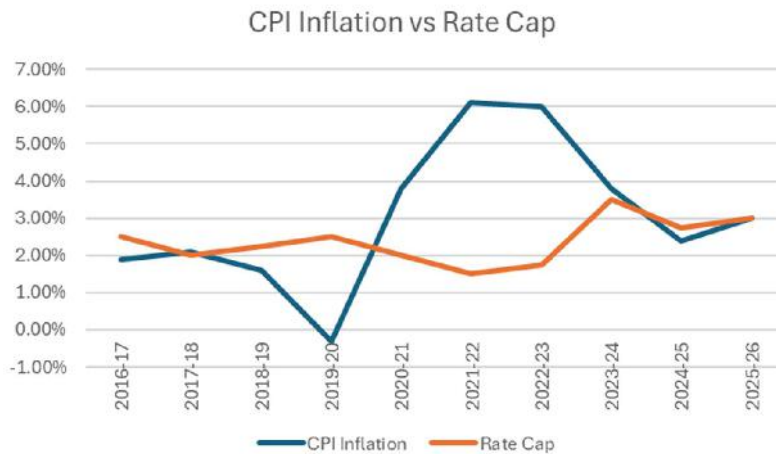
## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Revenue and Rating Plan

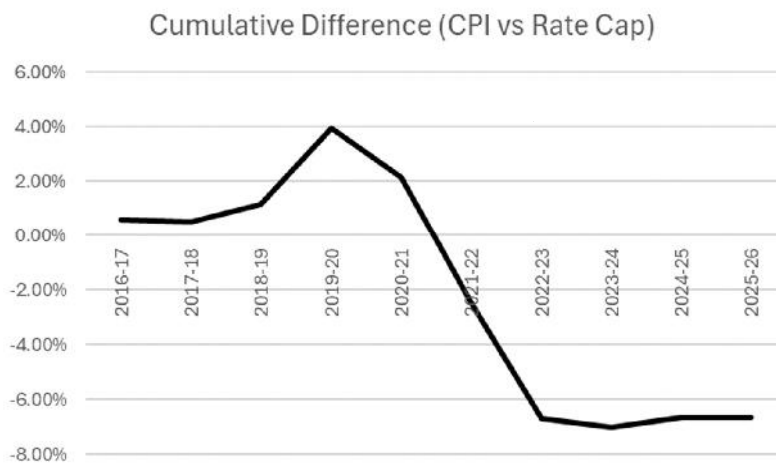


The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) restricts Council's ability to raise revenue above the rate cap unless application is made to the Essential Services Commission for a variation. This limits service delivery growth and the ability for Council to invest in new community assets.

The annual rate cap has not kept pace with inflation.



This has a cumulative and permanent impact on council income.



Council provides a wide range of services to the community, some of these are provided 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 statutory fees. In these cases, councils usually have no control over service pricing and are unable to set fees at a level that would recoup the cost of providing the service, thus requiring rate funding to make up the difference. 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.

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## 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 recreation master plan activities. Council regularly applies for grant funding as part of its delivery of services and infrastructure for the community.

### 1.3 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 adopted by Council at the May Council meeting.
- Draft Revenue and Rating Plan placed on public exhibition at (May) Council meeting for a period of 21 days and calling for public submissions;
- Final Revenue and Rating Plan (with any revisions) presented to the June Council meeting for adoption.

### 1.4 RATES AND CHARGES

Rates are property taxes that allow Council to raise revenue to fund essential 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 ensure fairness in rating for all ratepayers.

Council has established a rating structure comprised of three key elements. These are:

- **General Rates** – Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 2020*;
- **Service Charges** - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service; and
- **Municipal Charge** - A 'fixed rate' portion per property to cover some of the administrative costs of Council.

Striking a proper balance between these elements helps to improve equity in the distribution of the rate burden across residents.

Council makes a further distinction when applying general rates by applying rating differentials based on the purpose for which the property is used. That is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, considering the benefits those properties derive from the local community.

The Indigo Shire Council rating structure comprises five differential rates.

- General
- Residential vacant
- Rural 1
  - A property of 50 HA or greater
  - A property that is combined under a Single Farming Enterprise where the combined total is 50 HA or greater
  - A property larger than 8 HA that meets the primary producer criteria set out in the Revenue and Rating strategy
  - A property larger than 8 HA that has a covenant with Trust for Nature and is not used for any other purpose.
- Rural 2 – 8 HA or greater, but less than 50 ha
- Commercial / Industrial

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## Revenue and Rating Plan



These rates are structured in accordance with the requirements of Section 94 'Differential Rates' of the Local Government Act 2020, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently set as follows:

- General: 100%
- Residential Vacant: 200%
- Rural 1: 75%
- Rural 2: 90%
- Commercial / Industrial: 135%

The formula for calculating General 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.

Council also levies a municipal charge. The municipal charge is a minimum charge per property and declared for the purpose of covering some of the administrative costs of Council. In applying the municipal charge, Council ensures that each rateable property in the municipality makes a contribution.

Rates and charges are an important source of revenue, accounting for approximately 55.5% of operating revenue received by Council (seven-year average to 2024/25). 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 affordability. Annual rate increases are capped to be no greater than the rate declared by the Minister for Local Government, which is announced in December for the following financial year.

Council currently utilises a service charge to recover the cost of Council's kerbside waste services. This charge is not subject to the annual cap.

### 1.4.1 RATING LEGISLATION

The legislative framework set out in the Local Government Act 2020 determines council's ability to develop a rating system. In 2019 the Victorian State Government conducted a Local Government Rating System Review. The Local Government Rating System Review Panel presented their final report and list of recommendations to the Victorian Government in March 2020. This review has not resulted in any significant changes to the rating system.

The 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 355 (1) of the Local Government Act 2020 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 basis 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(1) 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 2020;



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## Revenue and Rating Plan



- 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 2020;

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 Indigo Shire Council budget.

### 1.4.2 RATING PRINCIPLES

#### Taxation Principles:

When developing a rating strategy, in particular with reference to differential rates, a Council should consider 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**

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## Revenue and Rating Plan



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:

Differential rating is applied as equitably as is practical and in compliance with the [\*Ministerial Guidelines for Differential Rating 2013\*](#).

### 1.4.3 DETERMINING WHICH VALUATION BASE TO USE

Under the *Local Government Act 2020*, 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 per cent of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or 5 per cent 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 farm land, 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 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 councils.
- 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 ability to afford council rates. CIV allows council to apply higher rating differentials to the commercial and industrial sector that offset residential 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 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 an Indigo Shire Council context would cause a shift in rate burden from the industrial/commercial sectors onto the residential sector, and would hinder council’s objective of a fair and equitable rating system.

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There would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on quarter acre residential blocks. In many ways, it is difficult to see an equity argument being served by the implementation of site valuation in the Indigo Shire Council.

#### Advantages of 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.
- Scope for possible concessions for urban farm-land and residential use land.

#### Disadvantages of using Site Value

- Under SV, there will be a significant shift from the industrial/commercial sector onto the residential sector of council. The percentage increases in many cases would be in the extreme range.
- 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 (e.g. Farm land and residential use properties). 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 per cent of CIV.

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties are 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 on 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* it must adopt either of the CIV or NAV methods of rating.

Indigo 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 takes into account 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 2020* 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 Councils functions and must include the following:

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- 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 2020*.

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 principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis. Indigo 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 principal 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 Council 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 (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Indigo Shire Council. 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 Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

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### 1.4.4 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 properties are those that are predominantly used for human habitation, and assessed by Council's valuer as being "Residential" for the purposes of the State Government's Fire Service Property Levy, or; Not covered by another category. The objective of this general rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the construction and maintenance of infrastructure assets, development and provision of community services and provision of support services.

The categorisation of "general" properties includes some small businesses that operate from residential properties that are of small scale and do not cause significant commercial impact on the community. This may include small accommodation businesses (small B&B's or low-scale self-contained accommodation, small scale professional business such as accounting etc.).

As the base differential category, the percentage rate applied to 'General' properties is always 100%. Therefore, the adjustment of the proportion of rates that apply to the General differential properties is set by its relative difference to the other rating categories.

##### **Level of Rate:**

100% of General Rate.

#### Residential Vacant Rate

##### **Definition:**

Residential Vacant land is any land which.

- Does not contain buildings; and
- Is of a type that permits residential development.

Residential vacant land has the potential to be developed for residential type accommodation that will place a similar demand for Council's services as the other residential type classifications.

Development of this land is encouraged to promote urban consolidation within the Shire and protect rural and farming land from unnecessary residential development.

##### **Level of Rate:**

200% of General Rate.

#### Rural 1 and Rural 2

##### **Definition:**

**Rural 1** property is a property that is:

- a) 50 HA or greater
- b) Combined under a Single Farming Enterprise where the combined total is 50 HA or greater
- c) Larger than 8 HA that meets the primary producer criteria set out in this strategy
- d) Larger than 8 HA that has a covenant with Trust for Nature (TfN) and is not used for any other purpose.

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The objectives of this differential category are to;

- Encourage the use of rural properties for primary production or the support of biodiversity.
- Provide a financial support to farmers.
- Encourage the retention of large land parcels in rural areas.
- Recognise the lower availability of Council services in rural areas.

The first criteria (greater than 50 HA) is assessed using property size and valuation classification (using AVPCC designation). The second criteria recognises that farms are often a collection of parcels and these can be recognised under the Single Farming Enterprise system (used for Municipal Charges).

The third criteria (Greater than 8 HA and used for primary production) is assessed on a case by case basis in response to a property owner's application. The criteria for primary producer status is:

1. Properties greater than 8 ha, and;
2. Categorised by the Valuer General's office as being a farm (through the use of the AVPCC codes), and;
3. Used mainly for the purposes of primary production, and;
4. Operated by an entity that has been assessed by the Australian Taxation Office as being a primary producer.

Applications for primary producer or TfN status will be assessed by Council staff and (if successful) the new differential will apply to the following financial year.

Property owners are required to notify Council if the use of the land for primary production ceases.

Once assessed as being a primary production property this designation will remain until;

- Notification from the property owner that the use of the property has changed.
- Council requests a re-assessment. This would be triggered by an observed change of property use or a concern that the primary production status is no longer valid, or;
- A change of ownership (including transfer between family members), or;
- A change to property details (subdivision, consolidation, or ownership/leasehold status).

Following a change of ownership or a request by Council to re-assess the differential, a minimum of three months will be allowed for this process before changes are made. If three months is not available then the reassessment will take place for the following financial year.

Council may choose to provide a temporary assessment where it is considered appropriate to delay the final decision. This will be used in circumstances such as;

- A tight timeframe for the assessment to be undertaken that would result in an unfair pressure on the process.
- A new or changed farming operation that does not initially have the documentation to prove primary producer status.

A temporary assessment will be at the discretion of Council, and be valid for a maximum of 12 months before being re-assessed. Council will aim to conclude the assessment process as soon as practicable.

The final criteria for Rural 1 classification is a completed Trust for Nature (TfN) covenant that applies to the entire property where the property is not used for any other purpose (such as residential use or business use). This designation (as Rural 1) is contingent on compliance with the TfN covenant conditions.



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**Rural 2** property is any property which is greater than 8 hectares and less than 50 hectares in area and not used for business/commercial/industrial purposes. The objectives of this differential category are to;

- Encourage the retention of large land parcels in rural areas.
- Recognise the lower availability of Council services in rural areas.

#### Level of Rate:

Council applies two rural differentials;

Rural 1: 75% of the General rate.

Rural 2: 90% of the General rate.

#### Commercial/Industry Rate

##### Definition:

Commercial/Industrial property is any property which is:

- Assessed by Council's valuer as being Commercial or Industrial for the purposes of the State
- Government's Fire Service Property Levy, and;
- Operating on a commercial/industrial basis.

Businesses place additional demands on some council services, as well as higher demands on road and parking infrastructure. Additionally, commercial operations are direct and indirect beneficiaries of Council's economic development and tourism activities and promotion within the shire. The objective of this rating differential is to ensure that commercial property rates reflect this demand and investment.

Commercial/Industrial Land is any land, which is:

- a) assessed by Council's valuer as being Commercial or Industrial for the purposes of the State Government's Fire Service Property Levy,
- b) operating on a commercial / industrial basis.

#### Level of Rate:

135% of the General Rate.

### 1.4.5 Reasons for using Differential Rates

#### 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, and therefore link rates with the ability to pay and reflecting the tax deductibility of rates for commercial and industrial premises.
- Differential rating allows Council to better reflect the investment required by Council to establish infrastructure to meet the needs of the commercial and industrial sector.
- 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).

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- 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. (i.e. Vacant Commercial properties still attract the commercial differential rate)

### Disadvantages of a differential rating system

The disadvantages in applying differential rating summarised below are:

- 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 unfavorably treated because they are paying a higher 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 commercial,) 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.
- Council may not achieve the objectives it aims for through differential rating. For example, Council may set its differential rate objectives to levy a higher rate on land not developed, however it may be difficult to prove whether the rate achieves those objectives.

### 1.4.6 MUNICIPAL CHARGE

Another principle rating option available to Councils is the application of a municipal charge. Under Section 11 of the *Local Government Act 2020*, 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 2020*, 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.

### 1.4.7 SPECIAL CHARGE SCHEMES

The *Local Government Act 2020* 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 2020*) 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

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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 localised areas could also be funded using special rates or charges.

### 1.4.8 SERVICE RATES AND CHARGES

Section 162 of the *Local Government Act 2020* 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.

Council currently applies a service charge for the collection and disposal of refuse. Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste services.

Council is compliant with the Minister for Local Government's Good Practice Guidelines (2023) for service rates and charges.

### 1.4.9 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 2020* ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates as declared in the annual budget. These are usually:

- 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),
- online via Council's ratepayer portal, direct debit (on prescribed instalment due dates or monthly),
- 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

Interest is charged on all overdue rates in accordance with Section 172 of the *Local Government Act 2020*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette.

#### Pensioner rebates

Holders of a Centrelink or Veteran Affairs Pension Concession card or a Veteran Affairs Gold card which stipulates TPI or War Widow may claim a rebate on their sole or 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 before payment is required by the ratepayer.

With regards to new applicants, after being granted a Pensioner Concession Card (PCC), pensioners can then apply for the rebate at any time throughout the rating year.

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### Deferred payments

Under Section 170 of the *Local Government Act 2020*, Council may defer the payment of any rate or charge for an eligible ratepayer whose property is their sole place of residency, allowing ratepayers an extended period of time 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 satisfy the eligibility criteria and have proven financial difficulties. Where Council approves an application for deferral of rates or charges, interest may be continued to be levied on the outstanding balance of rates and charges.

Rates and charges will generally not be waived. However, under Section 171 (a) of the Act, Council may waive rates and charges if Council considers that a ratepayer is suffering financial hardship. Requests for waivers greater than \$1,000 require a Council resolution.

Ratepayers seeking to apply for such provision will be required to submit a confidential statement as evidence of financial hardship.

### Financial Hardship Policy

It is acknowledged at the outset that various ratepayers may experience financial hardship for a whole range of issues and that meeting rate obligations constitutes just one element of a number of difficulties that may be faced. The purpose of this Policy is to provide options for ratepayers facing such situations to deal with the situation positively and reduce the strain imposed by financial hardship.

Ratepayers may elect to either negotiate a rate payment plan or apply for a rate deferral or apply to have their rates waived. Ratepayers seeking to apply for such provision will be required to submit a confidential statement as evidence of financial hardship.

### 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 230 and 231 requires both the vendor and buyer of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice of disposition or 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.

### Emergency Services and Volunteers Fund

In 2025 the Victorian State Government passed legislation requiring the collection of a state tax (Emergency Services and Volunteers Fund) alongside council rates. This tax is not related to council operations and council is simply a collection agency for the state government.

This tax is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. Details of the rates and calculation method are available on the state government website.

The state government is not subject to the annual rate cap and the amount of the ESVF is at the discretion of the state government.

Further information on this state government tax can be found on the state government's website.

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## 1.5 OTHER REVENUE ITEMS

### 1.5.1 USER FEES AND CHARGES

Indigo Shire council provides a wide range of services to the community, often for a fee or charge. In this Plan, the terms 'fees' and 'charges' are used generically to cover all user charges and fees-for-service that are set and managed by council.

The nature of these fees and charges generally depends on whether they relate to compulsory or discretionary services.

Examples of user fees and charges include:

- Pool visitation and membership fees
- Waste Management fees
- 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.

Compulsory services attract unavoidable charges and can include such services as garbage collection, disposal, recycling and other special charges usually imposed on residents through rates notices. Discretionary services are those that residents can choose to use or not, such as recreation services, child care, applications for planning and building approvals and human services. In most cases council provides these on a fee-for-service, or user-pays basis rather than funding them entirely out of rates and other general revenues.

Councils must also comply with the government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

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 profit. 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.

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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.

Indigo Shire uses any surplus income from service areas to add to the revenue pool and subsidises other service areas that are unable to fully recover the cost of service through fees or other sources of funding.

Council provides a table of fees and charges as part of its annual budget each year. Proposed pricing changes will be included in this table and will be communicated to the community before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are locked in.

### 1.5.2 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, and generally councils will have limited discretion in applying these fees.

Examples of statutory fees and fines include:

- Planning and subdivision 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.

The rate for penalty units is indexed each financial year so that it is raised in line with inflation. Any change to the value of a penalty unit will happen on 1 July each year.

#### Fee units

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an Act or Regulation. For example, the cost of depositing a Will with the Supreme Court registrar of probates is 1.6 fee units.

The cost of fees and penalties is calculated by multiplying the number of units by the current value of the fee or unit. The exact cost may be rounded up or down.

### 1.5.3 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.



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### 1.5.4 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 hand-overs.

Examples of contributions include:

- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans
- Contributions from user groups towards upgrade of facilities
- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

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.

### 1.5.5 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 and borrowing policy, which seeks to earn the best return on funds, whilst minimising risk.

### 1.5.6 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. Council has an investment and borrowing policy to guide the management of borrowings.

Debt finance, well managed, is a legitimate and prudent financial management tool. Amongst other benefits it enables councils to deliver infrastructure earlier than they otherwise would have been able, and allows the cost to be spread to future generations who will enjoy the benefit of the asset(s).

Debt management has to be linked to a sound financial management framework such as Council has developed and will be presented to the community through its Strategic Resource Plan.

The method of deciding if and how to finance the upfront costs of an infrastructure asset depends on the characteristics of the asset. These include the life span of the asset and the service provision of the asset over that life span.

Questions that a council can ask include:

- What services do we deliver?
- What is the cost of delivery and maintenance of these services?
- Who is the ultimate beneficiary of these services and therefore who should pay for them?
- When should it be paid for?
- What does the community want and when?
- What is the life of the asset or service being funded?

Infrastructure is by its nature capital-intensive and there is almost always the need to raise finance at the beginning of a project. Where core sources of revenue are constrained, it is often appropriate to borrow money for the purposes of meeting the capital requirement.

The following financial sustainability principles must be adhered to with new borrowings:

- Debt finance will enable Council to deliver the project earlier than they otherwise would have been able.
- Debt finance will allow the cost to be spread to over multiple years while enjoying the benefit of the

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Revenue and Rating Plan

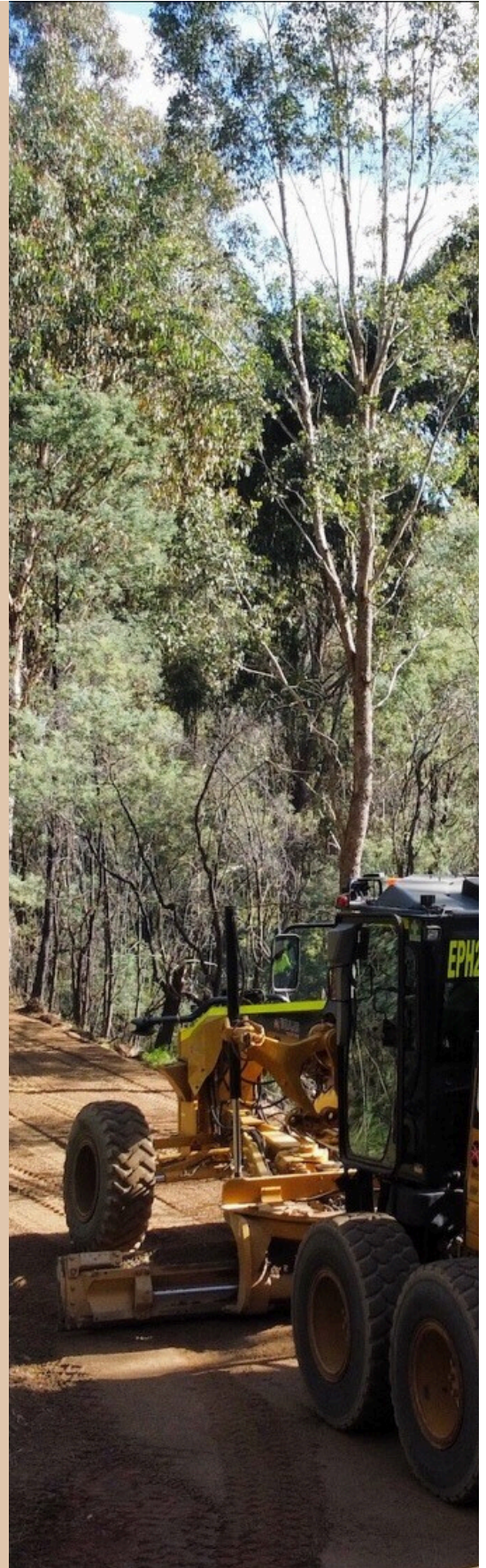


project outcomes now.

- Debt finance will prevent the need to divert necessary Council funds from renewal and maintenance budgets to capital expenditure.
- Council enjoys steady and secure income streams in the form of rates and charges, which can be used to meet debt servicing obligations and to secure debt facilities.
- Council's ability to borrow responsibly and to meet proposed debt servicing obligations is based on rigorous and robust financial governance policies and long-term planning.
- Indigo assesses borrowings as a legitimate and prudent financial management tool.
- Council will maintain its debt at levels which are sustainable, with:
  - indebtedness <60% of rate and charges revenue, and
  - debt commitment ratio <5%



# Draft Operating Income and Expense by Service Plan 2025/2026



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

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## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan





**2025/2026 Budget Operating Income and Expenses by Service Plan**

# **Office of the Chief Executive Officer**

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Executive Management

#### WHAT WE DO

On behalf of the Community, we oversee the proper functioning of Council, plan for and deliver the services and facilities to which they aspire, whilst maintaining the highest standards of probity and integrity.

- Oversee the day-to-day operations of Council
- Provide quality general management, governance and financial leadership to Council on behalf of the Community
- Oversee the development and delivery of the 4-year Council Plan
- Timely implementation of decisions and policies of the Council
- Advise and report to Council on functions under the Local Government Act
- Monitor, manage and report to Council on Council's performance

#### FUTURE PLANS

- Continued induction of new councillors including building a strong foundation of good governance and positive Councillor-Staff relationships
- Development of new Community Vision and Council Plan. Strategic Planning Workshop for this purpose in February 2025
- Using new Purpose Values and Behaviours to build a strong and positive organisational culture
- Closing the loop on the responses to the 2022 staff engagement and alignment survey and preparing for the next survey scheduled for early 2025.
- Ongoing development of the executive and senior management teams (team building and capacity building)
- Continued prudent financial management and planning. Ensuring the long-term financial sustainability of the Shire whilst renewing assets as and when due, delivering quality services, building great communities, and caring for our environment.
- Develop MOU with Yorta Yorta Nation

#### SERVICES

SERVICE	DESCRIPTION
<b>Executive Management</b>	<p>On behalf of the Community, we oversee the proper functioning of Council, plan for and deliver the services and facilities to which they aspire, whilst maintaining the highest standards of probity and integrity.</p> <p><b>Total FTE 8</b></p>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Executive Management	2601: Contract Services	\$100k for Council Plan Actions (unassigned new Initiative). \$250k organisational savings target.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

##### Service Area - Executive Management

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Expense</b>			
2000. Ordinary Hours	978,078	961,480	1,027,729
2002. Leave - Annual	92,910	99,316	97,630
2003. Leave - Long Service	24,460	24,088	25,695
2004. Leave - Sick	34,232	33,711	35,963
2005. Leave - Parental	4,890	4,818	5,142
2006. Leave - Compassionate	0	3,288	0
2009. Superannuation	112,490	100,921	123,316
2010. Workcover	29,322	32,758	38,884
2020. Allowance - Travel	14,616	13,458	9,750
2021. Allowance - Other	43,212	47,578	44,397
2022. Training	2,500	2,500	12,500
2023. Uniforms	200	182	0
2024. Protective Clothing	0	18	0
2025. Memberships - Industry	32,800	34,021	32,650
2026. Professional Affiliations	500	421	1,150
2032. Name Badges	0	20	0
2034. Conferences/Workshops	6,000	8,123	6,000
2040. Rewards & Recognition Policy	4,000	3,470	2,240
2101. Subscriptions	6,244	4,029	7,744
2102. Accommodation	7,200	10,696	7,600
2103. Meals	2,750	3,876	2,750
2104. Parking	1,386	972	1,020
2111. Stationery	250	149	170
2116. Fuel	260	260	0
2117. Catering	12,720	13,084	12,260
2126. Groceries	0	7	0
2127. Consumables - Printer	240	140	120
2129. Consumables - Staff	0	37	0
2130. Small Tools	0	66	0
2142. Administration Charge	0	28	0
2143. Travel /Train/Plane/Uber/Taxi	120	82	100

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Executive Management

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2202. Telephone - Landline	800	0	0
2203. Telephone - Mobile	9,100	8,565	9,840
2205. Internet	4,668	3,069	2,788
2406. Legal Expenses	1,200	500	0
2407. Advertising	6,600	7,058	6,600
2414. Facility Hire	1,060	898	1,000
2434. Software Subscriptions & Support	0	621	0
2436. Allowance - Councillor	255,965	247,561	268,333
2514. Fleet - Pool vehicle usage	300	1,408	200
2515. Fleet - Monthly Costs Distributed	49,297	45,485	48,480
2601. Contract Services	8,200	10,500	(143,600)
2603. Materials	4,240	5,160	740
2605. Purchases - Minor Equipment	0	381	240
<b>Total Expense</b>	<b>1,752,810</b>	<b>1,734,802</b>	<b>1,689,431</b>
	<b>1,752,810</b>	<b>1,734,802</b>	<b>1,689,431</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Carlyle Cemetery

### WHAT WE DO

- Established in 1864, Carlyle Cemetery is a site of profound historical and cultural significance. It is the final resting place for local pioneers who contributed to the region's early development and community members whose heritage is deeply connected to the land. The cemetery stands as a testament to resilience, diversity, and a shared history.
- As Cemetery Trust Managers, we are dedicated to preserving Carlyle Cemetery as a place of respect and remembrance for generations to come. This responsibility includes safeguarding its historical integrity while adapting to the changing needs of our community. We focus on financial sustainability, improving accessibility, and providing thoughtful services that meet the expectations of families and loved ones.
- Our goal is to honour the past whilst planning for the future, ensuring Carlyle Cemetery remains a meaningful place of reflection, connection, and community pride.
- Beyond large-scale projects aimed at improving and presenting the facility, Council is committed to the day-to-day operations that keep the cemetery running smoothly. This includes managing funeral bookings and rights of interment, maintaining the grounds, preserving historical records, and providing exceptional customer service.

### FUTURE PLANS

#### Land Redevelopment Project

- This significant project to extend cemetery usage to the reserved six-acre parcel of land, ensuring future capacity and sustainable growth.
- Award tender for Master Plan and subsequent initiation of early stages, with a focus on addressing immediate capacity concerns.

#### Restoration of the Central Rotunda

- Initially slated for demolition and replacement, the structure was re-evaluated and found to be both structurally sound and of significant historical value. This discovery shifted the focus toward a thoughtful restoration project that preserves its legacy while enhancing its functionality.

#### Installation of a New Niche Wall and Brickwork Upgrades

- To enhance the cemetery's facilities and meet the evolving needs of the community, a new niche should be installed to provide additional space for the interment of ashes. This expansion ensures the cemetery remains a respectful and accommodating resting place for loved ones, addressing the growing demand for alternative memorial options. An additional niche wall would allow for another 80 cremated interments, and potentially 6-10 years of capacity, for an estimated \$10000. We have already been in conversation with a local community group who would be interested in assisting with the funding of this project.
- In conjunction with the new installation, we will look at options to upgrade both the amenity and usage of the existing Niche walls. Improved brickwork would restore and preserve the integrity of aging structures. Whilst development of a memorial garden would provide ashes scattering and interments in addition to beautification.
- Grant funding offered by the Department of Health in March and October could fund the development of such a space, whilst improving the overall amenity of the cemetery for the community – including improving wheelchair access.



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### FUTURE PLANS

#### Boundary Fencing Upgrades & Installation

- To protect the integrity of the cemetery and ensure the security of the six-acre parcel designated for future development, a fence should be installed along critical boundaries. Additionally, upgrades will be made to the existing fencing to prevent livestock from adjacent properties from entering the cemetery grounds.

#### Updated Signage across the Cemetery

- The current cemetery signage is outdated and lacks the correct council branding. As part of the improvements, new signage should be installed featuring the updated council logo, ensuring consistency with current branding guidelines.
- The updated signs will also incorporate modern features such as Chronicle mapping integration and QR codes. These enhancements will provide visitors with easy access to digital tools, including interactive maps and additional information, improving navigation and engagement within the cemetery.

### SERVICES

SERVICE	DESCRIPTION
Carlyle Cemetery	<p><b>Service Description</b></p> <ul style="list-style-type: none"> <li>Burial or entombment of the deceased.</li> <li>To respect the cultural and religious requirements of the community.</li> <li>Provide and maintain a record of burials.</li> <li>To provide burial information and customer service to the families of the interred.</li> <li>Follow legislative burial practices as stated in the Cemeteries and Crematoria Act 2003 and the Manual for Victorian Class B Cemetery Trusts.</li> <li>Ensuring the long-term financial sustainability as cemetery trustees.</li> </ul> <p><b>Purpose of Service</b></p> <ul style="list-style-type: none"> <li>To ensure the long-term sustainability of the Carlyle Cemetery as a community asset.</li> </ul> <p><b>Service Activities</b></p> <ul style="list-style-type: none"> <li>Key Activities of the Carlyle Cemetery Service Area include: <ul style="list-style-type: none"> <li>Reviewing various applications and providing approvals.</li> <li>Receiving and processing various interment and reservation fees.</li> <li>Coordinating interment processes, including but not limited to; liaising with funeral directors, gravedigger and stonemasons.</li> <li>Maintaining records and maps of plots and burials.</li> <li>Liaise with relevant community groups and members on development and maintenance of the cemetery.</li> </ul> </li> </ul>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"><li>• Providing customer service to families of interred individuals. This included but is not limited to; providing information about historical burials, coordinating the installation of monuments and providing information on the burial process.</li><li>• Coordinating with maintenance staff and works crews on scheduled works and projects.</li></ul> <p>Total FTE 0.21</p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Carlisle Cemetery		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Carlyle Cemetery

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1366. Cemetery Fees	(47,400)	(55,383)	(47,400)
<b>Total Income</b>	<b>(47,400)</b>	<b>(55,383)</b>	<b>(47,400)</b>
<b>Expense</b>			
2000. Ordinary Hours	15,884	13,063	16,418
2002. Leave - Annual	1,508	1,240	1,563
2003. Leave - Long Service	402	329	406
2004. Leave - Sick	558	458	574
2005. Leave - Parental	78	64	78
2009. Superannuation	1,832	1,344	1,970
2010. Workcover	480	412	495
2101. Subscriptions	250	0	250
2590. Transfer - To Reserve	(1,342)	12,511	(2,104)
2601. Contract Services	26,400	25,060	26,400
2603. Materials	1,350	900	1,350
<b>Total Expense</b>	<b>47,400</b>	<b>55,383</b>	<b>47,400</b>
	<b>0</b>	<b>0</b>	<b>0</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Communications

### WHAT WE DO

The Engagement and Communications Team is responsible for ensuring that Councillors, community, and staff are well-informed about Council decisions, services, facilities, projects, events, and activities as well as creating opportunities for community members to influence decision-making through meaningful engagement.

Key service outputs:

1. **Provide Strategic Communications, Media, and Engagement advice.**
  - Develop communication strategies/plans to achieve best outcomes.
  - Offer expert media relations and crisis communication support.
2. **Undertake/assist with communications/engagement planning and delivery**
  - Create detailed communications or engagement plans for major projects and initiatives.
  - Ensure timely and effective delivery of messages across all channels.
3. **Manage Council's corporate image and adherence to visual identity**
  - Maintain a consistent and professional visual identity across all communications.
  - Ensure brand compliance.
4. **Measure, evaluate, and report on communications and social/digital activity (Monthly)**
  - Implement robust metrics to assess the effectiveness of communication and engagement efforts.
  - Provide detailed monthly reports with insights and recommendations for improvement.

Specifically, the team is responsible for the production, delivery and management of:

- YOUR INDIGO – Weekly newsletter
- Council's corporate Facebook and Instagram profiles
- ENGAGED INDIGO – dedicated engagement platform
- Corporate website
- Media relations
- Visual identity (brand)
- Annual Report
- Council Plan and Community Vision
- Weekly CEO update to staff
- Annual Customer Satisfaction Survey
- Advocacy Action Plan
- Community Engagement Policy (update due 2025)
- Community Engagement Strategy 2022-2026
- Monthly Customer Experience and Communications insight reports

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### FUTURE PLANS

##### Internal

- **Strategic approach vs. ad-hoc requests:** Balance planned, strategic communications with the need to respond to last-minute requests.
- **Resource allocation:** Ensure that the team's skills and experience are utilised effectively to deliver the best outcomes for the community.

##### External

- **Audience Attention:** Create compelling content and use effective delivery methods to capture and retain audience attention.
- **Channel Capacity:** Understand the strengths and limitations of different communication channels to optimise message delivery.
- **Internal demand vs. community expectations:** Align internal communication priorities with community needs using data-driven insights. (eg Council Plan feedback)
- **Resources** – community expectation v reality of existing resources particularly for community engagement

#### SERVICES

SERVICE	DESCRIPTION
Communications	The Engagement and Communications Team provides strategic advice and support to increase the organisation's capacity to effectively communicate and engage with a range of stakeholders including community, organisations, other levels of government and the media. The team manages the provision of a range of responsive, quality and pro-active communications that contribute to the achievement of the Council Plan and vision.  <b>Total FTE 2.42</b>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Communications	2000 Ordinary Hours	Shared Digital Officer with Infrastructure
	2601 Contract Services	Council Plan new initiative in 2024/25 not required in 25/26

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Communications

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Expense</b>			
2000. Ordinary Hours	208,024	236,325	249,668
2002. Leave - Annual	19,770	24,227	23,720
2003. Leave - Long Service	5,200	5,950	6,237
2004. Leave - Sick	7,280	8,269	8,735
2005. Leave - Parental	1,040	1,184	1,249
2009. Superannuation	23,922	24,957	29,955
2010. Workcover	6,240	7,274	7,486
2018. Casual Hours	0	1,806	0
2020. Allowance - Travel	0	473	0
2021. Allowance - Other	10,076	11,371	10,347
2032. Name Badges	0	20	0
2101. Subscriptions	2,400	1,919	2,400
2102. Accommodation	0	380	0
2103. Meals	0	67	0
2108. Printing	2,000	1,625	2,000
2132. Newspapers & Periodicals	600	562	600
2203. Telephone - Mobile	0	1,191	0
2205. Internet	300	175	300
2407. Advertising	12,000	9,461	12,000
2514. Fleet - Pool vehicle usage	150	100	150
2601. Contract Services	112,000	65,625	24,000
2609. Signs	0	1,550	0
<b>Total Expense</b>	<b>411,002</b>	<b>404,510</b>	<b>378,847</b>
	<b>411,002</b>	<b>404,510</b>	<b>378,847</b>



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Customer Experience

#### WHAT WE DO

We are passionate about delivering outstanding customer service, both within our organisation and to the community we serve. By placing our customers at the heart of everything we do, we strive to make every interaction a positive and meaningful experience, reflecting our genuine commitment to understanding their needs and enriching their relationship with the council.

#### We achieve this by:

##### Greet and Assist Customers

- Provide a warm, professional, and approachable first impression.
- Actively listen to customer inquiries and concerns to understand their needs.

##### Deliver Accurate Information

- Offer clear and concise guidance on available services, processes, and policies.
- Keep up to date with the latest information to ensure consistent and reliable answers.

##### Resolve Issues Efficiently

- Address customer concerns promptly, aiming for first-contact resolution.
- Escalate complex issues appropriately
- Assist customers across desk channels, including in-person, phone, email, or chat.

##### Empower Customers

- Educate customers about self-service options and resources for future needs.
- Offer tools and support to help them navigate services independently.

##### Collect and Act on Feedback

- Encourage customers to share their experiences and suggestions.
- Communicate feedback to the broader team for continuous improvement.

#### FUTURE PLANS

- Complete Customer Experience Service review and commence implementing recommendations.
- Contribute to digital transformation such the Implementation of laptops across the team to enhance communication, improve staff flexibility, and provide more efficient customer support.
- Overhaul of the rates process to streamline and simplify the burdensome initiative.
- New sentiment kiosk at each transaction centre
- Undertake training to optimise the use of internal systems, including Councilwise and Merit.
- Conduct customer journey mapping and improved reporting to identify pain points and opportunities for enhancing the overall customer experience.
- Ongoing focus on exploring training and development opportunities.
- Implement a procurement process for ordering stationary etc.  
Reintroduced CX workshops and shadowing programs to deepen understanding of internal processes and effectively communicate them to the public.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
<b>Customer Experience</b>	<p><b>Service Description</b></p> <ul style="list-style-type: none"> <li>• Providing our residents and community with high quality and efficient frontline customer service delivery from our offices in Beechworth, Yackandandah, Rutherglen and Chiltern and via phone and in person service.</li> <li>• Work to improve internal systems to prioritise customer enquiries.</li> <li>• Advocate for the local community and elevate issues to internal managers.</li> <li>• Working closely with Council's internal departments to facilitate a quick and easy resolution to customer requests.</li> <li>• Managing ISC's shared resources (mail, stationery, staff consumables).</li> <li>• Managing the administration of the Rutherglen Memorial Hall and bookings for the Yackandandah Senior Citizens Hall.</li> </ul> <p><b>Purpose of Service</b></p> <ul style="list-style-type: none"> <li>• Facilitate and support customer experience.</li> <li>• Interpreting and anticipating customers' needs and responding accordingly</li> <li>• Maintaining person-to-person customer contact to ensure a customer centric service delivery</li> <li>• Source of accurate information for customers</li> <li>• Continuous improvement to systems facilitating the Customer Experience</li> <li>• Continue to work on Merit integrations to allow greater CRM usability, expediting service.</li> <li>• Further development of workflows to ensure customer requests are valued and answered.</li> <li>• Continued work on improving customer self-service by moving more services to our website.</li> </ul> <p><b>Service Activities</b></p> <p>Key Activities of the Customer Service and Administration Service Area include:</p> <ul style="list-style-type: none"> <li>• Facilitate and deliver best practice and community responsive customer service</li> <li>• Ensure all interactions with customers are respectful, helpful and diligent.</li> <li>• Facilitate first point of contact resolutions where possible</li> <li>• Record all customer contact received via the call centre into Council's Customer Request Management systems and updating requests to provide further information to Council officers and increase service delivery.</li> <li>• Respond to counter enquiries, receipting of payments, permit application, disabled parking permits and animal registration</li> <li>• Support other departments with the routine provision of photocopier management, stationery &amp; staff amenity supplies, banking and mail delivery</li> </ul>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"><li>• Manage Rutherglen Memorial Hall</li><li>• Manage Carlyle Cemetery</li></ul> <p><b>Total FTE 6.37 plus Casual 0.16</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Customer Experience		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Customer Experience

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1062. Grant Op. (SNR)	0	(108,654)	0
<b>Total Income</b>	<b>0</b>	<b>(108,654)</b>	<b>0</b>
<b>Expense</b>			
2000. Ordinary Hours	322,514	357,753	335,107
2001. Overtime	0	786	0
2002. Leave - Annual	30,639	34,038	31,826
2003. Leave - Long Service	10,500	11,698	11,354
2004. Leave - Sick	11,288	12,544	11,731
2005. Leave - Parental	1,615	1,798	1,674
2006. Leave - Compassionate	0	524	0
2009. Superannuation	48,348	49,571	54,471
2010. Workcover	12,614	14,148	13,631
2018. Casual Hours	97,956	118,025	118,907
2021. Allowance - Other	0	441	482
2023. Uniforms	4,500	2,783	4,500
2032. Name Badges	0	575	50
2108. Printing	2,500	3,054	2,500
2109. Paper	4,800	4,133	4,000
2110. Postage	12,000	10,039	12,000
2111. Stationery	6,840	5,148	6,840
2129. Consumables - Staff	5,500	5,815	5,500
2132. Newspapers & Periodicals	1,020	807	0
2200. Freight	4,380	4,019	4,380
2203. Telephone - Mobile	360	210	360
2514. Fleet - Pool vehicle usage	1,000	1,786	1,000
2601. Contract Services	600	8,176	1,000
2605. Purchases - Minor Equipment	1,800	1,050	1,800
<b>Total Expense</b>	<b>580,774</b>	<b>648,921</b>	<b>623,113</b>
	<b>580,774</b>	<b>540,267</b>	<b>623,113</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Governance

### WHAT WE DO

This service has the responsibility to provide governance support to Council and officers. We support good governance advice to Council, Councillors, staff and Council committees, to enable making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation. This covers integrity training, privacy/FOI, delegations, council business papers and coordinating elections, Council meetings, Committees and reporting for LGPRF.

### FUTURE PLANS

- Continued integrity program roll-out
- Establish register of Strategic documents and plans for the organisation.
- Review of CAC handbook
- Review of Council committees – the purpose and need for advisory committees and CACs. Includes ToR and handbook review – post Council Plan.
- Build capacity of Governance team by inducting and training new Governance Officer and new Information Management and Governance Administration Support Officer.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Council Meetings:                             <ul style="list-style-type: none"> <li>○ Planning Council Meetings, including producing business papers for Council, and maintaining meeting schedules</li> <li>○ Managing public interface with Council Meetings, tracking questions, actions, etc.</li> </ul> </li> <li>• Councillor / EMT advice and support</li> <li>• Provide training through a coordinated and strategically programmed integrity program.</li> <li>• Information Governance:                             <ul style="list-style-type: none"> <li>○ Privacy advice and training</li> <li>○ Process FOI applications and develop FOI compliant practices across Council</li> <li>○ Lead on PDSP project management</li> </ul> </li> <li>• Produce and update delegations and authorisations</li> <li>• Support governance of Community Asset /Advisory Committees</li> <li>• Advice, support and training around:                             <ul style="list-style-type: none"> <li>○ Conflict of interest, gifts</li> <li>○ Personal interest returns</li> <li>○ Election policy matters</li> <li>○ Governance Rules</li> <li>○ Privacy and information management / confidentiality</li> <li>○ Assistance with interpreting legislation</li> <li>○ Sourcing legal advice</li> <li>○ Policy development</li> </ul> </li> <li>• Compliance:                             <ul style="list-style-type: none"> <li>○ Policy register management, planning and maintenance</li> <li>○ Delegations and Authorisations/Appointments updates</li> <li>○ Management, planning and maintenance of compliance registers in RelianSys</li> <li>○ Manage registers – conflict of interest, personal interests returns – manage the process and provide templates</li> <li>○ Staff training and support for same</li> <li>○ Maintenance of Governance Schedule</li> </ul> </li> <li>• Department of Transport and Buller Gas audits and others as required.</li> <li>• Maintaining up to date website information for matters relating to all governance activities</li> </ul> <p><b>Total FTE 1.58</b></p>



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Governance	2601 Contract Services	Election Costs - 2025 election. Not required for 2025/26

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Governance

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1506. Fees	(250)	(393)	0
1507. Fines - (Infringements)	(2,000)	(2,000)	(20,000)
<b>Total Income</b>	<b>(2,250)</b>	<b>(2,393)</b>	<b>(20,000)</b>
<b>Expense</b>			
2000. Ordinary Hours	131,490	126,051	137,653
2001. Overtime	0	1,159	0
2002. Leave - Annual	12,496	11,885	13,076
2003. Leave - Long Service	3,285	3,127	3,439
2004. Leave - Sick	4,602	4,377	4,820
2005. Leave - Parental	653	623	691
2009. Superannuation	15,123	12,956	16,519
2010. Workcover	3,942	3,822	4,131
2021. Allowance - Other	480	401	404
2023. Uniforms	200	0	200
2101. Subscriptions	8,730	8,730	8,800
2102. Accommodation	1,200	1,200	1,200
2103. Meals	600	600	600
2406. Legal Expenses	5,250	2,000	2,250
2514. Fleet - Pool vehicle usage	1,032	602	1,032
2601. Contract Services	176,500	184,394	3,000
<b>Total Expense</b>	<b>365,583</b>	<b>361,926</b>	<b>197,815</b>
	<b>363,333</b>	<b>359,533</b>	<b>177,815</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Information Management

#### WHAT WE DO

- Support the Council to maintain Council Records in accordance with legislative requirements, by providing advice, training and ongoing support to staff.
- Administer Council's Electronic Document Records Management System (EDRMS), supporting officers to manage records within the system, and ensuring all relevant records are accessible and stored in accordance with legislative obligations.
- Ensuring document disposal and retention requirements are in accordance with the Public Records Office of Victoria.
- Managing the lifecycle of all electronic and physical records (stored on and off-site)
- Manage all incoming correspondence (electronic and hard copy), assigning actions to the appropriate officer in a timely manner.

#### FUTURE PLANS

- Facilitate the upgrade of the current EDRMS to supported version and to enable effective integration with Microsoft 365 applications (SharePoint)
- Significant input into the PDSP with a focus on high risk, low maturity Standards and Elements – due August 2026
- Progress the development and maintenance of the Information Asset Register to include new third-party applications, Microsoft 365 applications and electronic data storage environments (Greenlight, Compass, SharePoint, OneDrive)
- Investigate and plan for the implementation of Protective Markings for Corporate Records
- Review, disposal, and transition of archived records from Iron Mountain to Grace to further reduce off-site storage costs

#### SERVICES

SERVICE	DESCRIPTION
Information Management	<p><b>Information Management Service Area is responsible for the:</b></p> <ul style="list-style-type: none"> <li>• Provision of an information management framework compliant with the requirements of the Public Records Act 1973, associated standards and the Australian Standard AS ISO 15489 - Records Management</li> <li>• Administration and support of Council's electronic document and records management system (EDRMS), including regular reviews and strategies to increase the levels of staff usage and effectiveness</li> <li>• Ensuring document disposal and retention requirements are in accordance with the Public Records Office of Victoria.</li> </ul>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> <li>Managing the lifecycle of all electronic and physical records (stored on and off-site)</li> </ul> <p><b>Key Activities of the Information Management Service Area include:</b></p> <ul style="list-style-type: none"> <li>Development, implementation and review of Council's Information Management program.</li> <li>Development, implementation and review of all Information Management policies, procedures and operational guidelines.</li> <li>Administration and support of Council's EDRMS (Content Manager) including the day-to-day activities of:                             <ul style="list-style-type: none"> <li>Processing of physical and electronic correspondence (including entry into the EDRMS);</li> <li>Classifying correspondence and assigning to the appropriate Council Officer.</li> <li>Assignment of the correct retention schedule to all records.</li> </ul> </li> <li>Providing support and training for the use of the EDRMS to staff.</li> <li>Ensuring Council's records are appropriately stored and disposed of in accordance with the Public Records Office of Victoria.</li> <li>Regular assessment of archive material for potential disposal/destruction.</li> <li>Ensuring contractors and volunteers are aware of their recordkeeping obligations</li> <li>Removal, assessment and reclassification/destruction of boxes stored at Iron Mountain Baranduda (formally Recall)</li> </ul> <p><b>Total FTE 1.74</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Information Management	2601 Contract Services	New initiative in 2024/25

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Information Management

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1506. Fees	0	539	0
<b>Total Income</b>	<b>0</b>	<b>539</b>	<b>0</b>
<b>Expense</b>			
2000. Ordinary Hours	125,460	115,637	133,607
2002. Leave - Annual	11,916	10,982	12,698
2003. Leave - Long Service	3,133	2,946	3,338
2004. Leave - Sick	4,392	4,048	4,676
2005. Leave - Parental	626	577	665
2009. Superannuation	14,425	13,212	16,034
2010. Workcover	3,766	3,533	4,013
2018. Casual Hours	0	12,722	0
2023. Uniforms	0	0	500
2025. Memberships - Industry	600	600	615
2032. Name Badges	0	20	0
2433. Archive - Storage Costs	18,000	17,607	18,000
2601. Contract Services	10,158	10,158	0
<b>Total Expense</b>	<b>192,476</b>	<b>192,042</b>	<b>194,146</b>
	<b>192,476</b>	<b>192,580</b>	<b>194,146</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## People and Culture

### WHAT WE DO

The People & Culture team exists to support, enable and develop the workforce, culture and practices of the organisation to best achieve the objectives of the Council Plan.

We do this in the following ways:

- Build organisational capability through effective leadership, employee attraction, development and retention
- Provide for the health, safety and wellbeing of our employees
- Drive enhanced contribution and delivery of our Council Plan through effective performance objectives, reviews and management
- Encourage and drive the rewarding of and recognising behaviours and high performance
- Drive, influence and support positive cultural change across the organisation
- Support and coach line managers and supervisors in engaging, developing and motivating their staff
- Monitor and report on WorkCover management and supporting employees to return to work safely
- Manage Council's risk by ensuring compliance with the Occupational Health and Safety Act 2004, Fair Work Act 2009, Public Interest Disclosures Act 2012, Council's Enterprise Agreement and other relevant legislation, standards and instruments.

### FUTURE PLANS

- Successful change management through the continued implementation of the HRIS
- Embed our new Vision, Purpose and Values into our People practices
- Reflection and forward planning for the next SWFP
- Start Wellbeing Strategy initiatives
- Develop a HR Framework
- Develop an organisation Learning and Development plan
- HR Service Review
- Start EBA negotiations
- Develop new rewards and recognition initiatives



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
<b>People and Culture</b>	<ul style="list-style-type: none"> <li>• Support and lead organisational capability within leadership, employee attraction, development and retention</li> <li>• Partner with the organisation to provide advice, guidance and support on all matters related to human resources, which includes industrial relations, staff management and performance</li> <li>• Support and manage the return-to-work function and wellbeing of our employees</li> <li>• Drive, influence and support positive cultural change across the organisation including gender equitable practices</li> <li>• Development of policies and procedures related to organisational development and Occupational Health and Safety</li> <li>• Oversee and administer the whole of the employee lifecycle</li> <li>• Continual monitoring and reporting of Councils incidents, accidents and near misses including investigations, corrective action, WorkCover management and supporting employees to return to work safely</li> <li>• Manage Council's risk by ensuring compliance with the Occupational Health and Safety Act 2004, Fair Work Act 2009, Protected Disclosures Act 2012, Council's Enterprise Agreement and other relevant legislation, standards and instruments.</li> </ul> <p><b>Total FTE 3.58</b></p>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
People and Culture		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - People & Culture

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Expense</b>			
2000. Ordinary Hours	331,514	349,697	367,143
2001. Overtime	0	84	0
2002. Leave - Annual	31,505	34,332	34,876
2003. Leave - Long Service	8,291	8,640	9,180
2004. Leave - Sick	11,602	12,097	12,844
2005. Leave - Parental	1,659	1,730	1,837
2009. Superannuation	38,127	36,644	44,053
2010. Workcover	9,942	10,630	11,012
2012. Leave - Other	0	266	0
2015. Training - Online	25,000	10,314	25,750
2021. Allowance - Other	10,362	10,676	11,183
2022. Training	70,352	75,487	55,872
2023. Uniforms	1,300	700	1,200
2024. Protective Clothing	0	160	0
2025. Memberships - Industry	5,850	6,232	6,000
2026. Professional Affiliations	1,250	800	1,290
2027. Medicals	3,080	2,800	3,080
2028. Police and WWC Checks	4,080	4,267	4,080
2029. Vaccinations	2,055	2,055	2,200
2032. Name Badges	0	85	0
2033. Trainees	41,922	27,954	0
2034. Conferences/Workshops	4,110	4,145	4,200
2036. Recruitment Costs	2,000	2,000	2,000
2040. Rewards & Recognition Policy	3,600	3,600	3,750
2043. Programs - Employee Assistance	15,580	15,030	15,800
2044. Development - Leadership	20,550	21,775	20,750
2101. Subscriptions	1,400	1,548	1,500
2102. Accommodation	1,500	1,401	1,550
2103. Meals	500	421	515
2104. Parking	250	200	250
2111. Stationery	200	156	200

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - People & Culture

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2117. Catering	1,500	1,853	1,500
2203. Telephone - Mobile	1,800	1,304	1,800
2205. Internet	600	350	600
2406. Legal Expenses	12,000	12,000	12,360
2407. Advertising	49,320	46,850	50,798
2514. Fleet - Pool vehicle usage	2,400	1,534	2,400
2515. Fleet - Monthly Costs Distributed	25,000	0	0
2601. Contract Services	112,200	151,825	128,900
2613. Psychometric testing	3,080	2,120	3,080
<b>Total Expense</b>	<b>855,481</b>	<b>863,759</b>	<b>843,553</b>
	<b>855,481</b>	<b>863,759</b>	<b>843,553</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Risk and Safety Management

### WHAT WE DO

This service provides leadership and support for risk, insurance, health and safety, internal audit and statutory activities and requirements. Major functions of this service include:

- Development, maintenance and implementation of the Risk Management Framework
- Development, maintenance and implementation of the Health and Safety Management System
- Coordination of the Audit and Risk Committee
- Coordination of insurances and management of insurance claims
- Investigation and reporting of incidents
- Coordinator of Internal Audits
- Ensuring compliance with legislation including:
  - Local Government Act 2020
  - Health and Safety Act 2004

### FUTURE PLANS

- Adopt a 5 year OHS Strategy to meet the needs of the organisation and best practice
- Continue to implement the Risk Management Strategy
- Contribute and participate in the new incident reporting and review module to replace Elumina
- Improved action tracking for incidents and hazards
- Update and development of new Safety Directives, Procedures and supporting documents

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
<b>Risk and Safety Management</b>	<ul style="list-style-type: none"> <li>• Development, maintenance and implementation of the Risk Management Framework</li> <li>• Development, maintenance and implementation of the Health and Safety Management System</li> <li>• Coordination of the Audit and Risk Committee</li> <li>• Coordination of insurances and management of insurance claims</li> <li>• Investigation and reporting of incidents</li> <li>• Coordinator of Internal Audits</li> <li>• Ensuring compliance with legislation including: <ul style="list-style-type: none"> <li>• Local Government Act 2020</li> <li>• Health and Safety Act 2004</li> </ul> </li> </ul> <p><b>Total FTE 1.95</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
<b>Risk and Safety Management</b>		No material variances



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Risk and Safety

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1405. Interest - General	0	(8,112)	0
1536. Insurance - Charges	0	(219)	0
<b>Total Income</b>	<b>0</b>	<b>(8,331)</b>	<b>0</b>
<b>Expense</b>			
2000. Ordinary Hours	157,952	154,874	166,409
2001. Overtime	0	144	0
2002. Leave - Annual	15,006	13,636	15,807
2003. Leave - Long Service	3,952	3,589	4,166
2004. Leave - Sick	5,524	5,024	5,828
2005. Leave - Parental	794	720	835
2009. Superannuation	18,164	15,354	19,971
2010. Workcover	4,738	4,364	4,994
2018. Casual Hours	0	2,242	0
2020. Allowance - Travel	4,576	3,432	4,576
2021. Allowance - Other	8,868	8,269	8,381
2022. Training	0	0	500
2101. Subscriptions	600	600	600
2102. Accommodation	600	600	600
2203. Telephone - Mobile	312	309	600
2404. Insurance - Broker Fees	30,000	32,368	34,310
2411. Insurance - Vehicle	0	(65,510)	0
2414. Facility Hire	450	450	0
2415. Insurance - Public Liability	278,557	269,689	251,770
2416. Insurance - Asset	372,360	355,777	371,624
2417. Insurance - Fidelity Guarantee	5,721	4,839	5,129
2418. Insurance - Officers & Councillors	21,000	17,697	18,759
2420. Plant & Fleet - Repairs	0	853	0
2422. Insurance - Cyber Liability	18,700	16,486	17,475
2425. Audit Fees - Internal	40,391	40,384	45,000
2426. Insurance - Personal Accident	3,099	2,541	2,693

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Risk and Safety

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2514. Fleet - Pool vehicle usage	1,200	1,536	1,200
2601. Contract Services	30,200	42,335	18,900
2605. Purchases - Minor Equipment	980	930	980
<b>Total Expense</b>	<b>1,023,744</b>	<b>933,530</b>	<b>1,001,107</b>
	<b>1,023,744</b>	<b>925,200</b>	<b>1,001,107</b>



**2025/2026 Budget Operating Income and Expenses by Service Plan**

# **Planning and Corporate Services**

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Building Control Services

### WHAT WE DO

The Building Controls department's role is to assist in protecting the community from major risks to life and property and to fulfil the obligations required by Local Councils within the Building Act 1993 and the Building Regulations 2018.

We offer a service to the community whether through the issue of permits or for just advice how homes, shops and commercial structures can be built to be structurally sound and ensure they meet all relevant standards for Disability Access, Bushfire Construction and Energy Ratings.

We monitor pools to ensure compliance and safety.

Councils Municipal Building Surveyor has statutory responsibility for decisions made pursuant to the Act & Regulations.

### FUTURE PLANS

We have recently transitioned historic enforcement files to the Greenlight Portal and assessed them based on Risk. Our focus will be to continue to act on Extreme Risk development in order to protect Council's interests. It will be interesting to see the amount awarded to Council when these matters are listed and heard in the Magistrates Court.

Prepare and consider a succession plan for existing staff members which will cover factors such as annual leave and staff departures.

Review and update the shared service agreement with Towong Shire Council.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
<b>Building Control Services</b>	<p>To assist in protecting the community from major risks to life and property and meet Council's Legislative requirements in relation to the Building Act (1993) and the Building Regulations 2018.</p> <ul style="list-style-type: none"> <li>• By issuing building permits</li> <li>• Monitoring Places of Public Entertainment</li> <li>• Inspecting, monitoring and controlling unsafe structures</li> <li>• Essential Safety Measures Inspections</li> <li>• Enforcement of Illegal Building Works</li> <li>• Statutory Reporting to the Victorian Building Authority</li> <li>• Maintaining records for both Council and Private Building Surveyors</li> <li>• Community Advice and Liaison</li> <li>• Liquor Licence measurements</li> <li>• Access advice to Commercial premises</li> <li>• Inspection of pools and fences</li> <li>• Provision of the above services to both Towong and Indigo Shire Councils</li> <li>• Issuing of emergency housing permits for Bushfire Recovery Victoria</li> </ul> <p><b>Total FTE 4.55, Casual 0.63</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
<b>Building Control Services</b>		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Building & Control Services

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1252. Reimbursement - Other External	0	(761)	0
1353. Information Statements	(22,200)	(25,134)	(30,000)
1354. Pool Registration Fees	(600)	(4,482)	(10,000)
1377. Building - Other Charges	(26,250)	(34,631)	(66,000)
1378. Building - Lodgement Fee	(45,600)	(46,082)	(55,000)
1381. Building - Permit	(246,000)	(233,891)	(265,000)
1528. Service Recovery - Building Control	(172,440)	(172,440)	(179,688)
<b>Total Income</b>	<b>(513,090)</b>	<b>(517,421)</b>	<b>(605,688)</b>
<b>Expense</b>			
2000. Ordinary Hours	469,611	548,487	557,054
2002. Leave - Annual	44,601	51,463	52,927
2003. Leave - Long Service	12,182	13,705	14,351
2004. Leave - Sick	16,429	19,184	19,494
2005. Leave - Parental	2,341	2,735	2,793
2006. Leave - Compassionate	0	1,398	0
2009. Superannuation	56,037	57,798	68,871
2010. Workcover	14,621	17,779	17,231
2018. Casual Hours	17,648	0	16,965
2021. Allowance - Other	6,060	7,862	8,079
2022. Training	0	0	6,000
2023. Uniforms	600	0	600
2025. Memberships - Industry	1,200	1,314	600
2026. Professional Affiliations	200	0	0
2033. Trainees	0	0	500
2034. Conferences/Workshops	0	599	0
2100. Merchandise	0	27	0
2101. Subscriptions	200	0	900
2103. Meals	0	0	200
2111. Stationery	450	150	0
2117. Catering	300	300	0



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Building & Control Services

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2133. Sampling Expenses	0	(66)	0
2203. Telephone - Mobile	0	509	1,200
2406. Legal Expenses	0	1,363	0
2420. Plant & Fleet - Repairs	0	1,329	0
2515. Fleet - Monthly Costs Distributed	33,467	32,760	36,950
2601. Contract Services	20,000	837	0
2605. Purchases - Minor Equipment	0	944	0
<b>Total Expense</b>	<b>695,947</b>	<b>760,479</b>	<b>804,715</b>
	<b>182,857</b>	<b>243,058</b>	<b>199,027</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Environmental Health Services

#### WHAT WE DO

The Environmental Health Department ensures the necessary public health standards are maintained for the health and wellbeing of not just the residents of the shire but also the visitors who are using our accommodation and food premises through a thorough Food and Accommodation inspection regime. Septic and Wastewater approvals protect our waterways and prevent communicable diseases.

We assist State Government bodies with Communicable disease investigations, Mosquito Monitoring, Tobacco, Vape and Smoking area monitoring, Blue-Green Algae testing, Sharps Disposals and of course all the and inspections ensure the standard of living in this area is maintained.

We provide the same services to Falls Creek and Mt Hotham Resorts under a contract arrangement.

#### FUTURE PLANS

Possible loss of Resort Management contracts as they review their services over all five resorts (they have advised that this may be years off).

Due to cuts in State Government Funding, there seems to be a desire to push more onto local government. We may need to use contractors to make up current staff vacancy until such time as there is more certainty about our workload.

### SERVICES

SERVICE	DESCRIPTION
<b>Environmental Health Services</b>	<p>Manage and deliver Council's statutory duties under the provisions of the Food Act, Public Health &amp; Wellbeing Health Act, Environment Protection Act, Tobacco Act and other associated Acts and Regulations through appropriate policy development, planning and service delivery</p> <ul style="list-style-type: none"> <li>• Risk based food safety assessment program of food businesses/premises</li> <li>• Food safety information to the business sector and general community</li> <li>• Monitoring, surveillance and service evaluation for mosquitos, water, food, tobacco and health premises and on behalf of the Department of Health.</li> <li>• Participation in local, regional and state food safety initiatives</li> </ul>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> <li>Reduction of the risk of infectious illness, investigation of communicable diseases in the Indigo Shire community</li> <li>Community education on public health issues</li> <li>Review, advice and approval of septic tank installations</li> <li>Liaise with Planning and Building Departments on appropriate developments</li> <li>Blue Green Algae and Aquatic Facility water testing.</li> <li>Provision of Sharps containers and appropriate disposal of same.</li> <li>Investigation of complaints – particularly rubbish dumping, illegal camping and Air BnB's</li> <li>Provision of all of the above services to Towong Shire, Falls Creek and Mt Hotham</li> <li>Liaise with Department of Health to monitor Japanese Encephalitis and other mosquito borne diseases</li> </ul> <p><b>Total FTE 1.92 plus Casual 1.91, Casual 0.6</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Environmental Health Services	1057 Grant Op. (SR) DHHS Funding	One off grant for septic in 2024/25. Now completed.

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

#### Service Area - Environmental Health Services

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1057. Grant Op. (SR) DHHS Funding	0	(45,000)	0
1058. Inactive - Grant O.	0	0	(1,500)
1062. Grant Op. (SNR)	(5,000)	(14,671)	0
1355. EH - Food Premises Registration	(157,000)	(146,641)	(161,100)
1356. EH - Prescribed Accommodation Rego	(72,000)	(72,098)	(74,200)
1357. EH - Caravan Parks/Camping Permits	0	(5,846)	0
1358. EH - Hairdressers Registration	(3,000)	(3,490)	(3,000)
1359. EH - Septic Tanks - Fee	(33,600)	(40,247)	(39,800)
1361. EH - Aquatic Facilities	(800)	(1,273)	(800)
1529. Service Recovery - Enviro Health	(148,200)	0	0
<b>Total Income</b>	<b>(419,600)</b>	<b>(329,266)</b>	<b>(280,400)</b>
<b>Expense</b>			
2000. Ordinary Hours	202,810	191,393	207,167
2002. Leave - Annual	19,269	18,180	19,675
2003. Leave - Long Service	8,460	7,315	8,670
2004. Leave - Sick	7,093	6,702	7,252
2005. Leave - Parental	1,010	958	1,039
2009. Superannuation	38,810	30,153	41,584
2010. Workcover	10,121	9,272	10,392
2018. Casual Hours	134,576	100,623	110,388
2021. Allowance - Other	2,080	2,150	2,075
2023. Uniforms	300	0	0
2025. Memberships - Industry	400	375	450
2102. Accommodation	0	22	0
2103. Meals	0	169	0
2117. Catering	0	56	0
2133. Sampling Expenses	8,600	4,267	8,050
2203. Telephone - Mobile	0	763	1,200
2205. Internet	0	138	0
2514. Fleet - Pool vehicle usage	0	0	19,200

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Environmental Health Services

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2515. Fleet - Monthly Costs Distributed	18,781	14,152	0
2601. Contract Services	3,600	16,031	0
2605. Purchases - Minor Equipment	0	45	150
<b>Total Expense</b>	<b>455,910</b>	<b>402,765</b>	<b>437,292</b>
	<b>36,310</b>	<b>73,499</b>	<b>156,892</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Financial Services

#### WHAT WE DO

- Deliver all core finance, payroll and accounting functions
- Management and compliance with all finance and payroll related statutory, legal and taxation obligations
- Finance support to EMT, Council, managers and staff
- Strategic financial planning
- Creation and maintenance of organisational finance policies

#### FUTURE PLANS

- Continued progression of providing transparent information to Council and the community relating to the adopted budget.
- Address risk issues relating to audit outcomes.
- Continued commitment to ensuring Council's financial statutory requirements are delivered on time.
- Continued process improvement to develop all staff with the necessary financial skills to be able to deliver their daily tasks.
- Ensure there are development opportunities for staff.

### SERVICES

SERVICE	DESCRIPTION
Financial Services	<ul style="list-style-type: none"> <li>• Management of the following functions - Accounts Payable, Accounts Receivable, Payroll, General Ledger and associated financial systems</li> <li>• Management and compliance of all taxation matters GST and FBT</li> <li>• Preparation and delivery of the annual budget and LTFF</li> <li>• Preparation of audited Financial Statements for inclusion in the Annual Report</li> <li>• All Statutory financial reporting</li> <li>• Monthly financial reporting to EMT and Council</li> <li>• Support of Council's Finance <u>and</u> Audit Committees</li> <li>• Management of Council's Treasury function to ensure surplus cash is invested and working cash is available to meet obligations</li> <li>• Management of Council's rate's function, including Fire Service Property Levy</li> <li>• Administration of financial software (Lynx, MAGIQ, Computron, Pay Global and Councilwise)</li> </ul> <p><b>Total FTE 6.0</b></p>



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Financial Services	2300 Interest - Loans	Assumed for interest on \$1,575,000 loan – start January 2026

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Financial Services

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1050. Grant Op (CR) Vic Grants Commission	(4,190,928)	(4,101,565)	(4,224,612)
1400. Interest - Loan Debtors	0	(63)	0
1401. Interest - Investments	(97,941)	(114,078)	(110,879)
1402. *Interest - Rates	(234,000)	(215,525)	(246,000)
1404. Dividends	(9,800)	(9,800)	(1,600)
1719. Business Unit Surcharge	(45,276)	(45,276)	(46,634)
<b>Total Income</b>	<b>(4,577,945)</b>	<b>(4,486,307)</b>	<b>(4,629,725)</b>
<b>Expense</b>			
2000. Ordinary Hours	491,008	543,125	569,013
2002. Leave - Annual	46,644	51,106	54,051
2003. Leave - Long Service	12,275	13,551	14,220
2004. Leave - Sick	17,180	18,983	19,916
2005. Leave - Parental	2,457	2,716	2,842
2009. Superannuation	56,454	55,379	68,277
2010. Workcover	14,723	22,535	17,074
2021. Allowance - Other	11,036	11,662	11,793
2025. Memberships - Industry	715	951	260
2026. Professional Affiliations	0	0	600
2032. Name Badges	0	22	0
2101. Subscriptions	520	520	0
2105. Bank Charges	15,996	15,220	16,475
2107. Licencing	2,597	2,597	0
2111. Stationery	850	1,952	0
2117. Catering	0	105	0
2127. Consumables - Printer	500	500	500
2203. Telephone - Mobile	384	351	0
2300. Interest - Loans	81,620	81,784	156,517
2302. Interest - Overdraft	0	13,819	5,000
2401. Audit Fees - VAGO	44,020	55,000	45,000
2407. Advertising	1,500	1,700	1,500

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Service Area - Financial Services

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2601. Contract Services	9,067	69,698	59,060
<b>Total Expense</b>	<b>809,546</b>	<b>963,277</b>	<b>1,042,098</b>
	<b>(3,768,399)</b>	<b>(3,523,030)</b>	<b>(3,587,627)</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Information Technology

### WHAT WE DO

The purpose of the Indigo Shire Council IT Team is to deliver and sustain secure, reliable and seamlessly integrated technology solutions that align with council goals. We are committed to leveraging innovative IT strategies that serve and empower our community.

Key activities include:

- **Technology and Infrastructure Management:** Overseeing and maintaining the council's technology infrastructure, including servers, networks and hardware. Implementing and managing software applications and databases used across council.
- **Security and Compliance:** Implementing and enforcing cybersecurity measures to protect systems and data. Ensuring compliance with relevant regulations and standards related to data security and privacy
- **User Support and Training:** Providing technical support to council staff for hardware, software and network related issues. Conduct training programs to enhance digital literacy and promote effective use of technology.
- **Strategic Planning and Advisory:** Offering strategic advice on technology trends and advancements that align with the council's goals. Work with the IT Steering Committee to set priorities, policies and mould strategic objectives and direction.
- **Digital Transformation Initiatives:** Leading and supporting digital transformation projects to enhance operational efficiency and service delivery. Introduce innovative technologies to improve process and community engagement
- **Data Management and Analytics:** Managing and analysing data, enabling data driven decision making. Ensuring the availability and integrity of data for various council functions
- **Emergency and Continuity Planning:** Implementing disaster recovery and business continuity plans to ensure uninterrupted services during emergencies. Establishing and testing protocols for data backup and recovery.
- **Project Delivery:** Manage IT Projects and IT project delivery framework.

### FUTURE PLANS

- Complete finance/timesheet system reference checks with other Australian council sites
- Complete RFT for Finance and Timesheet solutions and prepare project plans.
- Refresh the Data Centre (Servers, Core Switches, UPS)
- Continue Laptop Roll Out, reduce virtual desktop user dependency.
- Continue Cyber MDR Deployment and mitigate critical and high-risk vulnerabilities.
- Approval of IT User Directive and Mobile Device & BYOD Directives
- Create Chatbots & AI Directive
- Restructure the IT Team as per 2024 Service Review action plan

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
Information Technology	<ul style="list-style-type: none"> <li>• Deliver and maintain secure, reliable and integrated technology solutions, facilitate the delivery of services to the community and continually align IT services with Council goals.</li> <li>• Ensure all of Councils ICT systems and infrastructure are running efficiently and effectively, fit for purpose in supporting Council staff in their jobs now and into the future with high availability, security, mobility and uptime</li> <li>• Provide a high level of user support and training to staff and Councillors</li> <li>• Support Councils objectives as described in the Council Plan via strategic implementation of ICT</li> <li>• Provide a helpdesk and user support portal for staff to log tickets allowing IT to maintain a central issue register and track progress until completion and closure of the ticket</li> <li>• Provide training to staff and Councillors on the use of specific hardware and software via one on one interaction or scheduled workshops</li> <li>• Implementation, support, ongoing licencing and maintenance of all applications used at Council</li> <li>• Implementation, maintenance, administration and cyclic replacement of all ICT infrastructure including desktops, laptops, mobile devices, servers, storage, networking and communications</li> <li>• Research existing, new and emerging trends and determine if they fit in with our strategy and help Council achieve its objectives</li> <li>• Network (LAN/WAN/WLAN) administration, monitoring, implementation and improvements enabling effective data communication across all sites of Council</li> <li>• Provide and maintain a communications system allowing all staff to communicate with internal and external parties</li> <li>• Develop, maintain, modify as necessary and continually test Councils IT backup procedure and Disaster Recovery plans</li> <li>• Monitor security of Councils ICT systems both physical and virtual, recommend changes as needed, implement where possible</li> <li>• Business analysis to determine the needs and best fit for Council of any given software/hardware</li> <li>• Provide mobility and transparency of IT systems for staff allowing access from anywhere, at any time from any device they choose</li> </ul>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"><li>• Project management of all IT related projects approved and undertaken</li><li>• Create and implement strategic IT plans aimed at aligning IT with objectives set out in the Council Plan</li><li>• Work with the IT Steering committee to set ICT priorities, policies and mould strategic objectives and direction</li></ul> <p>Total FTE 3.0</p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Information Technology	2202 Telephone - Landline	Change of service delivery resulting in savings.
	2601 Contract Services	Large IT Software project in 2024/25.



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Information Technology

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1601. Miscellaneous Income	0	(140)	0
<b>Total Income</b>	<b>0</b>	<b>(140)</b>	<b>0</b>
<b>Expense</b>			
2000. Ordinary Hours	281,499	293,354	287,443
2001. Overtime	3,020	1,760	3,020
2002. Leave - Annual	26,743	27,405	27,308
2003. Leave - Long Service	7,038	8,324	7,181
2004. Leave - Sick	9,848	10,266	10,050
2005. Leave - Parental	1,411	1,466	1,433
2009. Superannuation	32,373	35,496	34,495
2010. Workcover	8,439	10,271	8,617
2018. Casual Hours	0	39,651	0
2020. Allowance - Travel	0	440	0
2021. Allowance - Other	10,076	10,045	10,347
2023. Uniforms	0	335	0
2032. Name Badges	0	26	0
2040. Rewards & Recognition Policy	0	219	0
2102. Accommodation	0	548	0
2113. Maintenance - Building	2,000	1,360	0
2114. Maintenance - Equipment	2,000	1,000	2,000
2117. Catering	0	71	0
2202. Telephone - Landline	77,376	65,710	7,200
2203. Telephone - Mobile	27,000	24,200	27,000
2205. Internet	134,940	132,842	145,200
2406. Legal Expenses	0	4,340	0
2414. Facility Hire	0	113	0
2434. Software Subscriptions & Support	913,840	913,840	994,000
2514. Fleet - Pool vehicle usage	2,150	2,513	2,150
2601. Contract Services	89,340	253,520	85,140
2605. Purchases - Minor Equipment	54,500	52,886	54,500

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Information Technology

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
Total Expense	1,683,593	1,892,001	1,707,084
	1,683,593	1,891,861	1,707,084

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Local Laws and Animals

### WHAT WE DO

The department is in place so that Council can provide an efficient service that maintains safety and order within the community.

The staff within the unit promote, educate people and enforce numerous Local, State and Federal Laws to maintain order and ensure activities conducted by individuals or community groups are done so in a manner that protects amenity of the area, protects Council asset base and ensures activities are safe for the community.

The School Crossing Supervisors operate as a service to ensure primary school age children are able to cross roads safely, and they have a very important role as front line representatives of Council.

Provide a safe and orderly environment for residents, visitors and the public, to provide amenity and minimise risks to both the community and to Council. To achieve this the unit uses both State Legislation and Local Laws.

### FUTURE PLAN

- Retaining quality Enforcement staff has been a challenge.
- Promote and encourage correct use of footpaths by businesses within the town CBDS (in relation to compliance-based issues).
- Re-enter the encouragement of parking enforcement post bush fires and a lack of tourists with in the Shire due to Covid restrictions
- Managing the implementing of the Cat curfew and cat trapping programs.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
Local Laws and Animals	<ul style="list-style-type: none"> <li>• Dog and cat control</li> <li>• 24-7 emergency response for livestock straying on roads, injured animals on roads or dog attacks</li> <li>• Control of business trading activities both on Council roads, Municipal reserves</li> <li>• Local Law enforcement</li> <li>• Staffed School Crossing management</li> <li>• Parking management and enforcement</li> <li>• Control of business footpath trading activities</li> <li>• Fire Prevention</li> <li>• Management of formal use of municipal reserves and roads for livestock crossings, grazing, public gatherings and roadside business trading</li> </ul> <p><b>Total FTE 2.44 plus Casual 0.16</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Local Laws and Animals	2601 Contract Services	Albury Pound fees increased – offset by increased fees and charges

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Local Laws & Animals

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1052. Grant Op. (SR) Vic Roads	(14,000)	(30,893)	(15,700)
1350. LL - Local Laws Fee	(38,200)	(39,097)	(45,000)
1351. LL - Animal - Dog Registration	(122,800)	(126,416)	(132,000)
1352. LL - Animal - Cat Registration	(21,100)	(21,674)	(28,000)
1379. LL - Animal - Business Registration	(1,800)	(2,107)	(2,000)
1507. Fines - (Infringements)	(35,000)	(53,661)	(50,000)
1533. Lifetime Tags	(4,600)	(3,200)	(4,200)
<b>Total Income</b>	<b>(237,500)</b>	<b>(277,047)</b>	<b>(276,900)</b>
<b>Expense</b>			
2000. Ordinary Hours	183,523	199,373	186,987
2001. Overtime	0	1,307	0
2002. Leave - Annual	17,437	17,465	17,761
2003. Leave - Long Service	4,930	4,890	4,672
2004. Leave - Sick	6,430	6,561	6,545
2005. Leave - Parental	932	945	943
2009. Superannuation	22,677	21,700	22,447
2010. Workcover	5,905	6,746	5,598
2018. Casual Hours	13,656	8,146	2,000
2021. Allowance - Other	27,666	26,930	29,020
2023. Uniforms	900	982	500
2024. Protective Clothing	500	340	1,000
2031. Business Cards	100	50	100
2032. Name Badges	50	50	50
2107. Licencing	300	150	300
2110. Postage	0	0	1,000
2120. Levy	16,500	15,654	16,500
2200. Freight	0	30	0
2203. Telephone - Mobile	1,000	839	1,000
2400. Plant Hire - Internal	0	428	0
2402. Re-imbursement	0	134	0

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Local Laws & Animals

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2403. Bad Debts	0	818	0
2407. Advertising	0	368	600
2515. Fleet - Monthly Costs Distributed	26,772	46,655	41,851
2601. Contract Services	9,000	12,291	26,256
2603. Materials	400	626	0
<b>Total Expense</b>	<b>338,678</b>	<b>373,479</b>	<b>365,130</b>
	<b>101,178</b>	<b>96,432</b>	<b>88,230</b>



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Planning Services

#### WHAT WE DO

- Statutory Planning is responsible for undertaking the role and duty of the Responsible Authority under the rules and regulations of the Planning and Environment Act 1987, the Subdivision Act 1988 and associated legislation.
- Strategic Planning is the Planning Authority for the municipality and responsible for maintaining and updating the Indigo Planning Scheme

#### FUTURE PLANS

- Progression of Housing Strategy
- Commencement and progression of Indigo Heritage Citations Review (Stage 2)
- Progression of Strategic Planning projects
- Investigate the potential of increasing planning compliance activities
- Reduce the use of contractors for Statutory Planning work

#### SERVICES

SERVICE	DESCRIPTION
<b>Planning Services</b>	<p>Administer Council responsibilities under the Planning and Environment Act 1987 including:</p> <ul style="list-style-type: none"> <li>• Determine Planning Permit applications</li> <li>• Process application under the Subdivision Act 1988</li> <li>• Administer and support activities of Council Heritage Advisor</li> <li>• Manage and undertake enforcement of the Planning Scheme and issued planning permits</li> <li>• Responsible for the strategic land use planning activities of Council by either acting as lead department or by supporting other sections of Council in the preparation and implementation of strategic planning documents.</li> </ul> <p><b>Total FTE 6.4</b></p>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS		
SERVICE	ACCOUNT	COMMENTARY
Planning Services	1056. Grant Op. (SNR) DELWP	Grant funded heritage citation review in 2024/25
	1053. Grant Op - (SNR) Natural Disaster	Grant funded bushfire study in 2024/25
	2601 Contract Services	Expenditure for the two grants mentioned above

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Planning

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1053. Grant Op - (SNR) Natural Disaster	0	(50,949)	0
1056. Grant Op. (SNR) DELWP	0	(160,000)	0
1369. Planning - Certificate	0	17	0
1370. Planning - Application	(320,000)	(308,023)	(285,000)
1371. Subdivision - Application	(3,800)	(3,353)	(4,800)
1372. Subdivision - Certification	(4,200)	(4,698)	(4,000)
1373. Planning - Administration	(2,000)	(4,351)	(6,600)
1382. Planning - Information request	(500)	(2,850)	(10,000)
1384. Planning - Certificate of Compliance	(500)	(250)	(800)
1507. Fines - (Infringements)	(3,000)	(3,961)	0
1557. Advertising Revenue	(16,000)	(14,774)	(17,000)
1600. Recovery - Legal Costs	0	(1,168)	(5,000)
1606. Contributions - Openspace	0	(40,250)	(80,000)
<b>Total Income</b>	<b>(350,000)</b>	<b>(594,611)</b>	<b>(413,200)</b>
<b>Expense</b>			
2000. Ordinary Hours	905,209	867,838	944,720
2002. Leave - Annual	85,992	81,604	89,750
2003. Leave - Long Service	22,631	21,779	23,629
2004. Leave - Sick	31,695	30,252	33,072
2005. Leave - Parental	4,525	4,328	4,725
2009. Superannuation	104,095	91,416	113,366
2010. Workcover	27,147	28,065	28,350
2018. Casual Hours	0	7,110	0
2020. Allowance - Travel	0	1,393	0
2021. Allowance - Other	9,596	9,761	9,865
2022. Training	0	18	0
2025. Memberships - Industry	800	800	800
2032. Name Badges	0	24	0
2101. Subscriptions	1,000	224	0
2102. Accommodation	500	436	0

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Planning

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2103. Meals	0	141	0
2105. Bank Charges	0	18	0
2111. Stationery	0	9	0
2117. Catering	0	68	0
2129. Consumables - Staff	0	65	0
2142. Administration Charge	0	70	0
2143. Travel /Train/Plane/Uber/Taxi	0	5	0
2203. Telephone - Mobile	0	763	0
2406. Legal Expenses	20,000	25,934	20,000
2407. Advertising	16,000	12,000	10,000
2514. Fleet - Pool vehicle usage	0	1,965	0
2515. Fleet - Monthly Costs Distributed	2,110	3,104	0
2590. Transfer - To Reserve	0	40,250	80,000
2601. Contract Services	160,000	426,762	150,000
2603. Materials	0	32	0
2605. Purchases - Minor Equipment	0	107	0
2614. Contract Services - Temporary Employment	0	1,807	0
<b>Total Expense</b>	<b>1,391,300</b>	<b>1,658,149</b>	<b>1,508,277</b>
	<b>1,041,300</b>	<b>1,063,538</b>	<b>1,095,077</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Rates and Property Services

#### WHAT WE DO

- Review and implement process of property valuations which are now being processed annually and centralised through the Valuer General.
- Implementation of new Property and Rates system.
- Integration of rating software with VM online valuation system.
- Monitor outstanding rates debtors
- Implement outcomes from the new Revenue and Rating Strategy and Financial Hardship Policy
- Ensure rates are compliant with the rate cap

#### FUTURE PLANS

- Review and implement process of property valuations which are now being processed annually and centralised through the Valuer General.
- Implementation of new Property and Rates system.
- Integration of rating software with VM online valuation system.
- Monitor outstanding rates debtors
- Implement outcomes from the new Revenue and Rating Strategy and Financial Hardship Policy
- Ensure rates are compliant with the rate cap

#### SERVICES

SERVICE	DESCRIPTION
<b>Rates and Property Services</b>	Manage the external rating services currently delivered by Towong Shire Ensure property valuation contracts are in place and key milestones are met Liaise with Towong Shire re: monitoring of outstanding rates debtors and balances

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Rates and Property Services	1003. to 1013. Rates & Charges income	All rates and charges income increased by rate cap

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Rates and Property Services

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1003. Municipal Charge	(3,060,346)	(3,053,378)	(3,144,979)
1004. Residential General	(7,412,737)	(7,420,700)	(8,444,585)
1006. Residential Vacant	(402,404)	(410,116)	(422,419)
1007. Rural 1	(3,318,752)	(3,322,868)	(3,422,554)
1008. Rural 2	(1,354,390)	(1,353,766)	(1,394,379)
1009. Commercial/Industrial	(849,177)	(851,402)	(876,944)
1012. Supplementary Rate	(66,000)	7,528	(70,000)
1013. Fire Service Levy	(47,421)	(47,421)	(48,844)
1353. Information Statements	(1,956)	(2,559)	(2,640)
1506. Fees	(1,824)	(1,079)	(1,111)
1600. Recovery - Legal Costs	0	(105)	0
<b>Total Income</b>	<b>(16,515,007)</b>	<b>(16,455,865)</b>	<b>(17,828,455)</b>
<b>Expense</b>			
2101. Subscriptions	540	528	540
2105. Bank Charges	27,864	24,434	24,923
2403. Bad Debts	2,359	2,359	2,400
2406. Legal Expenses	0	17,703	0
2601. Contract Services	170,000	206,042	179,240
2612. Levy - Fire Services	24,552	26,888	27,426
<b>Total Expense</b>	<b>225,315</b>	<b>277,955</b>	<b>234,529</b>
	<b>(16,289,692)</b>	<b>(16,177,910)</b>	<b>(17,593,926)</b>





**2025/2026 Budget Operating Income and Expenses by Service Plan**

# **Community and Economic Development**

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Ageing Well / Inclusion / Access

### WHAT WE DO

This portfolio is responsible for ensuring that Council and community are inclusive and accessible in their practises through policy and strategy development, advocacy, participation in advisory groups and community events and activities that promote access and inclusion.

The service works with key community and service stakeholders to ensure the built environment, service sector and the social context play equal roles in promoting access and inclusion.

### FUTURE PLANS

- Review and update the Disability Action Plan
- Review and update the Access Policy and Fair Access Policy
- Contribute to the development and implementation of the Life Stages Plan 2024-2029
- Champion Gender Equity & Inclusion actions and Gender Impact Assessments, including the development of internal reporting and governance structures to monitor and evaluate compliance with Gender Equality Act 2020.
- Continue to deliver key events such as 16 Days, IDAHOBIT, Seniors Festival and Volunteers Week

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
Ageing Well/Inclusion/Access	<p>This portfolio is responsible for ensuring that Council and community are inclusive and accessible in their practises through policy and strategy development, advocacy, participation in advisory groups and community events and activities that promote access and inclusion.</p> <p>The service works with key community and service stakeholders to ensure the built environment, service sector and the social context play equal roles in promoting access and inclusion.</p> <ul style="list-style-type: none"><li>• Advocate for positive recognition and support</li><li>• Foster relationships with stakeholders and develop a culture of positivity across the organisation and wider community.</li><li>• Drive access and inclusion initiatives.</li><li>• Supports the Indigo Shire Access Committee</li></ul> <p><b>Total FTE 1.0</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Ageing Well / Inclusion / Access		No material variances

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area: Ageing Well / Inclusion / Access

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1057. Grant Op. (SR) DHHS Funding	(3,000)	(3,000)	(3,000)
1062. Grant Op. (SNR)	(1,500)	(1,628)	(1,500)
1500. Venue Hire	(250)	(392)	0
<b>Total Income</b>	<b>(4,750)</b>	<b>(5,019)</b>	<b>(4,500)</b>
<b>Expense</b>			
2000. Ordinary Hours	88,074	82,893	91,063
2002. Leave - Annual	8,370	7,876	8,651
2003. Leave - Long Service	2,198	2,070	2,274
2004. Leave - Sick	3,082	2,901	3,185
2005. Leave - Parental	442	416	455
2009. Superannuation	10,128	8,650	10,924
2010. Workcover	2,640	2,486	2,730
2037. Entertainment	1,300	300	0
2102. Accommodation	500	290	0
2117. Catering	1,900	1,121	0
2203. Telephone - Mobile	600	477	600
2405. Contribution	300	300	0
2414. Facility Hire	90	90	0
2514. Fleet - Pool vehicle usage	1,500	1,988	2,000
2601. Contract Services	9,500	22,548	9,900
<b>Total Expense</b>	<b>130,624</b>	<b>134,406</b>	<b>131,782</b>
	<b>125,874</b>	<b>129,387</b>	<b>127,282</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Community Development

#### WHAT WE DO

The Community Development service portfolio is a key community liaison area within Indigo Shire Council. The portfolio assists with key Council Plan, Place Plans and Municipal Public Health and Wellbeing Plan initiative implementation whilst providing support and direction to Recreation, Youth, Access and Inclusion, Early Years and Maternal and Child Health Teams. Emergency management coordination and implementation is also imbedded within the Community Development portfolio.

#### Emergency Management

- Assist the council and the community by planning for emergencies through collaboration with key stakeholders including emergency services, non-government agencies and the community through a risk-based approach.
- Encourage community resilience and promote interoperability and integration of emergency management systems under the Emergency Management Act 2013.
- This is achieved by the development and implementation of a Municipal Emergency Management Plan 2024-2027 (MEMP 2024-2027).
- Review and prepare complimentary emergency management plans to the MEMP, including the following:
  - Pandemic Plan,
  - Municipal Emergency Animal Welfare Plan,
  - Heatwave Plan,
  - Municipal Flood Plan,
  - Municipal Fire Management Plan, and
  - Municipal Public Health and Wellbeing Action Plan
- Champion the Indigo Shire Municipal Emergency Management Planning Committee (MEMPC)
- Assist in the development of Community Emergency Management Plans for our communities.
- Establish and review 'Neighbourhood Safer Places – Bushfire Places of Last Resort'.
- Support neighbouring councils in major emergency events through the development of a memorandum of understanding.
- Coordinate and implement Municipal Recovery Requirements
- Oversee and maintain the Vulnerable Persons Register (VPR)
- Undertake strategic planning with a community focus including the development and implementation of Place Plans and Masterplan development,
- Focus on providing opportunities for the community to be physically and social active and have access to services they need to be connected and to thrive and prosper.

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### FUTURE PLANS

- Development of the Life Stages Plan 2024-2029
- Contributing to the development of the Council Plan 2025-2019 and development of the Municipal Public Health and Wellbeing Plan 2025-2029
- Service Reviews – Early Years, Youth Service, Ageing Well
- Determine the next priority for Place Plan development
- Development of the Aquatic Strategy
- Coordinating the development of Business Continuity Plan
- Coordination of the review of the Pandemic Plan, Municipal Emergency Animal Welfare Plan, Heatwave Plan

### SERVICES

SERVICE	DESCRIPTION
<b>Community Development</b>	<ul style="list-style-type: none"> <li>• Community committee/community group support</li> <li>• Committee of Management support</li> <li>• Administering the annual Community Grants program</li> <li>• Support for volunteers</li> <li>• Support the annual Australia Day Awards program</li> <li>• Collaboration with, and community awareness raising of, our local indigenous culture.</li> <li>• Relationship development with key community groups to enhance social inclusion and community connectedness.</li> <li>• Deliver community infrastructure projects in collaboration with Council's infrastructure team and community</li> <li>• Support for community events</li> <li>• Support for arts and cultural development</li> <li>• Health promotion in collaboration with key local stakeholders—including Prevention of family violence and the local government food policy</li> </ul>
	<b>Total FTE 4.39</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Community Development	2601 Contract Services	Grant funded ERV project in 2024/25



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Community Development

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1057. Grant Op. (SR) DHHS Funding	0	(1,005)	0
1062. Grant Op. (SNR)	(60,000)	(424,368)	(60,000)
1100. Contributions - Operating	0	(57,682)	0
<b>Total Income</b>	<b>(60,000)</b>	<b>(483,055)</b>	<b>(60,000)</b>
<b>Expense</b>			
2000. Ordinary Hours	408,102	428,111	341,628
2001. Overtime	0	182	0
2002. Leave - Annual	38,776	40,301	32,454
2003. Leave - Long Service	10,199	10,649	8,543
2004. Leave - Sick	14,282	14,912	11,964
2005. Leave - Parental	2,031	2,126	1,704
2009. Superannuation	46,937	44,196	40,993
2010. Workcover	12,237	12,928	10,255
2021. Allowance - Other	20,996	20,542	24,901
2022. Training	0	2	0
2024. Protective Clothing	0	598	0
2031. Business Cards	0	18	0
2032. Name Badges	0	49	0
2034. Conferences/Workshops	0	9,647	0
2101. Subscriptions	13,000	0	13,000
2102. Accommodation	500	1,067	0
2103. Meals	150	150	0
2117. Catering	1,000	2,809	0
2200. Freight	0	9	0
2203. Telephone - Mobile	1,440	1,077	1,800
2400. Plant Hire - Internal	0	543	0
2407. Advertising	0	1,495	0
2414. Facility Hire	0	75	0
2514. Fleet - Pool vehicle usage	2,400	4,619	2,700
2601. Contract Services	20,000	198,577	18,850

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Community Development

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2603. Materials	1,200	5,517	0
2605. Purchases - Minor Equipment	0	6,173	0
<b>Total Expense</b>	<b>593,250</b>	<b>806,374</b>	<b>508,792</b>
	<b>533,250</b>	<b>323,318</b>	<b>448,792</b>

## Creative Communities

### WHAT WE DO

Creative communities strive to enrich the quality of life for all residents in Indigo Shire by fostering, developing, and championing cultural expression and lifelong learning opportunities. This encompasses various initiatives such as allocating funding and grants, formulating cultural policies, backing education and training, coordinating cultural events, investing in cultural infrastructure, safeguarding intellectual property, promoting collaboration, connecting with local communities, conducting research, and advocating for the value of inclusive and accessible cultural assets. In essence, these efforts collectively play a crucial role in cultivating a lively and diverse cultural environment within Indigo Shire.

**Libraries** - Indigo Shire libraries are a vital part of everyday life. They are catalysts for creativity, discovery and community connection. Our libraries empower our communities through equitable access to resources, services and information. Indigo Shire Libraries are welcoming places where everyone belongs. Indigo Shire Libraries refers to four physical branches: Beechworth, Yackandandah, Chiltern and Rutherglen and a library van which supports outreach services.

- Children literacy and wellbeing programs and activities (Storytime, National Simultaneous Reading Day, Children's Book Week, Children's Week, 16 Days of Activism, school visits)
- Collection and systems management
- Digital library software and program management (Trove, Ancestry, PROV, LinkedIn Learning, Borrowbox, BeamaFilm etc.)
- Programs and events including school holiday programming, author talks, creative workshops and special interest groups
- Digital literacy for seniors
- Outreach and home delivery

**Events** – We work with community and stakeholders to deliver safe and fun events that enhance the vibrancy of our destinations for community and visitor attraction. We provide opportunity for cultural expression, community connectivity and resilience; and for economic development, creating commercial and employment opportunities.

- Annual events grants program (\$60K)
- Managing the annual calendar of community and commercial events through providing advice and advocacy and ensuring state and local government compliance and regulatory standards are met. This function provides internal services to building, planning, local laws, waste management, risk, assets and tourism departments
- Facilitating the management of the Shire's significant events

**Arts and culture** - We recognise the numerous benefits a thriving creative community delivers to our region - from improved health and wellbeing, to increased economic and cultural opportunities.

- Creative Indigo Strategy 2027
- Community arts organisation liaison
- Murray Arts and regional arts liaison

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

**Reconciliation** - Indigo Shire Council acknowledges its role as a public authority in reconciliation and cultural diversity protection as expressed in Section 19 Right to protection of cultural rights – Victorian Charter of Human Rights and Responsibilities Act 2006 and Council also recognises that reconciliation journey will be long and complex and appreciates the need to undertake additional and ongoing engagement with local Aboriginal and Torres Strait Islander Peoples to help achieve this plan together.

- Deliver the Reconciliation Action Plan
- Enhance Council's relationships with key stakeholders
- Deliver National Reconciliation Week and NAIDOC Week activities

**Community development** – We aim improve the well-being and potential of a community by fostering social, economic, and cultural progress. It involves collaborative efforts to address local needs, promote inclusivity, and create sustainable solutions. Through engagement, capacity-building, and resource development, the goal is to empower communities to shape their own futures, fostering resilience and cohesion among members.

- Chiltern Memorial Hall management
- Atauro Island Liaison
- National Volunteer Week event
- Annual community grants program (\$50K)
- Indigo Shire Council Community Grants and Australia Day Awards Advisory Committee
- Australia Day events and awards

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### FUTURE PLANS

#### Creative Indigo Strategy

1. Youth mentorship and Creative Practitioner Pathways project (Strategy 2)
2. First Nations Connect to Country Residency project (Strategy 3)
3. Strategic marketing plan (strategy 4)
4. Public Art Policy and development of arts advisory panel (Strategy 1)

#### Reconciliation

1. Develop a new Reconciliation Action Plan
2. Deliver NAIDOC and National Reconciliation Week activities
3. Progress engagement with traditional custodians
4. Flag Raising Policy

#### Events

1. Deliver grant program,
2. Support annual calendar of rolling events
3. Partner with tourism to develop signature arts event

#### Community facilities

1. Review and develop a working model for Community Facilities and Advisory Committees to Council

#### Libraries

1. Review library staff structure
2. Develop new library strategy
3. Develop masterplan for branch infrastructure and assets renewal and refurbishment
4. After hours library project for youth
5. Develop Library Collections Policy

### SERVICES

SERVICE	DESCRIPTION
<b>Creative Communities</b>	<p>No longer a place just for borrowing books libraries are welcoming places where the community can access e-resources, Wi-Fi, computers, meeting rooms, art spaces, and diverse child, youth and adult programs. We are vibrant community hubs that provide all members of the community universal, equitable access to information. We offer a safe space for social interaction, digital connection, lifelong learning and rich cultural experiences. Key functions of the library services are:</p> <ul style="list-style-type: none"> <li>• Lending Services – books (including large print), serials, e-resources, audio, DVDs and magazines</li> <li>• Children's Services - Story Time and annual celebrations including Book Week, Summer Reading Club and National Simultaneous Story Time, 1000 Books Before School</li> <li>• Home delivery services</li> <li>• Readers advisory services</li> <li>• Lifelong learning for all ages</li> <li>• Holds and Requests</li> </ul>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> <li>• Newspapers</li> <li>• Reference and General Information Services</li> <li>• Local History</li> <li>• PC &amp; Internet Access</li> <li>• Book Clubs</li> <li>• Author Visits</li> <li>• School support services on request</li> </ul> <p>This service is also responsible for developing and maintaining strong relationships with community groups and empowering community leaders to proactively identify projects and initiatives to support their communities in partnership with Council. Key responsibilities of this portfolio include the Community Grants administration process, the Reconciliation Action Plan and the Creative Indigo Arts and Culture Steering group who guide the current development of the Arts and Culture Plan.</p> <p>This service supports festivals and events that drive growth in the visitor economy, fosters township vibrancy, provide opportunities for participation and growing community resilience through connectivity. Key responsibilities include the Community Events Grants and Tourism Events Grants administration process.</p> <p><b>Total FTE 8.84, Casual 1.04</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Creative Communities		No Material Variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Creative Communities

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1049. Operating G. (CNR)	0	(8,000)	0
1062. Grant Op. (SNR)	(110,738)	(116,290)	(110,738)
1100. Contributions - Operating	(30,000)	(30,000)	(30,000)
1252. Reimbursement - Other External	0	(5,990)	0
1512. Memberships	(2,400)	(2,082)	(2,400)
1550. Merchandise Sales	0	(30)	0
1601. Miscellaneous Income	(7,200)	(9,090)	(7,200)
<b>Total Income</b>	<b>(150,338)</b>	<b>(171,481)</b>	<b>(150,338)</b>
<b>Expense</b>			
2000. Ordinary Hours	574,014	567,672	586,911
2001. Overtime	0	957	0
2002. Leave - Annual	54,549	53,225	55,754
2003. Leave - Long Service	16,235	16,141	15,721
2004. Leave - Sick	20,082	19,606	20,542
2005. Leave - Parental	2,874	2,806	2,946
2006. Leave - Compassionate	0	285	0
2009. Superannuation	74,586	67,608	75,452
2010. Workcover	19,454	20,397	18,864
2018. Casual Hours	74,530	84,915	76,842
2020. Allowance - Travel	0	307	0
2021. Allowance - Other	480	632	482
2023. Uniforms	1,467	1,467	1,467
2025. Memberships - Industry	9,000	0	9,000
2032. Name Badges	0	59	0
2101. Subscriptions	37,500	35,217	35,500
2107. Licencing	22,000	22,092	22,000
2111. Stationery	840	1,516	840
2114. Maintenance - Equipment	2,500	2,500	2,500
2117. Catering	3,000	3,148	3,000
2118. Sponsorship/Donations	107,750	110,185	108,250



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Creative Communities

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2129. Consumables - Staff	0	327	0
2132. Newspapers & Periodicals	7,200	8,344	7,200
2134. Gas Purchases - Mt Buller COGS	0	86	0
2200. Freight	12,000	12,003	12,000
2202. Telephone - Landline	0	123	0
2203. Telephone - Mobile	600	659	600
2403. Bad Debts	0	98	0
2405. Contribution	50,250	50,292	50,000
2407. Advertising	9,700	10,740	9,950
2414. Facility Hire	0	560	0
2514. Fleet - Pool vehicle usage	0	1,887	0
2515. Fleet - Monthly Costs Distributed	12,892	11,218	15,000
2601. Contract Services	67,000	107,069	69,000
2603. Materials	2,400	1,400	2,400
2605. Purchases - Minor Equipment	0	1,051	0
<b>Total Expense</b>	<b>1,182,903</b>	<b>1,216,592</b>	<b>1,202,221</b>
	<b>1,032,565</b>	<b>1,045,111</b>	<b>1,051,883</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Early Years

### WHAT WE DO

Our Early Years Service provides strategic direction and support to Early Years services within the Indigo Shire community as well as the delivery of Maternal Child and Health Services.

- Oversee the implementation of Indigo Shires Early Years Plan.
- Work in partnership with early years providers to effectively meet service level demands and provide a high-quality early year offering for residents.
- Manage and support the Maternal Child and Health (MCH) Service
- Deliver the Supported Playgroup Service.
- Provide and manage Early Years infrastructure.
- Work in partnership with DET
- Deliver the immunisation schedule in collaboration with Wodonga City Council

The Vision for Early Years across the Indigo shire is:

- Children are healthy, happy and safe in their communities.
- Families feel supported in raising a family and have access to the services and support they need for their children.
- Indigo Shire is inclusive, connected and child friendly.
- Every child has the best start in life.
- Children participate in our community and are engaged in decisions about services and infrastructure that impact on them.

### FUTURE PLANS

- Contribute to the development of the Life Stages Plan 2024-2029
- New lease agreement for Mayday Hills Beechworth Childcare and Kindergarten
- New lease agreements for Rutherglen and Yackandandah Kindergarten facilities
- Investigate options for infrastructure improvements at all MCH Clinics
- Investigate options for Community Hubs

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

SERVICES	
SERVICE	DESCRIPTION
<b>Early Years</b>	<ul style="list-style-type: none"> <li>• Our Early Years' Service provides strategic direction and support to early years' services within the Indigo Shire community as well as the delivery of Maternal Child and Health Services.</li> <li>• The Vision for Early Years across the shire is: <ul style="list-style-type: none"> <li>- Children are healthy, happy and safe in their communities.</li> <li>- Families feel supported in raising a family and have access to the services and support they need for their children.</li> <li>- Indigo Shire is inclusive, connected and child friendly.</li> <li>- Every child has the best start in life.</li> <li>- Children participate in our community and are engaged in decisions about services and infrastructure that impact on them.</li> </ul> </li> <li>• Provision of buildings/assets to allow agencies/groups to deliver services such as: <ul style="list-style-type: none"> <li>- Kindergartens/Pre-schools</li> <li>- Playgroups</li> <li>- Parents support groups</li> <li>- Toy Libraries</li> <li>- Childcare</li> </ul> </li> <li>• Develop relationships with, and provide support and advice to, early years' service providers; other local councils, schools and community based early years' groups.</li> <li>• Support early years planning, projects and community-based activities in the Shire</li> <li>• A Maternal and Child Health Service with two components: <ul style="list-style-type: none"> <li>- The Universal service - a primary care service for families with children from birth to school age. It aims to promote healthy outcomes for managing the physical, emotional and social factors affecting families. It provides ten Key Ages and Stages consultations from birth to 3.5 years as well as a range of additional support activities such as first-time mothers groups, parenting support, telephone consultations, etc.</li> <li>- The Enhanced service - responds to the needs of children and families at risk of poor outcomes. It focuses on children who have multiple risk factors or indications of significant level of risk. This service provides a more intensive level of support and is over and above that offered through the universal component.</li> </ul> </li> <li>• An Immunisation service provided under contract by City of Wodonga, via the mobile Immunvan. Services to Maternal and Child Health Centres in Rutherglen, Beechworth, Chiltern, Yackandandah and Tangambalanga on a monthly basis.</li> <li>• Identify trends, issues and needs within the early years' community.</li> <li>• Ensure Council compliance with relevant policies and legalisation and support early years' providers with understanding these obligations.</li> <li>• Support the Chiltern Placemaking Project 'Children's Hub'</li> <li>• Deliver relevant actions in the Climate Change Action Plan</li> </ul> <p><b>Total FTE 4.84, Casual 0.09</b></p>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS		
SERVICE	ACCOUNT	COMMENTARY
Early Years		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Early Years

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1057. Grant Op. (SR) DHHS Funding	(281,772)	(298,943)	(296,159)
1062. Grant Op. (SNR)	(87,484)	(185,377)	(118,178)
<b>Total Income</b>	<b>(369,256)</b>	<b>(484,320)</b>	<b>(414,337)</b>
<b>Expense</b>			
2000. Ordinary Hours	398,320	416,413	438,782
2001. Overtime	0	463	0
2002. Leave - Annual	37,844	39,564	41,694
2003. Leave - Long Service	10,246	10,755	11,292
2004. Leave - Sick	13,914	14,560	15,360
2005. Leave - Parental	1,988	2,080	2,202
2009. Superannuation	47,208	45,782	54,169
2010. Workcover	12,292	13,082	13,555
2018. Casual Hours	26,258	24,946	18,774
2020. Allowance - Travel	0	549	0
2021. Allowance - Other	8,642	7,664	3,234
2022. Training	0	(200)	0
2032. Name Badges	0	41	0
2034. Conferences/Workshops	0	195	0
2039. Development - Professional	0	390	0
2102. Accommodation	3,000	2,825	0
2117. Catering	240	1,030	0
2121. Cleaning	0	228	0
2126. Groceries	300	341	0
2130. Small Tools	0	432	0
2143. Travel /Train/Plane/Uber/Taxi	0	349	0
2200. Freight	0	18	0
2203. Telephone - Mobile	2,880	2,371	2,880
2205. Internet	0	69	0
2414. Facility Hire	3,180	2,512	0
2514. Fleet - Pool vehicle usage	13,740	20,198	16,000

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Early Years

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2601. Contract Services	53,280	55,822	91,310
2603. Materials	2,100	2,483	0
2605. Purchases - Minor Equipment	500	681	2,200
<b>Total Expense</b>	<b>635,932</b>	<b>665,641</b>	<b>711,452</b>
	<b>266,676</b>	<b>181,322</b>	<b>297,115</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Economic Development

### WHAT WE DO

- **Advocacy** – Leading voice promoting development of enabling infrastructure
- **Planning** – Align with broader regional strategy and localised land use planning
- **Facilitation** – Foster and develop business resilience through supportive services and business development
- **Research** – Development of opportunity through feasibility and consultative master planning
- **Service Provision** – Provision and access to innovative services that support economic growth

### FUTURE PLANS

- Finalise and adopt Economic Development Strategy 2025-2030
- Economic recovery – work with Business Chambers to drive visitation and sales – marketing and product development
- Develop a cross-Council Taskforce - committed to assist new and expanding business to prosper/grow.
- Continue to network and grow the Business Database through 1:1 contact with business community to understand pain points and opportunities across the Shire.
- New residents Welcome Events
- Progress Chiltern Land Planning
- Progress Tangambalanga stage 2 industrial
- Foster innovative and progressive sustainable thinking – introduce/champion an annual business grants program
- Support businesses to embrace accessibility and sustainability
- Beechworth Placemaking Plan – ensuring our centres are vibrant, inviting and generate prosperity and investment
- Progress agritourism opportunities – farm gate Stanley
- Develop an Indigo Country Change campaign – attracting new residents to Indigo
- Champion active transport & a linked town footpath network across Indigo
- Advocate for improved public transport to major neighbouring centres (particularly to suit the needs of youth & seniors)
- Partner with Agencies to assist facilitate youth pathways and 'grow your own'



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
<b>Economic Development</b>	<p>Our Economic Development team works to deliver the Council Plan strategic objective “our economy is strong and sustainable and local businesses and industry are supported in the post COVID-19 recovery phase and beyond”.</p> <p>Key services include:</p> <ul style="list-style-type: none"> <li>• Implement the Economic Development Strategy</li> <li>• Improve business relationships and manage/monitor and improve engagement</li> <li>• Collect and interpret business data and insights to inform policy, program, plan and advocacy efforts</li> <li>• Support IndiGrow to provide effective economic advice to Council</li> <li>• Deliver small business programs and events that improve capabilities of businesses</li> <li>• Seek and support economic investment opportunities.</li> </ul> <p><b>Total FTE 1.63</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
<b>Economic Development</b>	2601 Contract Services	Chiltern land project in 2024/25

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

#### Service Area - Economic Development

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Expense</b>			
2000. Ordinary Hours	139,391	135,414	143,767
2001. Overtime	0	243	0
2002. Leave - Annual	13,236	12,862	13,660
2003. Leave - Long Service	3,483	3,386	3,590
2004. Leave - Sick	4,879	4,741	5,027
2005. Leave - Parental	698	680	717
2009. Superannuation	16,031	14,217	17,252
2010. Workcover	4,181	2,930	4,319
2020. Allowance - Travel	0	46	0
2021. Allowance - Other	1,052	641	769
2026. Professional Affiliations	0	1,136	1,045
2034. Conferences/Workshops	0	707	0
2108. Printing	0	501	500
2117. Catering	1,400	953	1,400
2203. Telephone - Mobile	804	665	804
2205. Internet	360	337	360
2414. Facility Hire	4,800	2,400	4,800
2514. Fleet - Pool vehicle usage	540	3,032	5,340
2601. Contract Services	20,000	53,500	110,000
2614. Contract Services - Temporary Employment	0	6,797	0
<b>Total Expense</b>	<b>210,855</b>	<b>245,190</b>	<b>313,350</b>
	<b>210,855</b>	<b>245,190</b>	<b>313,350</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Recreation

#### WHAT WE DO

The Recreation portfolio works alongside community to ensure safe, accessible and sustainable opportunities for residents to participate in sport, recreation and physical activity. This can take the form of facility upgrades and activations or service-based approaches where a greater offering of activities and programs are available to residents across the Shire.

The Recreation Portfolio aims to contribute to a healthy, connected and active community across Indigo Shire. Key objectives are:

- Deliver actions within the Council Plan and strategies and plans that relate to Recreation i.e. Get Active Indigo; Ride it Walk it Indigo; Lakes and Waterways Activation Plan and Pools Development Plan
- Plan for the future sport and active recreation needs of the community
- Enable safe, accessible and sustainable recreation facilities, services and programs
- Identify funding opportunities in line with strategic plans and priority projects
- Prepare and submit funding applications in line with strategic plans and priority projects
- Support committees of management to embed efficient and compliant governance practices
- Support other areas within the community development team

#### FUTURE PLANS

- Swimming Pools Contract Tender
- Pools Feasibility Study
- Aquatic Strategy
- Get Active Indigo Grants
- Continuing to support local sporting clubs and groups

#### SERVICES

SERVICE	DESCRIPTION
Recreation	<p>The Recreation portfolio works alongside community to ensure there are safe, accessible and sustainable opportunities for residents to participate in sport, recreation and physical activity. This can take the form of facility upgrades and activations or service-based approaches where a greater offering of activities and programs are available to residents across the Shire.</p> <ul style="list-style-type: none"> <li>• The development of recreation strategies in partnership with key stakeholders to meet the changing needs of our community</li> <li>• The prioritisation assessment to expand, improve or upgrade recreation facilities</li> </ul>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"> <li>The development of policy and tools to guide decision making in recreation planning and activities</li> <li>Support to local sporting / recreation organisations and clubs to provide improved recreation opportunities and enhance health outcomes for the community.</li> <li>Assistance to Committees of Management (both Section 86 Council and DELWP Committees)</li> <li>The Provision of 5 outdoor pool facilities operating for set swimming pool seasons</li> <li>Swimming pool programming, including 'Learn to Swim', early swims, aquatic exercise, swim club / squad competitions and training etc.</li> <li>The delivery of the Building Inclusive Communities program (DHHS) which includes initiatives, activities and projects to meet the needs of the disability community.</li> <li>Deliver relevant actions in the Climate Change Action Plan</li> </ul> <p><b>Total FTE 1.0</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Recreation	2601 Contract Services	Increasing cost of pool operations

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Recreation

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1062. Grant Op. (SNR)	0	(36,000)	0
<b>Total Income</b>	<b>0</b>	<b>(36,000)</b>	<b>0</b>
<b>Expense</b>			
2000. Ordinary Hours	77,752	69,795	80,388
2001. Overtime	0	182	0
2002. Leave - Annual	7,384	6,630	7,636
2003. Leave - Long Service	1,948	1,747	2,010
2004. Leave - Sick	2,718	2,441	2,816
2005. Leave - Parental	390	350	404
2009. Superannuation	8,944	7,246	9,645
2010. Workcover	2,328	2,097	2,412
2020. Allowance - Travel	0	131	0
2102. Accommodation	500	500	0
2108. Printing	0	654	0
2110. Postage	0	14	0
2113. Maintenance - Building	0	1,190	0
2114. Maintenance - Equipment	0	632	0
2117. Catering	0	90	0
2132. Newspapers & Periodicals	0	164	0
2203. Telephone - Mobile	960	814	960
2205. Internet	240	140	0
2400. Plant Hire - Internal	0	625	0
2405. Contribution	30,000	30,000	30,000
2406. Legal Expenses	0	15,000	0
2440. Maintenance - Locks & Keys	0	302	0
2514. Fleet - Pool vehicle usage	1,800	1,812	2,200
2601. Contract Services	732,000	815,247	843,250
2603. Materials	0	89	0
<b>Total Expense</b>	<b>866,964</b>	<b>957,890</b>	<b>981,721</b>
	<b>866,964</b>	<b>921,890</b>	<b>981,721</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Tourism Development

#### WHAT WE DO

Provide tourism development leadership and services including:

- Strategic planning
- Destination marketing (including digital)
- Product and industry development (including strategic event development)
- Visitor servicing, cultural heritage and museum management and Cultural tourism (Burke Museum and Historic Precinct)
- Cultural heritage cross-shire support

#### FUTURE PLANS

- Optimise National Heritage Listing status of Beechworth Historic Precinct:
  - Progress Conservation and Risk Management for Precinct Heritage Assets – built and collections.
  - Progress Historic Precinct Masterplan including Conservation Management Plan and detailed design of activation/interpretation and programming
- Prepare for World Heritage Listing Victorian Goldfields:
  - Indigo Gold Trail 2.0 – secure funding to progress renewal and development, including 4 hero walks across Indigo, First People's cultural sites (self-determined), Including Yeddonba walking track re-opening project (Parks Victoria led) and Lake Moodemere conservation and interpretation (TO led).
  - Victorian Goldfields Sustainable Tourism Masterplan (as part of the UNESCO bid) – optimise Indigo's opportunities.
  - Sustainable transport across Indigo and Gold Trail destinations and sites.
- Progress game changer projects including:
  - Chiltern Destination Playspace Precinct – secure funding and progress detailed precinct design with partner agencies (National Trust)
  - Rutherglen Silo Arts Precinct and Rail Trail Enhancements project – secure funding and implement in partnership with Yorta Yorta Nation Aboriginal Corporation
  - Historic Precinct Masterplan recommendations including Research & Education Centre and all building and spaces activation and interpretation
- Deliver the Indigo Destination Management Plan 2025 – 2035 including:
  - Triple bottom line – Social, Environmental and Economic sustainability
  - Optimal visitation and yield balancing supply, demand and social imperatives
  - Equity in Tourism – Accessibility and First Peoples
  - Evolution of video-led socials content
  - Port of Wahgunyah preliminary scoping (Investment Logic Mapping)
  - Sustainable Tourism including:
    - Regenerative tourism
    - Carbon reduction as Business as Usual
    - Systemic change and advocacy
    - Campaign and brand direction for sustainable experiences, services and products

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### FUTURE PLANS

- Return on investment and optimisation of existing trail infrastructure (cycle recreational/gravel/mountain bike, walks)
- Accommodation – private sector investment in robust range of options including, on-trend motivating options, caravan park masterplan implementation, scale accommodation (50 rooms).
- Wellness product and experiences amplification.

#### SERVICES

SERVICE	DESCRIPTION
<b>Tourism Development</b>	<ul style="list-style-type: none"><li>• Deliver Destination Management across the 4 tourism areas of Indigo outlined in the Indigo Destination Game Changer Tourism Strategy 2023</li><li>• Manage the strategic direction of Visitor Information and Industry Services</li><li>• Manage the strategic direction of Cultural Heritage tourism consumer experiences in the Beechworth Historic Precinct and cultural heritage services across Indigo</li></ul> <p><b>Total FTE 2.45</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Tourism Development		No material variances



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Tourism Development

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Expense</b>			
2000. Ordinary Hours	207,249	199,984	217,686
2002. Leave - Annual	19,685	18,866	20,675
2003. Leave - Long Service	5,184	5,001	5,443
2004. Leave - Sick	7,248	6,996	7,627
2005. Leave - Parental	1,036	998	1,094
2009. Superannuation	23,830	20,582	26,116
2010. Workcover	6,212	6,118	6,533
2021. Allowance - Other	9,596	9,756	9,865
2102. Accommodation	500	0	500
2103. Meals	0	361	0
2107. Licencing	1,000	(350)	1,200
2108. Printing	17,500	16,283	19,000
2117. Catering	0	85	600
2203. Telephone - Mobile	0	382	0
2205. Internet	1,200	700	0
2400. Plant Hire - Internal	0	327	0
2405. Contribution	44,000	40,833	49,500
2407. Advertising	92,000	104,550	91,500
2514. Fleet - Pool vehicle usage	0	591	0
2601. Contract Services	267,170	271,026	267,470
<b>Total Expense</b>	<b>703,410</b>	<b>703,086</b>	<b>724,809</b>
	<b>703,410</b>	<b>703,086</b>	<b>724,809</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Visitor Experience and Museums

### WHAT WE DO

- Deliver growth of the visitor economy through extending length of visitor stay, maximising visitor spend and driving dispersal around the Historic Precinct and across the shire.
- Manage and interpret nationally significant museum collections and a heritage collection of buildings of state significance.
- Manage major cultural heritage and tourism projects.
- Provide cultural heritage exhibitions and educational tours and programs.
- Provide research materials, tools and expertise to community members and the general public.
- Act as the Public Records Office of Victoria's North-East Place of Deposit for local public records.
- Support Indigo Shire Museums, Historic Societies and other cultural collections.
- Deliver Visitor Information Centre operations in Beechworth, Yackandandah and Rutherglen and support Visitor Information Centre operation in Chiltern.
- Deliver quality customer service, information, retail sales and advice on accommodation, activities, experiences and attractions to enhance the visitor experience (Stay, Eat, Do) through onsite and off-site information provision initiatives.
- Support local tourism operators to also provide quality visitor information.
- Provide information, plan itineraries and coordinate group booking activities in Beechworth for the Burke Historic Precinct & other local operators.
- Operate a customer service facility to assist tourism operators through information provision, mentoring and workshops to grow their businesses digital and professional skills.
- Operate a customer service facility to engage tourism operators and facilitate collaborative marketing, industry and product development.
- Support destination marketing campaigns and digital excellence initiatives.
- Display and direct visitors to key emergency services information in a crisis.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### FUTURE PLANS

1. Identify and implement strategies to improve storage and protection of museum collections in aging infrastructure and update the Disaster Management Plan.
2. Continue to collaborate with community to improve and activate council cultural heritage assets.
3. Continue to work toward the completion of the Historic Precinct Masterplan in light of the recent National Listing and the UNESCO World Heritage Listing bid.
4. Progress the repatriation and reconciliation action plan.
5. Work with the tourism team to progress the Indigo Gold Trail project to aid dispersal of cultural tourists across shire.

#### SERVICES

SERVICE	DESCRIPTION
<b>Visitor Experience and Museums</b>	<p>To provide a comprehensive and high-quality visitor and tourism business support service in-centre, off-site and on-line to ensure growth of the visitor economy through extended length of stay, maximised spend and visitor dispersal across the shire.</p> <ul style="list-style-type: none"><li>• Provide local and regional information to visitors and industry including accommodation, activities, experiences and events.</li><li>• Coordinate collateral display, distribution, storage and supply/inventory.</li><li>• Sell tickets for Beechworth Historic Precinct and other activities and events as per commission arrangements.</li></ul> <p><b>Total FTE 12.02 + Casual 2.84 + Volunteers 25</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
<b>Visitor Experience and Museums</b>		No material variances

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Visitor Experience and Museums

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1062. Grant Op. (SNR)	0	(15,697)	0
1500. Venue Hire	(4,000)	(4,419)	(5,250)
1501. Fees - Entry	(137,400)	(130,710)	(137,400)
1510. Fees - Research	(2,364)	(1,806)	(2,364)
1514. Photocopying	(410)	(688)	(410)
1534. Bike Hire	(10,000)	(11,632)	(10,000)
1535. Group Bookings	(63,650)	(55,415)	(63,650)
1550. Merchandise Sales	(220,070)	(200,315)	(214,000)
1552. Commission	(280)	(140)	(280)
1558. Follow The Pioneers Brochure	(450)	(514)	(480)
1602. Donations	(4,000)	(4,011)	(5,000)
<b>Total Income</b>	<b>(442,624)</b>	<b>(425,349)</b>	<b>(438,834)</b>
<b>Expense</b>			
2000. Ordinary Hours	890,439	829,215	929,744
2001. Overtime	0	(165)	0
2002. Leave - Annual	84,592	78,328	88,319
2003. Leave - Long Service	27,985	27,627	29,597
2004. Leave - Sick	31,155	28,907	32,542
2005. Leave - Parental	4,445	4,127	4,641
2009. Superannuation	128,715	114,481	142,075
2010. Workcover	33,590	35,361	35,520
2012. Leave - Other	0	35	0
2018. Casual Hours	228,928	279,568	254,310
2020. Allowance - Travel	2,400	1,431	1,500
2021. Allowance - Other	0	478	456
2023. Uniforms	9,500	7,832	10,668
2025. Memberships - Industry	5,100	5,135	5,172
2031. Business Cards	130	0	0
2032. Name Badges	0	61	290
2034. Conferences/Workshops	0	314	0

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Visitor Experience and Museums

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2100. Merchandise	136,360	113,588	135,660
2101. Subscriptions	600	632	0
2102. Accommodation	2,000	3,677	3,110
2104. Parking	150	150	150
2105. Bank Charges	3,700	5,013	4,060
2108. Printing	1,500	1,649	1,530
2110. Postage	120	110	120
2111. Stationery	2,100	1,157	2,168
2117. Catering	1,900	1,881	2,020
2127. Consumables - Printer	1,200	800	1,200
2129. Consumables - Staff	1,360	1,096	1,370
2143. Travel /Train/Plane/Uber/Taxi	1,100	700	500
2200. Freight	600	1,179	600
2201. Rent	10,272	11,422	11,187
2203. Telephone - Mobile	4,780	3,299	4,419
2205. Internet	1,836	1,539	1,860
2402. Re-imbursement	0	11	0
2405. Contribution	17,500	17,500	17,500
2407. Advertising	1,000	500	1,020
2514. Fleet - Pool vehicle usage	3,000	2,968	1,970
2601. Contract Services	98,400	93,522	66,540
2603. Materials	27,234	24,687	26,533
2604. Purchases - Capital (only)	0	699	0
2605. Purchases - Minor Equipment	11,100	21,132	11,222
<b>Total Expense</b>	<b>1,774,791</b>	<b>1,721,646</b>	<b>1,829,573</b>
	<b>1,332,167</b>	<b>1,296,297</b>	<b>1,390,739</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Young People

### WHAT WE DO

The Youth Service intends to engage with young people in an empowering way via partnership initiatives with regional services and young people directly. The purpose of the service is to:

- Deliver the key actions in Councils Youth Strategy and Youth Mental Health Advocacy Plan
- Deliver the funding requirements associated with L2P, Engage, Freeza and Future Proof.
- Engage a diverse range of young people aged 12 – 25 years living in Indigo Shire
- Facilitate events, programs and activities that are youth led
- Explore and identify partnerships with a range of stakeholders to improve opportunities for young people

### FUTURE PLANS

- Development of the Life Stages Plan
- Delivery of the VLGP, FREEZA and L2P Programs
- Activities that foster
  - Wellbeing, connection and belonging (i.e. Library after hours, L2P program)
  - Inclusion, representation and co-design (i.e.. Working with the Youth Action Group to strengthen their capacity to be heard in their communities and deliver youth-led events)
- Strengthen advocacy and partnerships to improve opportunities for young people with a focus on Health, Skills & Employment, Transport, Housing and Resourcing. This includes:
  - Strengthening internal collaboration for project delivery
  - Partnerships with Beechworth Secondary College and Rutherglen High School
  - Contributing to the development of the Life Stages Plan
- Commitment to best practice by increasing the connection to education and communities of practice that strengthen the skills and knowledge of the team
- Focus on communication to ensure the community knows the role of the Indigo Shire Youth Team, what is available for young people in the region and how we can connect
- Embedding sustainability practices in activities and services through thoughtful program development (i.e. use of libraries and cafes that allow young people to build connections with people and places that will continue to exist in the community).

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
Young People	<ul style="list-style-type: none"> <li>Enhance young people's well-being and social health</li> <li>Promote supportive environments</li> <li>Strengthen community, school and family supports for young people</li> <li>Develop the competence and personal skills of young people</li> </ul>
	<b>Total FTE 1.21</b>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Young People	1062 Grant Op. (SNR) <i>and</i> 2601 Contract Services	Grant funded program in 2024/25.



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

#### Service Area - Young People

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1052. Grant Op. (SR) Vic Roads	(35,000)	(59,372)	(35,000)
1057. Grant Op. (SR) DHHS Funding	(35,000)	(60,802)	(40,000)
1062. Grant Op. (SNR)	(175,560)	(201,203)	(10,000)
1252. Reimbursement - Other External	0	(437)	0
1601. Miscellaneous Income	0	(13)	0
<b>Total Income</b>	<b>(245,560)</b>	<b>(321,827)</b>	<b>(85,000)</b>
<b>Expense</b>			
2000. Ordinary Hours	170,515	127,662	88,582
2001. Overtime	0	7,974	0
2002. Leave - Annual	16,204	12,130	8,411
2003. Leave - Long Service	4,257	3,192	2,214
2004. Leave - Sick	5,967	4,471	3,095
2005. Leave - Parental	853	640	444
2009. Superannuation	19,607	13,848	10,631
2010. Workcover	5,126	4,076	2,651
2020. Allowance - Travel	0	157	0
2032. Name Badges	0	26	0
2034. Conferences/Workshops	0	1,276	0
2037. Entertainment	0	430	0
2101. Subscriptions	0	630	0
2102. Accommodation	500	0	0
2103. Meals	100	0	0
2111. Stationery	0	221	0
2116. Fuel	0	38	0
2117. Catering	4,040	13,346	1,000
2118. Sponsorship/Donations	2,100	2,100	2,100
2143. Travel /Train/Plane/Uber/Taxi	0	1,203	0
2200. Freight	0	250	0
2203. Telephone - Mobile	1,440	1,272	1,200

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Young People

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2400. Plant Hire - Internal	1,200	700	1,200
2402. Re-imbursement	0	45	0
2405. Contribution	0	9,641	0
2407. Advertising	0	2,347	500
2414. Facility Hire	1,800	1,649	0
2514. Fleet - Pool vehicle usage	9,000	11,668	9,000
2515. Fleet - Monthly Costs Distributed	19,422	13,973	23,970
2601. Contract Services	56,000	114,938	56,600
2603. Materials	4,800	631	500
2605. Purchases - Minor Equipment	0	2,266	0
<b>Total Expense</b>	<b>322,931</b>	<b>352,800</b>	<b>212,098</b>
	<b>77,371</b>	<b>30,974</b>	<b>127,098</b>



**2025/2026 Budget Operating Income and Expenses by Service Plan**

# **Infrastructure Services**

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Asset Management

#### WHAT WE DO

- Provide a core level of asset management services for Council's owned infrastructure
- Road Management Plan review and compliance (Part of Roads service plan)
- Provide GIS and associated services, including Intramaps, road numbering, street numbering.
- Preparation of the Annual Capital Works Budget & 10 year forward Capital Work Budget

#### FUTURE PLANS

- 

#### SERVICES

SERVICE	DESCRIPTION
Asset Management	<ul style="list-style-type: none"> <li>• Provide a core level of asset management services for Council's owned infrastructure</li> <li>• Road Management Plan review and compliance (Part of Roads service plan)</li> <li>• Provide GIS and associated services, including Intramaps, road numbering, street numbering.</li> <li>• Preparation of the Annual Capital Works Budget &amp; 10 year forward Capital Work Budget</li> </ul>
	Total FTE 1.5

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Asset Management		No material variances

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

##### Service Area - Asset Management

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1252. Reimbursement - Other External	0	(6,637)	0
<b>Total Income</b>	<b>0</b>	<b>(6,637)</b>	<b>0</b>
<b>Expense</b>			
2000. Ordinary Hours	148,961	147,227	156,388
2002. Leave - Annual	14,152	13,714	14,855
2003. Leave - Long Service	3,726	3,681	3,912
2004. Leave - Sick	5,214	5,152	5,470
2005. Leave - Parental	750	739	787
2009. Superannuation	17,128	15,465	18,766
2010. Workcover	4,464	4,552	4,691
2021. Allowance - Other	10,076	10,659	10,347
2023. Uniforms	330	337	330
2024. Protective Clothing	400	200	400
2025. Memberships - Industry	1,250	1,250	1,280
2032. Name Badges	0	20	0
2040. Rewards & Recognition Policy	0	(17)	0
2101. Subscriptions	1,000	1,000	1,030
2111. Stationery	0	20	0
2117. Catering	400	548	600
2203. Telephone - Mobile	984	770	1,008
2407. Advertising	0	769	0
2514. Fleet - Pool vehicle usage	0	915	0
2601. Contract Services	74,100	82,621	96,263
2603. Materials	100	50	100
<b>Total Expense</b>	<b>283,035</b>	<b>289,673</b>	<b>316,227</b>
	<b>283,035</b>	<b>283,035</b>	<b>316,227</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Buildings and Property Services

#### WHAT WE DO

The purpose of this service is to provide maintenance services to Council-owned and Council managed buildings, manage Council's property portfolio, management of arrangements with caravan park operators at Beechworth, Chiltern, Rutherglen and Yackandandah Manage the maintenance and upkeep, including cleaning of public toilets as follows.

- **Building Maintenance:** Maintenance of Council owned and managed buildings.
- **Property Management:** Management of Council's property holdings, including purchasing, sales, occupancy agreements etc.
- **Caravan Parks:** Management of the lease agreements and maintenance of Council's four Caravan Parks.
- **Public Toilets:** Maintenance and cleaning of public conveniences throughout the shire.
- **Asset Maintenance Grants:** Distribution and management of asset maintenance grants to assist community groups looking after public facilities.

#### FUTURE PLANS

- Finalise an Expression of Interest (EOI) process for a new lease in alignment with the updated master plan at Lake Sambell Caravan Park.

### SERVICES

SERVICE	DESCRIPTION
<b>Buildings and Property Services</b>	<ul style="list-style-type: none"> <li>• Maintenance of Council owned or controlled buildings.</li> <li>• Manage Council's property holdings, including purchasing, leases, sales, including the leasing and maintenance of Caravan Parks, pepper-corn and commercial leases.</li> <li>• Manage the maintenance and upkeep, including cleaning, of public toilets.</li> </ul> <p><b>Total FTE 1.10</b></p>

### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
<b>Buildings and Property</b>	2601 Contract Services	2024/25 costs due to asbestos review and caravan park expenses

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Buildings & Property

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1252. Reimbursement - Other External	0	(45)	0
1300. Rental Income	(130,614)	(138,764)	(159,842)
1500. Venue Hire	(12,600)	(12,454)	(16,972)
1505. Lease Income	(23,716)	(25,939)	(29,941)
<b>Total Income</b>	<b>(166,930)</b>	<b>(177,202)</b>	<b>(206,755)</b>
<b>Expense</b>			
2000. Ordinary Hours	99,852	103,212	103,214
2002. Leave - Annual	9,488	9,572	9,802
2003. Leave - Long Service	2,496	2,528	2,575
2004. Leave - Sick	3,498	3,542	3,614
2005. Leave - Parental	506	509	518
2009. Superannuation	11,480	10,856	12,385
2010. Workcover	2,992	3,099	3,096
2012. Leave - Other	0	144	0
2021. Allowance - Other	480	37	0
2023. Uniforms	0	0	300
2101. Subscriptions	0	1,980	2,039
2113. Maintenance - Building	147,678	153,467	142,039
2114. Maintenance - Equipment	43,310	33,249	43,186
2121. Cleaning	301,780	303,442	320,808
2206. Water Usage & Charges	78,447	70,077	80,408
2208. Electricity	235,546	222,131	242,464
2210. Gas	12,156	13,237	12,660
2405. Contribution	194,748	211,811	200,588
2406. Legal Expenses	0	19,000	5,000
2407. Advertising	0	831	0
2408. Legislation	0	458	0
2409. Security	18,000	26,336	18,380
2423. Vandalism	0	5,121	0
2424. Hygiene	11,500	11,187	11,424



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Buildings & Property

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2440. Maintenance - Locks & Keys	0	2,996	480
2441. Building Essential Safety Measures	29,030	29,972	29,487
2514. Fleet - Pool vehicle usage	0	834	0
2601. Contract Services	62,630	60,594	34,770
<b>Total Expense</b>	<b>1,265,617</b>	<b>1,300,223</b>	<b>1,279,237</b>
	<b>1,098,687</b>	<b>1,123,020</b>	<b>1,072,482</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Buller Gas

#### WHAT WE DO

##### Gas supply

- The distribution and sale of LP Gas throughout the Mt Buller village to residential and commercial customers.
- Provide a cost effective and convenient fuel to the Mt Buller community, predominantly used for heating.
- Generate substantial revenue for Indigo Shire.

Buller Gas operates under license to provide reticulated LP gas service to the commercial and residential properties on Mount Buller. Bulk LPG is delivered to the Elgas-owned 260 tonne capacity tank farm at Dump Inn Corner. From there, the gas enters the pipe reticulation system into and throughout the village. Buller Gas has last year commenced its third contract period of 10 years (out of 5 periods in total) and remains a profitable commercial entity with identified but manageable risks. The contract allows for a further 2 x 10-year periods of operation after the current contract period expires in 2033.

Activities: Customer database management, meter reads, billing, maintenance of reticulated network, new installations, regulatory management, EM exercises.

Bulk LP Gas is purchased from Elgas and delivered via road tanker to the storage facility on Mt Buller. The storage facility is sub-let to Elgas who is responsible for the routine daily/ weekly maintenance of this facility. Indigo Shire, operating as Buller Gas, is responsible for maintaining the reticulated pipe network to the customers including the meters, regulators and associated service and pipe fixtures. There are 6 billing periods annually and Buller Gas staff and/or contractors physically read each customer meter, inspect the services, process and issue invoices, provide customer service and advise on questions related to gas installation and construction. Mt Buller is primarily a winter recreational location and has only a very small year-round population. This is reflected in the annual LPG usage being largely concentrated in the period June to September each year (about 85% of the total usage). Daily, weekly, monthly quarterly and annual inspection and testing is carried out as required by the regulator, Energy Safe Victoria. Also, at least 2 emergency response exercises are carried out each year and the Buller Gas Coordinator is a member of the Mt Buller Mt Stirling Emergency Management Committee and of the Mt Buller Chamber of Commerce.

Because of the Alpine environment our construction and planned maintenance activities are limited to the defined construction period between November and May each year. Service levels and safety of the installation are closely monitored, and a robust system of checks and audits are being continuously refined.

#### FUTURE PLANS

Major 5-yearly Energy Safe Victoria audit focused on all elements of Gas Safety Case to be conducted in April 2025

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
<b>Buller Gas</b>	<ul style="list-style-type: none"> <li>• Manage the Buller Gas contract, which provides reticulated LP Gas service on Mount Buller. This gas is sold to commercial and residential customers on Mount Buller.</li> <li>• Facilitate bulk LPG Deliveries to large tanks onsite and distribute throughout the Village via pipe reticulation system; and</li> <li>• Maintain the reticulated pipe network to the customer including the meters regulators and associated service and pipe network.</li> <li>• To provide a cost effective and convenient fuel to the Mt Buller community, predominantly used for heating.</li> <li>• To generate revenue for Indigo Shire.</li> <li>• Customer database management, meter reads, billing, maintenance of reticulated network, new installations, regulatory management, EM exercises.</li> <li>• Bulk LP Gas is purchased from Elgas and delivered via road tanker to the storage facility on Mt Buller. The storage facility is sub-let to Elgas who is responsible for the routine daily/ weekly maintenance of this facility.</li> <li>• Indigo Shire, operating as Buller Gas is responsible for maintaining the reticulated pipe network to the customers including the meters, regulators and associated service and pipe fixtures. There are 6 billing periods annually</li> </ul> <p><b>Total FTE 1.26</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
<b>Buller Gas</b>		No material variances

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

##### Service Area - Buller Gas

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1013. Fire Service Levy	(600)	0	(600)
1252. Reimbursement - Other External	(33,000)	(30,727)	(53,000)
1508. Gas Sales	(3,659,796)	(3,384,501)	(3,782,559)
1532. Gas Service Charge	(35,875)	(39,800)	(42,336)
<b>Total Income</b>	<b>(3,729,271)</b>	<b>(3,455,028)</b>	<b>(3,878,495)</b>
<b>Expense</b>			
2000. Ordinary Hours	99,800	94,957	103,201
2001. Overtime	0	(324)	0
2002. Leave - Annual	9,478	9,058	9,809
2003. Leave - Long Service	2,496	2,384	2,581
2004. Leave - Sick	3,496	3,340	3,609
2005. Leave - Parental	496	477	518
2006. Leave - Compassionate	0	386	0
2009. Superannuation	11,478	9,965	12,381
2010. Workcover	2,992	2,848	3,092
2024. Protective Clothing	500	0	600
2025. Memberships - Industry	700	375	700
2103. Meals	960	820	1,080
2120. Levy	18,000	18,002	18,500
2123. Discount on Sales	40,497	38,757	43,236
2127. Consumables - Printer	480	280	0
2130. Small Tools	0	595	480
2134. Gas Purchases - Mt Buller COGS	2,620,234	2,434,111	2,716,664
2201. Rent	15,000	14,894	15,000
2203. Telephone - Mobile	900	779	1,080
2403. Bad Debts	0	(569)	0
2415. Insurance - Public Liability	31,000	31,000	34,100
2416. Insurance - Asset	5,000	5,000	5,500
2435. Commission - On Sale	110,397	104,000	113,450
2514. Fleet - Pool vehicle usage	5,400	5,486	5,520

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Buller Gas

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2516. Business Unit Surcharge	45,276	45,276	45,276
2601. Contract Services	58,610	67,087	61,610
2603. Materials	16,000	14,590	16,000
2605. Purchases - Minor Equipment	719	420	900
2612. Levy - Fire Services	600	551	600
<b>Total Expense</b>	<b>3,100,509</b>	<b>2,904,544</b>	<b>3,215,487</b>
	<b>(628,762)</b>	<b>(550,485)</b>	<b>(663,008)</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Capital Works Management

#### WHAT WE DO

**Project Delivery** – Planning, engagement and delivery of projects funded within the Capital Works Program including Non-ISC projects.

- Capital works service engages with projects stakeholders and sponsors to design, develop and scope projects in the annual capital works budget. This engagement process identifies key project drivers, including:
  - Project objectives, risks and opportunities, budget and restraints, delivery method and schedule.
  - Capital works will then manage all aspects of the project delivery or implementation to the agreed project objects.
- Plan and deliver projects funded in the Capital Works Program, including:
  - Ensuring the capital works program is delivered to meet quality, financial, time and community standards.
  - Engagement with community and project stakeholders
  - Concept development and detail design
  - Project contract and construction management
  - Delivery of non-Indigo Shire Council {non-capital} projects as funded in the Capital Works Program
  - Assist in capital assets master planning
  - Implement our various asset management plans
  - Management of Funding Programs including Roads to Recovery and Local Roads and Community Infrastructure Program
  - Respond to natural disasters and emergency events

#### FUTURE PLANS

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#### SERVICES

SERVICE	DESCRIPTION
<b>Capital Works Management</b>	<p>Manage the delivery of the annual Capital Works program.</p> <p>Capital works engage with projects stakeholders and sponsors to design, develop and scope projects in the annual capital works budget. This engagement process identifies key project drivers, including project objectives, risks and opportunities, budget and restraints, delivery method and schedule. Capital works will then manage all aspects of the project delivery or implementation to the agreed project objects.</p>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
	Capital Works Management - Total FTE 2.82 Capital Works - Total FTE 14.40

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Capital Works Management		No material variances



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2024/25 OPERATING INCOME AND EXPENDITURE

##### Service Area - Capital Works - Management

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Expense</b>			
2000. Ordinary Hours	279,323	233,794	268,193
2002. Leave - Annual	26,527	21,801	25,491
2003. Leave - Long Service	6,992	5,822	6,714
2004. Leave - Sick	9,768	8,145	9,390
2005. Leave - Parental	1,406	1,164	1,334
2009. Superannuation	32,113	24,333	32,191
2010. Workcover	8,405	7,192	8,055
2021. Allowance - Other	10,556	11,837	10,829
2023. Uniforms	400	488	400
2024. Protective Clothing	400	492	400
2040. Rewards & Recognition Policy	0	215	250
2117. Catering	0	5	0
2203. Telephone - Mobile	1,200	1,409	1,600
2402. Re-imbursement	0	132	0
2514. Fleet - Pool vehicle usage	664	866	1,800
2515. Fleet - Monthly Costs Distributed	2,936	3,197	0
2603. Materials	0	(305)	0
2606. Contract Services - Green	0	(3,264)	0
<b>Total Expense</b>	<b>380,690</b>	<b>317,322</b>	<b>366,647</b>
	<b>380,690</b>	<b>317,322</b>	<b>366,647</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Development Engineering

#### WHAT WE DO

- Provide engineering support to developers and community members looking to develop land, including subdivisions
- Perform as the Civil Engineering referral authority for Indigo Shire Council's Planning Scheme - providing conditions and ensuring compliance with standards for planning permits.
- Provide internal engineering and standards support for Infrastructure Services staff

#### FUTURE PLANS

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#### SERVICES

SERVICE	DESCRIPTION
Development Engineering	<ul style="list-style-type: none"> <li>• Provide engineering support to developers and community members looking to develop land, including subdivisions</li> <li>• Fulfill the role of Engineering authority for Indigo Shire Council's Planning Scheme - Providing conditions and ensuring compliance with standards for planning permits.</li> <li>• Provide internal engineering and standards support for Infrastructure Services staff.</li> </ul> <p><b>Total FTE 1.10</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Development Engineering		No material variances

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

##### Service Area - Development Engineering

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1364. Subdivision - Supervision	(24,000)	(20,002)	(33,720)
1368. Engineering - Plan Checking Fee	(9,600)	(36,271)	(15,000)
1603. Contributions - Developer	(20,000)	(20,000)	(20,600)
<b>Total Income</b>	<b>(53,600)</b>	<b>(76,273)</b>	<b>(69,320)</b>
<b>Expense</b>			
2000. Ordinary Hours	105,090	109,253	102,950
2002. Leave - Annual	9,984	10,303	9,777
2003. Leave - Long Service	2,626	2,730	2,580
2004. Leave - Sick	3,680	3,824	3,601
2005. Leave - Parental	522	544	512
2009. Superannuation	12,080	11,523	12,356
2010. Workcover	3,150	3,276	3,091
2023. Uniforms	355	595	355
2024. Protective Clothing	0	0	200
2203. Telephone - Mobile	492	541	0
2407. Advertising	0	368	0
2514. Fleet - Pool vehicle usage	0	1,427	0
2515. Fleet - Monthly Costs Distributed	6,437	8,086	6,640
2590. Transfer - To Reserve	20,000	20,000	20,600
2601. Contract Services	0	14,616	0
<b>Total Expense</b>	<b>164,416</b>	<b>187,088</b>	<b>162,662</b>
	<b>110,816</b>	<b>110,815</b>	<b>93,342</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Drainage

### WHAT WE DO

Maintain, expand and clean urban and rural public drainage

### FUTURE PLANS

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### SERVICES

SERVICE	DESCRIPTION
Drainage	<ul style="list-style-type: none"><li>• Rural and urban drainage maintenance works</li><li>• Drainage pipe and pit cleaning</li><li>• Providing drainage discharge points for residences</li></ul> <p>Total FTE 0.28</p>

### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Drainage		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Drainage

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1362. Stormwater Drainage Requests	(9,732)	(11,740)	(12,000)
<b>Total Income</b>	<b>(9,732)</b>	<b>(11,740)</b>	<b>(12,000)</b>
<b>Expense</b>			
2000. Ordinary Hours	17,770	19,498	18,375
2002. Leave - Annual	1,690	1,852	1,749
2003. Leave - Long Service	442	504	459
2004. Leave - Sick	624	683	642
2005. Leave - Parental	90	98	93
2009. Superannuation	2,042	2,189	2,204
2010. Workcover	534	639	549
2018. Casual Hours	0	690	0
2400. Plant Hire - Internal	9,627	9,731	9,600
2601. Contract Services	10,728	9,657	13,000
2603. Materials	11,592	11,572	12,000
<b>Total Expense</b>	<b>55,139</b>	<b>57,111</b>	<b>58,671</b>
	<b>45,407</b>	<b>45,372</b>	<b>46,671</b>



2025/2026 Budget Operating Income and Expenses by Service Plan

Emergency Management

WHAT WE DO

Assist in the preparation for, response to, management of, and recovery from emergency events

FUTURE PLANS

- Finalisation of the Indigo Municipal Emergency Management Plan and associated sub plans (flood and Fire)
- Internal Indigo Shire Recruitment of more Emergency Management staff that can be utilised across the MEMO/ MRM and ERC roles as well as being appropriately trained to work in Municipal Emergency Operations Centre (MEOC).
- Conduct multi EM agency training days to test EM processes.
- Procurement and set-up of new EM recovery trailer.

SERVICES

SERVICE	DESCRIPTION
Emergency Management	<ul style="list-style-type: none"><li>• Ongoing review of the Municipal Emergency Management Plan</li><li>• Ongoing review of the Municipal Fire Management Plan</li><li>• Review the Municipal Flood Plan</li><li>• Undertake fire hazard inspections and issue clean up notices</li><li>• Support local CFA Brigades with fire prevention works</li><li>• Support Emergency Service Agencies in the management of emergencies, including response and recovery, at the Incident Control Centre as required</li></ul> <p>Total FTE 2.21</p>

BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Emergency Management	2601 Contract Services	Grant funded flood recovery work in 2024/25

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Emergency Management Works

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1053. Grant Op - (SNR) Natural Disaster	(2,000,000)	(4,044,507)	(1,070,016)
<b>Total Income</b>	<b>(2,000,000)</b>	<b>(4,044,507)</b>	<b>(1,070,016)</b>
<b>Expense</b>			
2000. Ordinary Hours	11,778	14,352	12,147
2001. Overtime	0	507	0
2002. Leave - Annual	1,118	1,477	1,151
2003. Leave - Long Service	298	404	301
2004. Leave - Sick	416	565	429
2005. Leave - Parental	64	83	63
2009. Superannuation	1,352	1,716	1,461
2010. Workcover	352	527	366
2400. Plant Hire - Internal	200	1,523	0
2450. Salary & Wage Adjustments	0	(7,088)	0
2601. Contract Services	2,503,410	3,352,495	303,800
2603. Materials	6,000	4,500	6,000
<b>Total Expense</b>	<b>2,524,988</b>	<b>3,371,061</b>	<b>325,718</b>
	<b>524,988</b>	<b>(673,446)</b>	<b>(744,298)</b>



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Environment and Sustainability

#### WHAT WE DO

##### DESCRIPTION

The Environment & Sustainability (E&S) service sits within the Infrastructure Services directorate and provides leadership and technical advice to Council on a range of climate change, environment and sustainability related matters. The E&S Service responds to Council's Climate Emergency declaration, including leading the organisation towards our Net Zero by 2035 target. The E&S service collaborates with all areas of Council and with our communities to support delivery of Council's environment and sustainability goals. The E&S service is largely delivered by a 2.05 FTE team, comprising the Coordinator Environment & Sustainability (FT), Climate Change & Environment Officer (PT), and Sustainability Projects Officer (PT).

##### PURPOSE

This purpose of the E&S service is to enable Council to comply with legislative requirements (e.g. Local Government Act 2020) and meet community standards in relation to climate change, environmental, and sustainability matters.

The E&S service exists because:

- There is a recognition of the impacts of Council's operations on the environment and climate (e.g. greenhouse gas emissions), and an internal team can provide advice, monitoring and initiatives to track and minimise those impacts.
- Our community requires advice, facilitation and leadership to achieve their objectives relating to environment, sustainability and climate change.
- The environment is very important to our residents and is the backbone to our economy (e.g. agricultural sector, tourism industry). Council needs to play a lead role in managing environmental threats (including climate change) and attempt to reverse the damage previously caused to meet our customer expectations.

##### ROLES/ACTIVITIES

The roles and activities of the E&S service are broad and diverse, and can be summarised according to the following key strategic themes:

##### Climate Change Mitigation and Adaptation

- Lead the development and implementation of Council's climate change related policies, strategies and plans. These include the Climate Change Policy (2024), Climate Emergency Strategic Action Plan (2020), and Emissions Reduction Plan (2021).
- Manage Council's greenhouse gas (GHG) emissions tracking and reporting using the Trellis carbon accounting platform.
- Lead the implementation of Council's Emissions Reduction Plan to reach Net Zero by 2035, primarily by managing Council's Kausal platform ([Our climate action](#)) which captures, tracks, and communicates Council's climate actions.
- Monitor implementation of the Climate Change Policy 2024 and Climate Change Adaptation Plan, providing advice to all areas of the organisation on how to mitigate and adapt to climate change.

### 2025/2026 Budget Operating Income and Expenses by Service Plan

- Lead and/or support the implementation of climate actions at Council (e.g. solar PV systems) and in the community (e.g. public EV chargers).
- Facilitate Council's Sustainable Procurement Working Group.
- Represent Council on regional climate partnerships, including the Goulburn Murray Climate Alliance (GMCA).
- Pursue external funding opportunities and leads the development of applications – recent examples include Sustainability Victoria (energy efficiency grant, EV chargers for fleet), and Emergency Management Victoria (Naturally Cooler Indigo Project).
- Pursue external partnership opportunities, including in project proposals developed via Goulburn Murray Climate Alliance (e.g. Victorian Electricity Collaboration – VECO, Goulburn Murray Solar Savers).
- Administer Council's Community Sustainability Grants Program (since 2018/19).
- Support community groups undertaking renewable energy projects (e.g. Totally Renewable Yackandandah, Totally Renewable Beechworth and Totally Renewable Indigo North).

#### Environmental management

- Lead the development and implementation of Council's environment related policies, strategies and plans. These include the Environment Strategy (2019) and Roadside Conservation Management Plan (2020).
- Oversees Council's weed and pest animal control responsibilities on Council owned and/or managed land, including:
  - Managing Council's annual weed and pest control contracts for our 1,500km road network. This includes developing and implementing our Roadside Weed & Pest Control Plan (2023-26), managing contractors, and reporting to Victorian Government annually to acquit funding received.
  - Managing Council's annual weed and pest control contracts for our reserves. This includes Lake Sambell (Beechworth), Lake Anderson (Chiltern), Sir Isaac Isaacs Park (Yackandandah), and Queen Victoria Park (Beechworth). This also includes a large number of stormwater capture and treatment sites (e.g. Bells Flat Rd Yackandandah, Havelock Rd/Elgin Rd Beechworth) and a number of Council owned/managed land parcels (e.g. land adjacent to Lake Kerferd, Stanley).
- Represent Council on environment and sustainability related partnerships, including the North East Integrated Water Management (IWM) Forum.
- Advise Council staff and community on environmental matters, including the Native Vegetation Framework.
- Respond to Planning and other referrals (e.g. Municipal Operations, Capital Works) relating to native vegetation management, and contribute to native vegetation removal reports/advice as required.
- Support community groups undertaking environmental projects (e.g. Landcare, Scouts) through provision of funding for revegetation and bushland restoration activities (e.g. National Tree Day).
- Deliver funded projects (grants) to improve the biodiversity and protection of key natural areas within the shire.
- Increase awareness of responsibilities under the Roadside Conservation Management Plan (RCMP).

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

- Provide advice on roadside firewood collection and distribution of permits, managed by Assets & Property.
- Monitor compliance with the Code of Forest Practice.

#### Key stakeholder relations

- Deliver staff education and awareness raising – e.g. climate change mitigation and adaptation, weed and pest animal control, native vegetation management.
- Facilitate the Indigo Environment Advisory Committee (IEAC).
- Participate in regional environmental/climate change / sustainability networks to leverage partnerships, collaborate, obtain grant funding and share information for improved outcomes. These include Goulburn Murray Climate Alliance (GMCA) and North East Integrated Water Management (IWM) Forum.
- Internal and external communications – working closely with Council's Communications & Engagement team to regularly share current and engaging stories/actions with internal and external audiences.
- Support community groups working on environmental and sustainability initiatives. This might be through providing financial (e.g. community sustainability grant program) or in-kind support (e.g. hall/ facility hire, projector and IT equipment, printing of posters).

#### Corporate sustainability

- Monitor environmental / sustainability indicators of corporate activities (e.g. energy, greenhouse gas emissions, water and purchasing).
- Support the delivery of improved environmental and sustainability performance across Council.

### FUTURE PLANS

The primary focus of the E&S service in 2025/26 will be:

1. Continued implementation of Council's Climate Emergency Strategic Action Plan (2020).
2. Continued implementation of Council's Emissions Reduction Plan (ERP), utilising Council's Trellis and Kausal (Our climate action) platforms.
3. Delivery of Council's annual weed and pest animal control program on Council's roadsides and reserves.
4. Administer Council's Community Sustainability Grants Program (2025/26).
5. Support delivery of year two of the Goulburn Murray Solar Savers program, an initiative of the Goulburn Murray Climate Alliance (GMCA).
6. Build existing and new partnership opportunities with Council's alliances (e.g. GMCA) and key community organisations and funding bodies.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

SERVICE	DESCRIPTION
Environment and Sustainability	The Environment & Sustainability (E&S) service provides leadership and expertise to Council on environmental matters.  Total FTE 2.05

### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Environment and Sustainability		No material variances

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

##### Service Area – Environment & Sustainability

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1062. Grant Op. (SNR)	(48,000)	(48,000)	(49,440)
1523. Ticket Sales	(990)	(1,228)	(1,015)
<b>Total Income</b>	<b>(48,990)</b>	<b>(49,228)</b>	<b>(50,455)</b>
<b>Expense</b>			
2000. Ordinary Hours	173,738	166,673	180,897
2001. Overtime	0	962	0
2002. Leave – Annual	16,505	15,977	17,186
2003. Leave – Long Service	4,343	4,203	4,529
2004. Leave – Sick	6,081	5,886	6,339
2005. Leave – Parental	871	842	904
2006. Leave – Compassionate	0	1,494	0
2009. Superannuation	19,983	17,598	21,711
2010. Workcover	5,210	5,078	5,428
2020. Allowance – Travel	1,535	1,535	1,565
2021. Allowance – Other	1,442	1,206	1,444
2025. Memberships – Industry	7,650	7,509	7,800
2034. Conferences/Workshops	0	(85)	0
2040. Rewards & Recognition Policy	0	80	0
2101. Subscriptions	0	(187)	0
2102. Accommodation	0	1,248	0
2103. Meals	510	700	520
2104. Parking	0	88	0
2111. Stationery	0	27	0
2117. Catering	1,200	1,200	1,220
2203. Telephone – Mobile	620	360	620
2405. Contribution	21,320	19,332	21,745
2514. Fleet – Pool vehicle usage	3,080	3,543	3,080
2601. Contract Services	153,973	175,587	157,530
2603. Materials	6,340	7,275	6,462
2609. Signs	1,020	1,020	1,040

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area – Environment & Sustainability

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Total Expense</b>	<b>425,421</b>	<b>439,148</b>	<b>440,020</b>
	<b>376,431</b>	<b>389,920</b>	<b>389,565</b>



2025/2026 Budget Operating Income and Expenses by Service Plan

Parks and Gardens

**WHAT WE DO**

The Operations Branch is responsible for the ongoing routine maintenance and operations of Council’s 33 Parks and Garden areas located throughout the Shire.

Included in these responsibilities are activities relating to maintaining playgrounds, Lake Anderson at Chiltern, Lake Sambell at Beechworth and Lake King at Rutherglen. Also included for the first time are the May Day Hills office complex gardens, car park grounds, the Pines sports oval and the Arboretum space.

**FUTURE PLANS**

- Consider impact of future Climate Change when planning maintenance of parks and gardens
- Consider impacts of Climate Change with tree planting species
- Expand service areas of service to include new parks, gardens and playgrounds as created with new developments
- Develop a Tree Canopy Strategy

SERVICES

SERVICE	DESCRIPTION
Parks and Gardens	<p>Council Outdoor Operations Teams undertake various operational activities that include grass mowing, litter control, garden bed maintenance, business area street footpath sweeping, minor urban drain cleaning, and various other tasks within the urban and business areas of towns within the Shire.</p> <p>These activities are carried out across Council’s; -</p> <ul style="list-style-type: none"><li>• Maintenance of Parks and gardens</li><li>• BBQs and shelters</li><li>• Playgrounds</li><li>• European Wasp eradication</li><li>• Rural Reserves</li><li>• Town centre street gutter and footpath sweeping</li></ul> <p><b>Total FTE 8.99</b></p>



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS		
SERVICE	ACCOUNT	COMMENTARY
Parks and Gardens		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Parks & Gardens

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1253. Reimbursement - Workcover	0	(18,048)	0
<b>Total Income</b>	<b>0</b>	<b>(18,048)</b>	<b>0</b>
<b>Expense</b>			
2000. Ordinary Hours	637,405	563,815	654,687
2001. Overtime	0	608	0
2002. Leave - Annual	60,550	54,881	62,212
2003. Leave - Long Service	15,927	16,327	16,368
2004. Leave - Sick	22,313	20,521	22,912
2005. Leave - Parental	3,184	2,934	3,290
2006. Leave - Compassionate	0	(720)	0
2009. Superannuation	73,290	68,263	78,562
2010. Workcover	19,112	20,298	19,655
2011. Workcover - Salary Payments	0	21,807	0
2012. Leave - Other	0	1,407	0
2018. Casual Hours	0	67,039	0
2021. Allowance - Other	0	138	0
2024. Protective Clothing	4,800	5,652	7,300
2035. Workcover - Medical Expenses	0	0	300
2113. Maintenance - Building	300	150	0
2116. Fuel	31,300	1,194	3,000
2124. Chemicals	3,580	0	0
2130. Small Tools	0	129	0
2200. Freight	0	20	0
2205. Internet	0	69	0
2399. Plant Hire - External	0	15,714	27,000
2400. Plant Hire - Internal	100,000	83,482	60,000
2515. Fleet - Monthly Costs Distributed	10,773	7,854	0
2601. Contract Services	10,800	32,234	31,800
2603. Materials	24,300	55,177	47,400
2615. Contract Services - Parts	0	159	0

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Parks & Gardens

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
Total Expense	1,017,634	1,039,154	1,034,486
	1,017,634	1,021,106	1,034,486

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Pathways

#### WHAT WE DO

Maintenance of footpath surfaces. This service manages the maintenance of Council's urban footpaths and recreational shared paths to ensure they are safe and serviceable for residents and visitors of Indigo Shire.

The purpose of this service is to provide routine maintenance of Council's pathways including the following:

- Patch potholes
- Sweep, spray and maintain rail trails including control of vegetation on path sides
- Repair and replace short segments of concrete footpath
- Grind uneven surfaces
- Top up gravel paths

Councils' pathways consist of:

- Urban footpaths, Recreation footpaths other Recreational Trails
- Historic Rail Trails, Beechworth to Yackandandah (Osbornes Flat), Beechworth to Everton Upper, Epic Trail, Rutherglen to Wahgunyah Trail and Rutherglen Loops

#### FUTURE PLANS

- Introduction a number of new shared paths to Council's recreational pathways network with maintenance responsibilities
- Other additional footpaths come on board as new subdivisions are constructed

### SERVICES

SERVICE	DESCRIPTION
<b>Pathways</b>	<p>The purpose of this service is to provide routine maintenance of Council's pathways; 41km urban footpaths, 13km recreation footpaths, 21km existing Rail Trails and 31km Beechworth Osbornes Flat Rail Trail</p> <p>Council:</p> <ul style="list-style-type: none"> <li>• Patch potholes</li> <li>• Sweep, spray and maintain rail trails</li> <li>• Repair and replace short segments of concrete footpath</li> <li>• Grind uneven surfaces</li> <li>• Top up gravel paths</li> <li>• Control vegetation on path sides</li> </ul> <p><b>Total FTE 0.46</b></p>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Pathways		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Pathways

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Expense</b>			
2000. Ordinary Hours	30,952	76,611	115,458
2001. Overtime	0	29	0
2002. Leave - Annual	2,938	7,273	10,970
2003. Leave - Long Service	768	1,908	2,888
2004. Leave - Sick	1,080	2,680	4,037
2005. Leave - Parental	146	380	585
2009. Superannuation	3,560	7,650	13,857
2010. Workcover	934	2,373	3,464
2018. Casual Hours	0	(185)	0
2106. Leasing	0	507	0
2200. Freight	0	330	0
2400. Plant Hire - Internal	5,856	16,372	4,800
2420. Plant & Fleet - Repairs	0	21	0
2514. Fleet - Pool vehicle usage	0	1,429	0
2515. Fleet - Monthly Costs Distributed	3,219	2,574	3,320
2601. Contract Services	168,200	106,128	113,800
2603. Materials	50,000	41,767	24,000
2608. Materials - Patching	0	39	0
<b>Total Expense</b>	<b>267,653</b>	<b>267,885</b>	<b>297,179</b>
	<b>267,653</b>	<b>267,885</b>	<b>297,179</b>

### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Plant, Fleet and Equipment

### WHAT WE DO

This service ensures that Plant, equipment and fleet assets are suitable for Council's operational requirements and plant, equipment and fleet assets are well maintained, safe and effective. This area of the Budget also includes the operating and depreciation costs of all of Council's heavy and small plant, fleet and equipment

Service provision includes:

- Procurement and maintenance of safe and serviceable plant, equipment and fleet to Councils Municipal Operations department, with minimal downtime from repairs and breakdowns.
- Provide safe, appropriate, available and efficient fleet vehicles to allow Council staff to be as mobile and available to all the communities in Indigo Shire as practical, at minimal cost to Council.
- Coordination of all maintenance activities required to ensure a safe and effective plant and light vehicle fleet is available to conduct Council operations. {The majority of Plant maintenance is subcontracted out via a three-year maintenance contract}.
- Development and monitoring of Plant equipment and Fleet operating budgets, as well as cost recovery tracking.
- Development and implementation of the forward capital replacement programs for the plant, equipment and light vehicle fleets.
- Facilitate new equipment inductions and generation of technical instructions.
- Monitor industry bulletins and conduct routine risk assessments to ensure compliance with current best safe practices and legislation.
- Management of other key fleet operational services include fuel card distribution, road toll accounts, roadside assistance, etc.
- Initial assessment of fleet related incidents and subsequent management of any associated insurance.

### FUTURE PLANS



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
<b>Plant, Equipment and Fleet</b>	<p>This service area is responsible for:</p> <ul style="list-style-type: none"> <li>• Providing a safe and serviceable plant and equipment fleet to Councils Municipal Operations department, with minimal downtime from repairs and breakdowns.</li> <li>• Similarly provide suitable light vehicles to Council employees and departments requiring them.</li> <li>• Provide safe, appropriate, available and efficient fleet vehicles to allow Council staff to be as mobile and available to all the communities in Indigo Shire as practical, at minimal cost to Council.</li> <li>• Coordination of all maintenance activities required to ensure a safe and effective plant and light vehicle fleet is available to conduct Council operations. (The majority of Plant maintenance is subcontracted out via a three-year maintenance contract.)</li> <li>• Development and monitoring of Plant equipment and Fleet operating budgets, as well as cost recovery tracking.</li> <li>• Development and implementation of the forward capital replacement programs for the plant and light vehicle fleets.</li> <li>• Facilitate new equipment inductions and generation of technical instructions.</li> <li>• Monitor industry bulletins and conduct routine risk assessments to ensure compliance with current best safe practices and legislation.</li> <li>• Management of other key fleet operational services, e.g. fuel card distribution, Road Toll accounts, roadside assistance etc; and</li> <li>• Initial assessment of fleet related incidents and subsequent management of any associated insurance.</li> </ul> <p><b>Total FTE 1.00</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
<b>Plant, Equipment and Fleet</b>		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Plant Equipment & Fleet

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1110. Contributions - Staff Vehicle	0	(2,454)	(6,076)
1254. Fuel Tax Rebate	(42,000)	(51,319)	(54,000)
1255. Reimbursement-Insurance Claim Rec'd	0	(5,000)	0
1555. Internal - Plant Hire	(1,377,808)	(1,277,646)	(1,416,315)
1716. Internal - Fleet Recovery	(497,354)	(537,948)	(465,177)
<b>Total Income</b>	<b>(1,917,162)</b>	<b>(1,874,367)</b>	<b>(1,941,568)</b>
<b>Expense</b>			
2000. Ordinary Hours	68,536	77,316	84,016
2002. Leave - Annual	6,512	7,209	7,986
2003. Leave - Long Service	1,720	1,900	2,102
2004. Leave - Sick	2,404	2,659	2,944
2005. Leave - Parental	344	383	420
2009. Superannuation	7,876	8,098	10,074
2010. Workcover	2,064	2,329	2,524
2021. Allowance - Other	480	478	482
2030. Fringe Benefits Tax	15,600	17,730	23,856
2101. Subscriptions	24,000	41,130	24,000
2102. Accommodation	0	1,892	0
2111. Stationery	600	7,081	2,600
2115. Leasing - Vehicle	31,601	30,128	46,734
2116. Fuel	414,177	385,304	402,740
2121. Cleaning	6,000	3,502	5,900
2130. Small Tools	3,500	6,916	0
2131. Tolls	1,200	757	1,200
2135. Oils - Plant consumable top ups	15,200	12,944	15,000
2200. Freight	0	500	0
2303. Interest - Leases	0	2,470	0
2407. Advertising	0	1,273	0
2410. Plant & Fleet - Scheduled Servicing	39,348	84,880	16,035
2411. Insurance - Vehicle	65,510	74,722	64,990

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Plant Equipment & Fleet

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2412. Vehicle Registration	39,476	57,247	40,396
2413. Tyres	95,754	38,167	67,723
2420. Plant & Fleet - Repairs	46,150	25,581	38,990
2428. Avoidable Damage (Plant)	0	2,594	0
2432. Plant - Cutting Edges	35,000	38,085	35,000
2514. Fleet - Pool vehicle usage	0	4,099	0
2601. Contract Services	204,000	371,575	292,000
2603. Materials	0	4,317	0
2605. Purchases - Minor Equipment	0	35,527	24,000
2611. Contract Services - Travel	9,600	12,674	11,625
2613. Psychometric testing	0	72	0
2615. Contract Services - Parts	192,000	266,579	216,400
2702. Dep'n - Plant & Equipment	420,000	441,876	414,058
2717. Dep'n - Plant - Fleet	179,770	176,858	145,785
2722. Dep'n - Leased Vehicles	33,467	35,552	11,021
<b>Total Expense</b>	<b>1,961,889</b>	<b>2,282,402</b>	<b>2,010,601</b>
	<b>44,727</b>	<b>408,035</b>	<b>69,033</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

## Quarries

### WHAT WE DO

Indigo Shire Council owns and operates Horseshoe Quarry under an approved DPI Work Authority, WA804, providing quality crushed rock to help serve Council's gravel road maintenance needs. In addition to using the crushed rock on its own roads, some material is also sold to neighbouring LGA's at a market rate

Council annually engages a contractor via competitive tender to either blast or rip a defined amount of material and to then crush and stockpile the graded rock within the quarry work area.

Other day to day activities cover the maintenance of the property, i.e. fence repair, weed management, signage and safety inspections.

### FUTURE PLANS

## SERVICES

SERVICE	DESCRIPTION
Quarries	<ul style="list-style-type: none"><li>Horseshoe Quarry produces class 3 quality crushed rock products with the following outcome:<ul style="list-style-type: none"><li><b>Supply of crushed rock.</b> Production of quality crushed rock for placement on ISC roads and for sale to neighbouring Councils.</li><li><b>Supply of crushed rock for profit.</b> Supply of crushed rock to Alpine Shire and Rural City of Wangaratta Council at market value for profit.</li></ul></li><li>Council annually engages a contractor via competitive tender to either blast or rip a defined amount of material and to then crush and stockpile the graded rock within the quarry work area.</li><li>Other day to day activities cover the maintenance of the property, i.e. fence repair, weed management, signage and safety inspections.</li></ul> <p><b>Total FTE 0.10</b></p>

## BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Quarries	2603 Materials	Balance of stock at hand

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Quarries

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1511. Internal - Quarry Sales	(120,000)	(110,000)	(132,000)
1556. Sale of Stock	(90,000)	(85,271)	(95,700)
<b>Total Income</b>	<b>(210,000)</b>	<b>(195,271)</b>	<b>(227,700)</b>
<b>Expense</b>			
2000. Ordinary Hours	9,071	5,998	9,523
2002. Leave - Annual	864	571	904
2003. Leave - Long Service	225	150	239
2004. Leave - Sick	315	209	334
2005. Leave - Parental	43	29	50
2009. Superannuation	1,044	597	1,142
2010. Workcover	275	182	288
2105. Bank Charges	0	115	0
2107. Licencing	830	1,717	860
2442. Rates Paid	2,320	2,682	2,320
2593. Rehabilitation - Quarry	7,967	7,967	4,000
2601. Contract Services	152,700	140,700	138,500
2603. Materials	(18,750)	(18,750)	37,700
<b>Total Expense</b>	<b>156,904</b>	<b>142,167</b>	<b>195,860</b>
	<b>(53,096)</b>	<b>(53,104)</b>	<b>(31,840)</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Roads and Bridge Maintenance

#### WHAT WE DO

Maintain local roads and bridges and associated infrastructure to a safe and serviceable standard for residents and visitors of Indigo Shire.

#### FUTURE PLANS

Road and Bridge Maintenance service area supports the following council municipal works, focus for teams working within this service area will continue to be

- Patch potholes in roads
- Repaint line marking
- Grade gravel roads and gravel shoulders
- Repair and replace traffic signs and guideposts
- Control roadside vegetation
- Inspect and maintain bridges
- Maintain street lights
- Maintain kerb and channel

#### SERVICES

SERVICE	DESCRIPTION
<b>Roads and Bridge Maintenance</b>	<p>Road and Bridge Maintenance service area supports the following council municipal works; -</p> <ul style="list-style-type: none"> <li>• Patch potholes in roads</li> <li>• Repaint line marking</li> <li>• Grade gravel roads and gravel shoulders</li> <li>• Inspect and respond to customer enquiries, after hours call outs and emergencies including fallen trees and blocked drains</li> <li>• Repair and replace traffic signs and guideposts</li> <li>• Control roadside vegetation</li> <li>• Clean out roadside drains</li> <li>• Inspect and maintain bridges and major culverts</li> <li>• Maintain street lights</li> <li>• Maintain kerb and channel</li> <li>• Maintain existing and install new bus shelters</li> </ul> <p><b>Total FTE 15.67</b></p>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

BUDGET VARIANCE ANALYSIS		
SERVICE	ACCOUNT	COMMENTARY
Roads and Bridge Maintenance		No material variances



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

##### Service Area - Roads & Bridge Maintenance

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1050. Grant Op (CR) Vic Grants Commission	(2,230,888)	(2,204,623)	(2,270,760)
1052. Grant Op. (SR) Vic Roads	(12,220)	(12,220)	(12,500)
1100. Contributions - Operating	0	(14,414)	0
1253. Reimbursement - Workcover	0	(40,753)	0
1255. Reimbursement-Insurance Claim Rec'd	0	(11,356)	0
1300. Rental Income	(24,000)	(22,615)	(27,000)
1360. Road Opening - Fee	(13,500)	(13,460)	(26,800)
<b>Total Income</b>	<b>(2,280,608)</b>	<b>(2,319,439)</b>	<b>(2,337,060)</b>
<b>Expense</b>			
2000. Ordinary Hours	1,017,944	1,028,065	1,082,008
2001. Overtime	19,000	22,052	0
2002. Leave - Annual	96,691	100,369	102,808
2003. Leave - Long Service	25,449	27,155	27,059
2004. Leave - Sick	35,655	37,391	37,851
2005. Leave - Parental	5,089	5,336	5,420
2009. Superannuation	117,033	110,461	129,853
2010. Workcover	30,534	38,904	32,440
2011. Workcover - Salary Payments	0	42,552	0
2012. Leave - Other	0	325	0
2014. Allowance - Pager	25,500	27,310	30,000
2018. Casual Hours	0	22,730	0
2020. Allowance - Travel	0	707	0
2021. Allowance - Other	11,036	11,166	11,311
2024. Protective Clothing	18,000	7,892	6,000
2032. Name Badges	0	22	0
2035. Workcover - Medical Expenses	0	20	0
2105. Bank Charges	0	60	0
2114. Maintenance - Equipment	36,996	40,808	39,000
2116. Fuel	4,320	2,144	4,200

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Roads & Bridge Maintenance

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2124. Chemicals	4,320	0	0
2126. Groceries	350	85	0
2129. Consumables - Staff	0	967	0
2135. Oils - Plant consumable top ups	0	1,332	0
2200. Freight	0	1,047	0
2201. Rent	5,600	6,017	6,300
2203. Telephone - Mobile	1,400	2,293	1,200
2205. Internet	0	69	0
2208. Electricity	3,280	3,383	1,200
2399. Plant Hire - External	0	22,825	43,000
2400. Plant Hire - Internal	463,500	485,619	615,000
2420. Plant & Fleet - Repairs	0	87	0
2514. Fleet - Pool vehicle usage	3,000	3,040	2,400
2515. Fleet - Monthly Costs Distributed	125,898	120,062	101,556
2601. Contract Services	231,280	216,799	319,100
2603. Materials	197,237	182,526	175,900
2608. Materials - Patching	12,000	8,586	12,000
2609. Signs	26,260	9,712	14,800
2614. Contract Services - Temporary Employment	500	0	0
2615. Contract Services - Parts	0	178	0
<b>Total Expense</b>	<b>2,517,872</b>	<b>2,590,095</b>	<b>2,800,406</b>
	<b>237,264</b>	<b>270,656</b>	<b>463,346</b>



2025/2026 Budget Operating Income and Expenses by Service Plan

Tree Services

**WHAT WE DO**

Manage and maintain Indigo Shire Street and park trees in the built environment for the ongoing liveability, health and wellbeing of residents and visitors.

This service area manages:

- Strategic planning for tree replacement and manage the Annual new Planting Program
- Tree management and maintenance
- Growing of new and rare tree stock at Council nursery
- Tree replacement
- Planting of new trees
- Pruning of established trees
- Removal of hazardous trees

This service also supports the delivery of the following maintenance programs by external contractors:

- Beechworth Electric Line Clearance
- Elm Leave Beetle control program

FUTURE PLANS

- Work with Environment & Sustainability team and Parks & Gardens team to finalise and implement the Tree Canopy Strategy

SERVICES

SERVICE	DESCRIPTION
Tree Services	<p>To manage and maintain Indigo Shire Street and park trees in the built environment for the ongoing liveability, health, safety and wellbeing of residents and visitors.</p> <p>This service area the following maintenance programs;</p> <ul style="list-style-type: none"><li>• Tree management and maintenance</li><li>• Beechworth Electric Line Clearance</li><li>• Elm Leave Beetle control program</li></ul> <p>This service area also manages</p> <ul style="list-style-type: none"><li>• Strategic planning for tree replacement and new plantings</li><li>• Growing of new and rare tree stock at Council nursery</li><li>• Tree replacement</li><li>• Planting of new trees</li></ul>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
	<ul style="list-style-type: none"><li>• Pruning of established trees</li><li>• Removal of hazardous trees</li></ul>
	Total FTE 4.53

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Tree Services		No material variances

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Tree Services

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1062. Grant Op. (SNR)	0	(152,230)	0
1252. Reimbursement - Other External	(1,116)	(651)	0
<b>Total Income</b>	<b>(1,116)</b>	<b>(152,881)</b>	<b>0</b>
<b>Expense</b>			
2000. Ordinary Hours	244,693	295,122	338,931
2001. Overtime	0	1,208	0
2002. Leave - Annual	23,252	27,454	32,205
2003. Leave - Long Service	8,413	8,013	8,471
2004. Leave - Sick	8,558	10,316	11,861
2005. Leave - Parental	1,221	1,472	1,692
2009. Superannuation	38,750	33,111	40,678
2010. Workcover	10,120	10,215	10,170
2018. Casual Hours	92,234	27,024	0
2024. Protective Clothing	0	555	2,400
2116. Fuel	0	113	0
2200. Freight	0	1,103	0
2203. Telephone - Mobile	0	254	0
2399. Plant Hire - External	19,000	18,286	19,000
2400. Plant Hire - Internal	46,200	49,133	24,000
2515. Fleet - Monthly Costs Distributed	15,049	12,846	9,197
2601. Contract Services	145,500	160,298	175,000
2603. Materials	49,208	68,784	43,000
2607. Materials - Green	0	411	0
<b>Total Expense</b>	<b>702,198</b>	<b>725,719</b>	<b>716,605</b>
	<b>701,082</b>	<b>572,838</b>	<b>716,605</b>

## 2025/2026 Budget Operating Income and Expenses by Service Plan

### Waste Management

#### WHAT WE DO

In delivering this service we aim to provide an effective, convenient and sustainable waste and resource recovery service that meets the expectations of our community and environmental responsibility.

The purpose of this service is to manage the provision of a range of waste and recycling services activities as follows:

- Management of kerbside domestic waste, recycling and organics collection, collection of customer service inquiries, contract monitoring and data management
- Transfer station operations at Beechworth & Rutherglen,
- Annual free green waste collection weekend to support fire preparation efforts leading into summer
- Management of legacy landfill sites at Wahgunyah, Chiltern, Rutherglen and Beechworth this includes rehabilitation planning and landfill gas and groundwater monitoring as required by legislation.
- Participation in NEWRRG (North East Waste and Resource Recovery Group) to undertake collaborative projects to increase landfill diversion, reduce contamination, educate the community and continually improve waste services
- Public place recycling and waste disposal facilities, provide festival and event waste/recycle disposal facilities while enhancing the amenity of towns, parks, waterways and reserves.

#### FUTURE PLANS

- Ensuring that the closed landfills meet the EPA's unlicensed landfill interim capping criteria that results in the mitigation of risk to environment and human health
- Implementing change to our service delivery and projects through a Gender Impact Assessment lens, reportable to State Government
- Reconciling the number of services and tenements with the contractor's service list and associated fees and charges
- All waste and resource recovery services have current contracts and MoUs in place to meet procurement policy
- Write a Waste Management Strategy 2025-2030

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### SERVICES

SERVICE	DESCRIPTION
Waste Management	<p><b>Domestic waste collection service</b></p> <ul style="list-style-type: none"> <li>Domestic recycling collection service</li> <li>Domestic organics collection service</li> <li>Management kerbside services includes customer service inquiries, contract monitoring and data management</li> <li>Annual free green waste collection weekend to support fire preparation efforts leading into summer</li> <li>Ongoing monitoring of legacy landfills in accordance with legislative requirements.</li> <li>Annual reporting on waste services in accordance with local and state government requirements.</li> <li>Green waste disposal, mulching and provision to the community</li> <li>Transfer station operations – Beechworth and Rutherglen</li> <li>Former landfill management, rehabilitation planning and landfill gas and groundwater monitoring (Wahgunyah, Chiltern, Rutherglen, Beechworth)</li> <li>Public place recycling and waste</li> <li>Provide festival and event waste/recycle disposal facilities</li> <li>Participation in NEWRRG (North East Waste and Resource Recovery Group) to undertake collaborative projects to increase landfill diversion, reduce contamination, educate the community and continually improve waste services</li> <li>Street litter</li> </ul> <p><b>Total FTE 3.24 plus Casual 0.06</b></p>

#### BUDGET VARIANCE ANALYSIS

SERVICE	ACCOUNT	COMMENTARY
Waste Management	1002 Environmental Management Contribution	Transfer of levy to general rates (subject to ESC approval)



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 2025/2026 Budget Operating Income and Expenses by Service Plan

### PROPOSED BUDGET 2025/26 OPERATING INCOME AND EXPENDITURE

#### Service Area - Waste Management

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
<b>Income</b>			
1000. Domestic - Garbage Collection	(1,035,150)	(1,101,079)	(1,107,843)
1001. Domestic - Recycling Collection	(843,743)	(812,572)	(869,031)
1002. Environmental Management Contribution	(778,276)	(772,547)	0
1010. Domestic - Organics Collection	(1,076,160)	(1,009,958)	(1,108,610)
1252. Reimbursement - Other External	(480)	(1,525)	(504)
1506. Fees	(129,000)	(123,611)	(195,744)
1527. Service Recovery - Waste	0	(8,125)	0
1560. Sales of Recyclables	(115,200)	(112,103)	(55,956)
<b>Total Income</b>	<b>(3,978,009)</b>	<b>(3,941,519)</b>	<b>(3,337,688)</b>
<b>Expense</b>			
2000. Ordinary Hours	275,759	282,816	297,284
2001. Overtime	0	2,639	0
2002. Leave - Annual	26,197	26,247	28,245
2003. Leave - Long Service	7,030	7,242	7,565
2004. Leave - Sick	9,644	9,887	10,396
2005. Leave - Parental	1,382	1,418	1,486
2009. Superannuation	32,339	30,394	36,346
2010. Workcover	8,425	9,020	9,088
2018. Casual Hours	5,380	6,936	5,559
2020. Allowance - Travel	0	153	0
2023. Uniforms	504	294	500
2034. Conferences/Workshops	0	621	0
2040. Rewards & Recognition Policy	0	11	0
2105. Bank Charges	0	530	0
2107. Licencing	49,680	37,656	51,240
2203. Telephone - Mobile	0	254	0
2205. Internet	0	127	0
2399. Plant Hire - External	4,800	3,200	4,000
2400. Plant Hire - Internal	17,160	18,090	16,980
2402. Re-imbursement	0	153	0

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 2025/2026 Budget Operating Income and Expenses by Service Plan

#### Service Area - Waste Management

	2024/25 Annual Budget	2024/25 Quarter 2 Forecast	2025/26 Proposed Budget
2407. Advertising	0	853	0
2514. Fleet - Pool vehicle usage	0	452	0
2592. Rehabilitation - Landfill	174,516	174,516	178,644
2598. Contract Services - Albury Landfill	580,207	552,254	635,796
2599. Contract Services - Cleanaway	2,438,578	2,343,778	2,554,956
2601. Contract Services	232,284	261,142	249,816
2602. Green Waste Disposal	7,800	8,450	7,800
2603. Materials	4,980	6,686	4,800
<b>Total Expense</b>	<b>3,876,665</b>	<b>3,785,819</b>	<b>4,100,501</b>
	<b>(101,344)</b>	<b>(155,700)</b>	<b>762,813</b>

# Capital Works Commentary

## 2025/26 Draft Budget

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
<b>PROPERTY</b>								
<b>Buildings</b>								
Energy Efficiency Improvements	Energy efficiency improvements for Council owned buildings	Implementation of energy efficiency upgrades across Council-owned buildings to reduce energy consumption, lower operational costs, and support environmental sustainability objectives. This initiative leverages funding available through the Community Energy Upgrades Fund (Round 2), which offers grants ranging from \$25,000 up to \$2,500,000, covering up to 50% of eligible project expenses for energy upgrades at existing local government facilities. Improvements may include upgrading lighting systems, heating and cooling infrastructure, insulation enhancements, solar installations, and other energy-saving measures. (Subject to successful grant applications).	\$ 46,000	\$ 23,000				\$ 23,000
Rutherglen Caravan Park Masterplan	Expansion of asphalt roads, new cabin locations, flat powered site with associated services in line with master plan and lease	Masterplans for the Shire's four caravan parks in Beechworth, Chiltern, Rutherglen, and Yackandandah were developed in 2022 to support economic growth and enhance visitor experiences. These plans optimise Council assets, provide a sustainable lease framework, and guide future park management.  Focusing on accessibility and sustainability, the Masterplans serve as a blueprint for development and investment. For Rutherglen Caravan Park, infrastructure upgrades—including roads, sewer, electrical, and water—will support planned improvements. The project aims to expand site options to meet growing demand, with the park operating under a lease, and Indigo Shire Council as landlord.	\$ 1,000,000			\$ 1,000,000		\$ -
Caravan Park Renewal	Renewal of Caravan park infrastructure on an as needed basis	The renewal of caravan park infrastructure is carried out on an as-needed basis to ensure the ongoing safety, functionality, and sustainability of these facilities. This funding is essential for addressing infrastructure issues as they arise, including the repair or replacement of critical assets such as roads, sewer systems, electrical networks, and water supply.  If infrastructure within the parks fails, this allocation ensures that necessary repairs can be undertaken promptly, minimising disruptions for visitors and maintaining the parks' viability. By proactively managing these assets, we can extend their lifespan, enhance the visitor experience, and support the long-term success of our caravan parks.	\$ 10,000					\$ 10,000
Pool Renewal Works	Refurbishment and renewals of major pool plant and equipment, based on condition assessments	Refurbishment and renewal of essential swimming pool plant and equipment, guided by detailed condition assessments. This program aims to maintain operational reliability, enhance safety standards, and extend the lifespan of pool facilities. Works will include upgrading filtration systems, pumps, heating units, chemical dosing systems, and other critical infrastructure to ensure continued serviceability and improved efficiency	\$ 75,000					\$ 75,000
Air Conditioning / Heating system Renewal	Priority Heating/Cooling system renewal works, Shire-wide	Each year, we conduct a comprehensive assessment to identify and prioritise heating and cooling system renewal works across the Shire. This process ensures that we target systems most in need of replacement or upgrade, improving comfort and energy efficiency in our facilities. Where possible, we take the opportunity to transition from gas heating to electric systems, aligning with sustainability goals and long-term cost savings.	\$ 5,300					\$ 5,300

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Beechworth Historic Precinct Building Improvements - Beechworth Town Hall	Replacement of leaking roof at Beechworth Town Hall. Total Project Budget \$600,000 (Grant funding \$400,000 Council funds \$100,000 Plus a further \$100K Council funds carried forward from 24-25).	<p>This project will focus on essential conservation and repair works to preserve the historic Beechworth Shire Hall for future generations.</p> <p>Externally, the roof, guttering, and downpipes will be repaired or replaced to enhance durability and weather resistance. Internally, restoration efforts will include repairing storm-damaged plaster and walls, timber restoration and repainting, chimney repairs, desalination treatments, ceiling restoration, and final repairs.</p> <p>These works are critical to maintaining the integrity of this heritage building, ensuring it remains structurally sound, functional, and visually appealing. By undertaking these improvements, we are future-proofing the Beechworth Shire Hall, allowing it to continue serving the community for years to come.</p>	\$ 600,000	\$ 400,000		\$ 100,000	\$ 100,000	\$ -
Burke Museum Roof	Repair and remediate leaking roof and protect against larger storm events.	<p>The Burke Museum is undergoing essential building improvements to ensure the ongoing preservation and protection of this important heritage facility. A key focus of the works will be the repair and remediation of the leaking roof, which currently poses a risk to the museum's nationally significant collection. Moisture ingress not only threatens valuable heritage items but may also compromise the structural integrity of the building. As part of the upgrade, measures will also be put in place to better safeguard the facility against larger storm events. These improvements aim to provide a stable and secure environment for the museum's collection while maintaining the historical integrity of the building for future generations.</p>	\$ 180,000			\$ 180,000		\$ -
EV Charging Stations - Beechworth	Electric vehicle charging stations to support expansion of the EV fleet.	<p>As part of our commitment to sustainability, we are expanding our electric vehicle (EV) fleet to reduce our environmental footprint and support cleaner, more efficient transportation. To accommodate this growth, additional EV charging stations will be installed to ensure our fleet remains operational and well-supported.</p> <p>These charging stations are a crucial investment, providing the necessary infrastructure to sustain the expansion of our EV fleet. By enhancing our charging network, we are taking a proactive approach to reducing emissions, promoting energy efficiency, and aligning with our long-term sustainability goals.</p>	\$ 10,000					\$ 10,000
Beechworth Railway Precinct Public Toilet	Close existing public access to the toilets and provide entry through the internal building.	<p>As part of the Beechworth Railway Precinct enhancement works, a new public toilet is being constructed, making the existing facility no longer necessary. In line with the Public Toilet Strategy, access to the current public toilets will be closed, and entry will instead be provided through the internal building.</p> <p>This initiative ensures that public amenities are modern, well-located, and aligned with community needs while optimising the use of existing infrastructure. By consolidating facilities, we can enhance maintenance efficiency and improve the overall visitor experience within the precinct.</p>	\$ 10,000					\$ 10,000

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Beechworth Maternal Child Health Building Improvements	New waiting room and sound proofing improvements.	<p>Improvements to the Beechworth Maternal and Child Health (MCH) Building are essential to enhance the privacy and functionality of the space. This project will include the creation of a new waiting room and the installation of soundproofing improvements to address current limitations.</p> <p>The inability to properly soundproof the MCH clinic presents a significant risk regarding the confidentiality of sensitive information shared during appointments. Additionally, the current layout creates potential for conflicts of use, as the shared waiting area is accessed by both library patrons and MCH visitors. These improvements are crucial to ensuring the space is secure, private, and appropriately designated for each service, providing a safer, more comfortable environment for families and staff alike.</p>	\$ 45,000	\$ 15,000				\$ 30,000
High Street Yackandandah Public Toilet	Tiny Town grant submission by Yackandandah Chamber of Commerce to give high street toilets a facelift	<p>The High Street public toilet in Yackandandah is set to receive a much-needed upgrade through a Tiny Town grant submission made by the Yackandandah Chamber of Commerce. This initiative aims to revitalize the existing facilities, giving them a facelift to enhance both their appearance and functionality.</p> <p>The grant will support improvements that will not only improve the overall aesthetic of the High Street area but also ensure the public toilet meets the needs of residents and visitors alike. By investing in this project, we aim to enhance the experience for those using the facilities and contribute to the broader community efforts to maintain and improve the town's infrastructure.</p>	\$ 47,290	\$ 34,090	\$ 3,200			\$ 10,000
Yackandandah Sports Park Universal Access Lift	Replacement of universal access lift at Yackandandah Sports Park	<p>The universal access lift at Yackandandah Sports Park is currently non-operational and beyond repair. As a result, it will be replaced to ensure continued accessibility for all visitors. This replacement is essential to provide a reliable and safe means of access for individuals with mobility challenges, allowing them to fully enjoy the park's facilities.</p> <p>This upgrade reflects our commitment to creating inclusive spaces that cater to everyone in the community. The new lift will be modern, functional, and designed to ensure ease of access for all park users, improving the overall experience for those with disabilities.</p>	\$ 25,000					\$ 25,000
Rutherglen Depot Shed Door	Replacement of shed door at Rutherglen depot that is failing and has the potential to cause injury to staff	<p>The shed door at the Rutherglen Depot is in urgent need of replacement due to its current state of disrepair. The door is failing, and its condition poses a significant safety risk to staff, with the potential to cause injury if not addressed promptly.</p> <p>Replacing the door is critical to ensuring the safety and well-being of staff working at the depot. The new door will be durable, secure, and designed to meet safety standards, minimizing any risk of accidents or operational disruptions. This upgrade is an essential step in maintaining a safe working environment and supporting the efficiency of daily operations at the depot.</p>	\$ 25,000					\$ 25,000

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Yackandandah Town Hall Roof	Refurbishment and repairs of Roof over foyer area.	<p>The roof at Yackandandah Hall is in need of refurbishment and repair due to ongoing leaking issues, which are causing significant damage to the building. The current roofing is no longer providing adequate protection from the elements, leading to moisture ingress that is affecting the structure and internal spaces of the hall.</p> <p>Refurbishing and repairing the roof is essential to preserve the building's integrity and prevent further deterioration. Works will involve restoring the existing structure where possible, replacing damaged sections, and ensuring the roof is weather-resistant and properly sealed. This project is vital to maintaining the hall as a valued community asset, ensuring it remains safe, functional, and well-maintained for years to come.</p>	\$ 40,000					\$ 40,000
External Building Lock Replacement	Shire wide replacement of external locks and swipe reader due to old swipe cards not being supported.	<p>We are undertaking a Shire-wide replacement of external locks and swipe readers due to the discontinuation of support for our current swipe cards. The existing cards are no longer supported by Gallagher (council's lock provider), primarily because of vulnerabilities that allow for the easy cloning of cards and other security concerns identified in our 2024 Security Review. Once our remaining stock of these cards is depleted, we will be unable to procure replacements, which poses a significant risk of staff being unable to access Shire buildings.</p> <p>The upgrade will involve installing the latest version of swipe readers, which will support access via both mobile phones and swipe cards. Transitioning to mobile phone-based access will not only improve security but also result in long-term cost savings, ensuring more efficient and secure building entry for staff.</p>	\$ 5,000					\$ 5,000
Beechworth Kindergarten Roof	Roof restoration and reconfiguration to eliminate leaking.	We are undertaking a comprehensive roof restoration and reconfiguration at Beechworth Kindergarten to address ongoing issues with leaks. The project will involve a thorough assessment of the current roofing structure, followed by necessary repairs and upgrades to ensure the roof is fully restored to its optimal condition. Additionally, the reconfiguration will focus on improving the overall design to prevent future leaks, enhance water drainage, and increase the roof's durability. This work is crucial to maintaining a safe and comfortable environment for the children and staff, protecting the building from further damage, and ensuring the long-term sustainability of the facility.	\$ 180,000			\$ 180,000		\$ -
PLANT AND EQUIPMENT Plant, Machinery and Equipment								



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Fleet Replacement	Replacement of fleet items as per strategic replacement program. Items to be replaced: 2 Operations Utilities 1 Library Van 1 Pool Vehicle 1 Capital Works Vehicle	<p>In accordance with the Shire's Plant Fleet and Equipment Manual and its associated policy, passenger vehicles are scheduled for replacement on a 3–4 year cycle, with an optimal end-of-life mileage between 100,000 km and 150,000 km. Operations vehicles follow a 4–5 year replacement cycle, with an optimal end-of-life mileage of 150,000 km.</p> <p>This replacement strategy is benchmarked against research conducted by the Institute of Public Works Engineering Australia (IPWEA), which determines the optimal timing for vehicle replacement based on key factors such as resale value, maintenance costs, running expenses, and ancillary mechanical costs, among other considerations. This ensures a cost-effective approach to fleet management while maintaining reliability and efficiency.</p> <p>The identified vehicles were originally purchased around 2021 and have now reached the end of their service life according to council-set standards. Their scheduled replacement aligns with best-practice fleet management principles to minimize operational disruptions and long-term maintenance expenses.</p>	\$ 280,000	\$ 50,000				\$ 230,000
Plant Replacement	Replacement of heavy plant items as per strategic replacement program. 1 Backhoe 2 Operations trucks	<p>In accordance with the Shire's Plant Fleet and Equipment Manual and its associated policy, vehicle and equipment replacement is guided by benchmark replacement timings established through research by the Institute of Public Works Engineering Australia (IPWEA). This research determines the optimal timing for replacing vehicles and plant based on factors such as resale value, maintenance costs, running costs, and ancillary mechanical expenses, ensuring cost-effectiveness and operational efficiency.</p> <p>Based on these guidelines and periodic condition assessments, the identified plant have now reached the end of their service life as defined by council-set standards. Their replacement is necessary to maintain reliability, minimize unexpected downtime, and optimize long-term fleet management costs.</p>	\$ 675,000	\$ 583,000				\$ 92,000
Minor plant	Renewal of small plant and equipment (chainsaws, brush cutters, blowers etc.)	<p>In accordance with the Shire's Plant Fleet and Equipment Manual and its associated policy, small plant and equipment are scheduled for replacement on a 3–5 year cycle. This replacement timeframe is determined based on the expected useful life of the equipment, as well as historical data on the typical lifespan achieved by the council for its small plant assets.</p> <p>Additionally, this timeframe aligns with the warranty periods provided for most small plant, ensuring that equipment remains covered for repairs and maintenance during its operational life. Regular replacement within this cycle helps maintain operational efficiency, reduce downtime, and minimize maintenance costs, ensuring that staff have access to safe and reliable equipment to perform their duties effectively.</p>	\$ 30,000					\$ 30,000
Fixtures, Fittings and Furniture								

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Playground Equipment replacement	Renewal of priority playground assets, including accessibility improvements	Renewal of priority playground assets will be guided by condition assessments and aligned with the broader playground strategy. This process includes upgrading play equipment, enhancing accessibility, and incorporating inclusive design elements to ensure all users can enjoy the space. Improvements will focus on increasing safety, comfort, and usability, creating engaging and well-maintained environments that support community recreation and wellbeing.	\$ 25,000					\$ 25,000
Street and Park Furniture renewal	Priority Park and Street Furniture replacement	We prioritize the replacement of park and street furniture based on asset condition assessments, ensuring that upgrades are carried out in a timely manner and reflect the actual state of the infrastructure. This approach allows us to allocate resources efficiently, extending the lifespan of assets and reducing unnecessary replacements. By maintaining well-kept and functional public amenities, we enhance the overall experience for residents and visitors, fostering a safe, accessible, and visually appealing community environment.	\$ 20,000					\$ 20,000
<b>Computers and Telecommunications</b>								
IT Renewal Priorities	Annual replacement of server and network hardware	As part of our ongoing IT renewals program, we prioritize the annual replacement of server and network hardware to ensure the reliability and security of our IT infrastructure. This program encompasses the renewal of core infrastructure components, including servers, routers, switches, and disaster recovery (DR)/backup systems.  Regular renewal of these critical components is essential to maintaining a secure, resilient, and high-performing IT environment. Upgrading aging hardware reduces the risk of system failures, enhances network efficiency, and ensures compatibility with evolving technology standards. Additionally, proactive renewal supports business continuity by minimizing downtime, improving data protection, and strengthening cybersecurity measures.	\$ 50,000					\$ 50,000
IT Computer Replacement	Annual replacement of I.T. hardware	Our annual IT hardware replacement program ensures that end-user devices remain up to date and aligned with our Standard Operating Environment (SOE). This ongoing IT renewals program is essential for maintaining system security, performance, and compatibility across our workforce.  Currently, we are in the process of transitioning the majority of staff to laptops to support greater flexibility, mobility, and productivity. The allocated budget is specifically used to manage the laptop asset renewal cycle, ensuring devices are replaced as they reach the end of their operational lifespan.  However, the current financial year's budget does not fully cover the cost required to migrate all approved users. As a result, securing appropriate funding in the next financial year and beyond will be critical to maintaining a consistent and up-to-date SOE across the organization. Continued investment in this program is necessary to ensure staff have reliable and secure technology to support their work effectively.	\$ 50,000			\$ 20,000		\$ 70,000

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
GIS Renewal	The current GIS system is end of life and no longer supported by the vendor.	<p>The existing Geographic Information System(GIS) has reached the end of its lifecycle and is no longer supported by the vendor. This means it will no longer receive updates, security patches, or technical support, increasing the risk of compatibility issues, system vulnerabilities, and potential disruptions to operations.</p> <p>As a critical tool for the Council, the GIS system plays a vital role in asset management, planning, and decision-making. It enables staff to analyze spatial data, manage infrastructure, and provide essential services to the community. Without a reliable and up-to-date GIS system, efficiency and service delivery may be impacted. To ensure continued functionality and support future operational needs, it is essential to consider upgrading or transitioning to a modern GIS solution.</p>	\$ 180,000					\$ 180,000
Trim Upgrade	Upgrade of the records management system (Trim) to ensure security and compliance statutory requirements.	<p>Upgrading the records management system is essential to ensuring the security, reliability, and compliance of our information management practices with statutory requirements. Our current version of TRIM is six years old and several versions behind the latest release. As a result, it lacks critical security updates, new features, and performance improvements that enhance efficiency and compliance with evolving regulatory standards.</p> <p>Additionally, it is highly likely that the software vendor will discontinue support for our current version in the near future. This would mean no further technical support, security patches, or updates, increasing the risk of system vulnerabilities, data security concerns, and potential non-compliance with legislative requirements.</p> <p>As a core business system, our records management platform plays a vital role in securely storing, retrieving, and managing official records. Upgrading to the latest version is critical to maintaining standard security compliance, improving system functionality, and ensuring alignment with best practices for information governance.</p>	\$ 80,000					\$ 80,000
<b>Library books</b>								
Library Stock Items	Premiers reading challenge	<p>The Premier's Reading Challenge is a Victorian State Government-funded program designed to encourage a love of reading among primary school-aged children. The program supports the purchase and expansion of book collections, ensuring that children have access to a diverse range of age-appropriate and engaging reading materials.</p> <p>By promoting regular reading habits, the initiative aims to enhance literacy skills, foster a lifelong passion for books, and support educational development. Schools, libraries, and community organizations benefit from this funding, helping to create richer literary environments for young readers across Victoria.</p>	\$ 6,601	\$ 6,601				\$ -

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Library Stock Items	Replacement of old library books	<p>The Replacement of Old Library Books program is a State Government-funded initiative that supports the purchase and renewal of library resources for Indigo Shire Libraries. This program ensures that library collections remain up-to-date, relevant, and engaging for the community by replacing outdated or worn books with new, high-quality materials.</p> <p>By investing in fresh resources, the program helps to enhance the reading experience, support lifelong learning, and improve access to contemporary literature and information. The funding enables Indigo Shire Libraries to maintain a diverse and well-curated collection, catering to the educational, recreational, and informational needs of all library users.</p>	\$ 65,000			\$ 65,000		\$ -
<b>INFRASTRUCTURE</b>								
<b>Roads</b>								
Resealing program	Resealing Council roads	<p>Bituminous spray seals need to be resealed every 10 to 15 years as the surface becomes porous, brittle, and/or slippery due to prolonged UV exposure. Locations for resealing are identified using asset data collected through periodic condition assessments. These assessments help track the condition of road surfaces over time, ensuring maintenance is planned effectively.</p> <p>Small cracks begin to form in the seal, allowing water to seep into the road pavement, which can lead to potholes and soft spots. If there has been a particularly wet winter, deterioration can accelerate, making timely intervention essential. To address this, locations identified for resealing are further assessed within the budget year to ensure they receive treatment before significant pavement failures occur.</p> <p>The road reseal program ensures the spray seal provides a new waterproof barrier, protecting the underlying pavement from moisture infiltration and preventing failures. Additionally, the new seal enhances skid resistance, contributing to safer roads.</p>	\$ 630,000					\$ 630,000
Gravel Resheeting Program	Resheeting of gravel roads	<p>Gravel resheeting is an asset renewal process that involves applying a new layer of gravel to an unsealed road. It is a process designed to address structural weaknesses and surface deterioration.</p> <p>Resheeting locations are identified based on asset data collected through periodic condition assessments. These assessments help track road conditions over time, ensuring that resources are allocated effectively. Because gravel roads can deteriorate rapidly, especially after a wet winter, locations are reassessed within the budget year to prioritize the most critical areas.</p> <p>The process involves loosening the existing surface, spreading new gravel, and compacting it to create a stable and durable road surface. Gravel roads typically require resheeting every 5–20 years, depending on usage and environmental conditions</p>	\$ 700,000					\$ 700,000

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Sealed pavement rehabilitation	Rehabilitation of sealed road pavements	<p>Rehabilitation of sealed road pavements involves restoring and strengthening road surfaces that have deteriorated due to age, traffic loads, and environmental factors. This process helps extend the lifespan of the road, improve safety, and enhance driving conditions.</p> <p>Locations for rehabilitation are identified based on asset data collected through periodic condition assessments. These assessments help monitor road conditions over time and ensure that resources are allocated effectively. By prioritizing roads that have reached critical deterioration levels, timely rehabilitation prevents further damage and minimizes long-term maintenance costs.</p> <p>The rehabilitation process may involve resurfacing, asphalt overlay, deep patching, or full pavement reconstruction, depending on the severity of the pavement distress. Factors such as heavy traffic, moisture infiltration, and extreme weather conditions can accelerate deterioration, making proactive rehabilitation essential to maintaining a safe and efficient road network.</p>	\$ 360,000					\$ 360,000
Roads Major Patching	Major patching of sealed road pavements	<p>Major patching of sealed road pavements involves repairing significant areas of pavement distress, such as potholes, cracks, and structural failures, to restore road integrity and prolong its lifespan. This process is essential for maintaining safe and functional roads, preventing further deterioration, and delaying the need for full reconstruction.</p> <p>Locations for major patching are identified based on asset data collected through periodic condition assessments. These assessments help monitor pavement conditions over time, ensuring that repairs are prioritized for areas experiencing the most severe wear and tear. Factors such as heavy traffic loads, water infiltration, and extreme weather conditions can accelerate pavement deterioration, making timely interventions crucial.</p> <p>The patching process typically involves cutting and removing the damaged pavement, preparing the base, applying new asphalt or road material, and compacting it to restore a smooth and durable surface. By addressing localized pavement failures early, major patching reduces long-term maintenance costs and enhances overall road safety and performance.</p>	\$ 220,000					\$ 220,000
Final Seals Program	Finals sealing of sealed roads that have previously received their initial seal coat	<p>The final sealing of sealed roads is the process of applying a protective top layer to roads that have previously received their initial seal coat. This step is crucial in strengthening the road surface, enhancing durability, and improving skid resistance for safer driving conditions.</p> <p>By applying the final seal, the road is better protected against moisture penetration, oxidation, and general wear and tear caused by traffic and environmental factors. This process helps to extend the lifespan of the pavement, reducing long-term maintenance costs and ensuring a smoother, more resilient road surface for all users.</p>	\$ 60,000					\$ 60,000
Polmear Road, Beechworth - Urban Road Sealing Program	Sealing of Polmear Road in Beechworth from Buckland Gap Road to Fletcher Road	<p>As part of Indigo Shire Council's Urban and Rural Road Sealing Programs, the following road upgrades have been identified for sealing works:</p> <p>Urban Roads</p> <ul style="list-style-type: none"> <li>- Polmear Road, Beechworth – Sealing from Buckland Gap Road to Fletcher Road.</li> <li>- Moffat Road, Chiltern (Stage 1) – Sealing from Skerry Street to Soule Street.</li> </ul>	\$ 50,000					\$ 50,000

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Moffat Road, Chiltern - Stage 1 - Urban Road Sealing Program	Sealing of Moffat Road in Chiltern - Stage 1 from Skerry Street to Soule Street.	<p>Rural Roads</p> <p>- Mahon Lane, Osbornes Flat - Stage 1 - Sealing of Mahon Lane from Racecourse Road to Sanatorium Road</p> <p>These projects have been prioritised based on the Indigo Shire Council's Priority List, which assesses urban, unsealed roads included in the Council's Road Register and ranks them according to need. The list is regularly reviewed to ensure roads requiring attention are included in the Capital Works Program.</p>	\$ 40,500					\$ 40,500
Mahon Lane, Osbornes Flat - Stage 1 - Rural Road Sealing Program	Sealing of Mahon Lane from Racecourse Road to Sanatorium Road	<p>The Priority List helps Council allocate resources effectively and is updated to reflect emerging issues and community needs. Road priorities may change due to factors such as:</p> <ul style="list-style-type: none"> <li>- Deteriorating road conditions.</li> <li>- Increased usage or changing traffic patterns.</li> <li>- Community feedback and complaints.</li> <li>- Safety concerns or access issues.</li> </ul> <p>By investing in these sealing projects, Indigo Shire Council aims to improve road quality, enhance accessibility, and provide long-term benefits to the community.</p>	\$ 90,000					\$ 90,000
Road design and planning	Road designs and planning to support future works	<p>Road and footpath design and planning in Indigo Shire focuses on developing strategic and technical designs to support forward works for both road and footpath projects across the region. This planning ensures that future infrastructure improvements are well-structured, efficient, and aligned with the needs of Indigo Shire's communities, enhancing safety, accessibility, and connectivity.</p> <p>Through detailed assessments and engineering designs, Indigo Shire can effectively plan for new road and footpath construction, upgrades, and ongoing maintenance, ensuring infrastructure is designed to accommodate future growth while preserving the Shire's unique rural and heritage character. This proactive approach helps optimize resources, minimize disruptions, and deliver sustainable, high-quality infrastructure solutions that support residents, businesses, and visitors.</p>	\$ 70,000					\$ 70,000
Roads to Recovery Income	Income from Roads to Recovery funding program	<p>Income from the Roads to Recovery funding program refers to financial support provided by the Australian Government to assist local councils in maintaining, repairing, and upgrading road infrastructure. This program plays a vital role in ensuring that local road networks remain safe, reliable, and accessible for communities.</p> <p>The funding allows councils to prioritize critical road projects, address deterioration, and improve road conditions to meet safety and efficiency standards. By supporting ongoing maintenance and upgrades, the program helps to extend the lifespan of roads, reduce long-term repair costs, and enhance overall transport connectivity within the region.</p>		\$ 1,709,685				-\$ 1,709,685

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area	Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Safe Local Roads and Street program	<p>TAC funding for road safety to reduce the likelihood and severity of crashes. (\$2m funding over 2 years)</p> <p>The Safe Local Roads and Streets Program is a Transport Accident Commission (TAC) funded initiative aimed at improving road safety by reducing the likelihood and severity of crashes. This program focuses on implementing targeted safety measures, such as infrastructure upgrades, traffic calming treatments, and improved road designs, to create a safer environment for all road users.</p> <p>With a total funding allocation of \$2 million over two years, the program supports proactive road safety improvements that help minimize risks, protect pedestrians and cyclists, and enhance overall transport efficiency. By investing in safer local roads, this initiative contributes to reducing road trauma, supporting community well-being, and ensuring long-term safety benefits for residents and commuters alike.</p>	\$ 1,000,000	\$ 1,000,000				\$ -
Kerb and Channel New	<p>New kerb and channel in priority locations</p> <p>Indigo Shire Council is investing in the installation of new kerb and channel infrastructure at priority locations to improve stormwater management, enhance road safety, and support better accessibility. These works will help direct stormwater runoff efficiently, reducing the risk of water pooling and erosion while also preventing damage to roads and nearby properties. Clearly defined road edges contribute to safer conditions for motorists and pedestrians, while improved drainage reduces long-term maintenance costs.</p> <p>Priority locations for these works are determined based on factors such as drainage issues, road safety concerns, traffic volumes, and identified maintenance needs. Community feedback and alignment with other planned infrastructure projects also help shape the selection process.</p>	\$ 20,000					\$ 20,000
Kerb and Channel Replacement	<p>Replacement of priority sections of kerb based on recent condition assessment</p> <p>As part of ongoing infrastructure renewals, priority sections of kerb will be replaced following a recent condition assessment. This assessment identified areas where kerbing has deteriorated due to wear, weather conditions, and general aging, impacting drainage efficiency, road safety, and pedestrian accessibility.</p> <p>The replacement works will enhance water flow management, reduce trip hazards, and improve the overall streetscape. By addressing damaged or failing kerbing, the project aims to maintain safe and functional road and footpath networks for the community.</p>	\$ 40,000					\$ 40,000
<b>Bridges</b>							\$ -
Bridge Major Renewal Works	<p>McFeeters Road, Beechworth Bridge Replacement Total Project Budget \$750,000 (Grant funding \$600,000 Council funds \$150,000).</p> <p>The McFeeters Road bridge in Beechworth has been identified as reaching the end of its serviceable life following a Level 3 bridge audit. This detailed structural assessment has determined that the bridge no longer meets safety and operational standards, necessitating its replacement.</p> <p>To support this critical infrastructure upgrade, funding has been sort through the Federal Bridge Renewal Program. This program provides financial assistance to local governments to improve the safety and reliability of bridges, ensuring they continue to serve communities effectively. The replacement of the McFeeters Road bridge will enhance safety for all road users, improve connectivity, and ensure long-term resilience for the local transport network.</p>	\$ 750,000	\$ 600,000				\$ 150,000



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Bridge Minor Renewal Works	Minor works to bridge elements including guard rail that has been damaged by vehicles that have been identified through 2023 level two bridge audits	<p>As part of ongoing bridge renewals and safety improvements, minor works will be undertaken to repair bridge elements, including guardrails that have been damaged by vehicles. These issues were identified through the 2023 Level 2 bridge audits, which assess the structural condition and safety of bridges across the network.</p> <p>Level 2 bridge audits are routine inspections conducted to detect defects, damage, or wear that may affect the performance and safety of bridges. The identified repairs will help maintain the structural integrity of the affected bridges, enhance safety for all road users, and extend the lifespan of these critical assets.</p>	\$ 40,000					\$ 40,000
<b>Footpaths and Cycleways</b>								
Footpath Renewals (Shire wide)	Renewal works to existing footpaths shire wide based on asset condition data and inspections	<p>As part of our commitment to maintaining safe and accessible pedestrian infrastructure, renewal works will be undertaken on existing footpaths across the shire. These works are guided by comprehensive asset condition data and routine inspections, ensuring that footpaths in need of repair or replacement are prioritized.</p> <p>By addressing wear and deterioration, this program aims to improve pedestrian safety, enhance accessibility for all community members, and extend the lifespan of our footpath network. The renewal works will be scheduled to minimize disruptions while delivering long-term benefits to residents and visitors.</p>	\$ 65,000					\$ 65,000
Main Street Rutherglen	Construction of a new accessible path linking the new aged care village to the centre of Rutherglen	<p>A new accessible pathway will be constructed to provide a safe and convenient link between the recently developed aged care village and the heart of Rutherglen. This pathway will be designed to meet accessibility standards, ensuring it is suitable for all community members, including residents using mobility aids such as wheelchairs and walkers.</p> <p>The project aims to enhance connectivity, allowing residents easier access to local shops, services, and community facilities while promoting independence and social engagement. The pathway will feature smooth, well-maintained surfaces and appropriate lighting to improve safety and usability.</p>	\$ 90,000					\$ 90,000
<b>Drainage</b>								
Rural Road Drainage	Upgrading of rural drainage infrastructure, including road culverts, roadside table drain construction	<p>To enhance the resilience and efficiency of the rural road network, upgrades will be carried out on drainage infrastructure, including the installation and improvement of road culverts and the construction of roadside table drains. These works aim to improve stormwater management, reduce the risk of flooding and erosion, and ensure safer, more reliable road conditions for all users.</p> <p>Properly functioning drainage systems are essential for maintaining road integrity, particularly in rural areas prone to heavy rainfall and water runoff. By upgrading culverts and roadside drains, this project will help prevent water damage, minimize maintenance costs, and support long-term sustainability of local infrastructure.</p>	\$ 70,000					\$ 70,000

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Capital Works Area		Commentary	2025/26 Budget Expenditure	2025/26 Budget Income	2025/26 Budget Contributions	2025/26 Budget Borrowings	2025/26 Budget Other	2025/26 Budget Net cost to Council
Urban Drainage	Urban drainage upgrade identified through recent flood events	<p>Following recent flood events, a need for upgrades to the urban drainage system has been identified to improve flood resilience and mitigate future risks. These upgrades will focus on enhancing stormwater management, increasing drainage capacity, and reducing the impact of heavy rainfall on urban areas.</p> <p>Improved drainage infrastructure will help prevent localised flooding, protect properties, and ensure safer road conditions during extreme weather events. The projects will include assessments of existing drainage networks, upgrades to key drainage points, and potential enhancements such as larger stormwater pipes, improved culverts, and additional water flow management measures.</p>	\$ 250,000					\$ 250,000
<b>Recreational, Leisure &amp; Community Facilities</b>								
Tourism Seed Funding	Funding to support project development of Community and Tourism Projects and grant applications	<p>Funding has been allocated to assist in the development of community and tourism projects, ensuring that initiatives align with local needs and contribute to economic growth, cultural enrichment, and enhanced visitor experiences. This support will help refine project concepts, conduct feasibility studies, and prepare comprehensive grant applications to secure additional external funding.</p> <p>By investing in the early stages of project planning, this initiative aims to strengthen community infrastructure, create engaging tourism opportunities, and enhance public spaces that benefit both residents and visitors. The funding will also support collaborative efforts between local stakeholders, businesses, and government agencies to maximize the impact of proposed projects.</p>	\$ 94,155	\$ 62,770				\$ 31,385
<b>NON-ISC Owned Asset Works ( non-capital)</b>								
<b>Non-ISC Assets Works (non-capital)</b>								
Barkly Park	<p>Upgrade of existing female change rooms at Barkly Park, Rutherglen.</p> <p>(Multi-year project - 3rd year funding)</p> <p>Total Project Budget \$1,400,000</p> <p>(Grant funding \$1,000,000</p> <p>Council funds \$400,000)</p>	<p>The upgrade of the existing female change rooms at Barkly Park, Rutherglen, is a key infrastructure improvement aimed at enhancing the sporting and recreational facilities for athletes, club members, and the wider community. This multi-year project, now in its third year of funding, is part of a broader initiative to provide modern, inclusive, and accessible amenities that meet current sporting standards.</p> <p>The upgraded facilities will provide improved amenities for female athletes, ensuring equitable access to quality change rooms that support participation in sports at all levels. The works will include modernized showers, toilets, and locker areas, as well as accessible features to cater to diverse user needs.</p> <p>The project aligns with the commitment to fostering gender-inclusive sports environments and enhancing the overall experience for players, officials, and spectators at Barkly Park. Further updates on construction timelines and completion dates will be provided as the project progresses.</p>	\$ 350,000	\$ 250,000				\$ 100,000

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 11.3 APRIL 2025 FINANCE REPORT

**Phil Garoni - Finance Manager**  
**Planning and Corporate Services**

#### **For Decision**

#### **RECOMMENDATION**

That Council accepts the April 2025 Finance Report.

#### PURPOSE OF REPORT

The purpose of this report is to inform Council of the financial position for the 2024/25 financial year to 30 April 2025.

#### BACKGROUND

Each month Council reports the year to date (YTD) financial result. The year-to-date figures contained within this report and attachments compare the April result against the YTD adopted quarter 2 forecast.

In addition, the original full-year budget is shown below as well as the YTD position from the previous financial year.

#### DISCUSSION

The income statement shows that Council is \$512.5k favourable on a year-to-date basis compared to the 2024/25 adopted quarter 2 forecast. This is mainly due to contract payments, operating grants and reimbursements. Contract payments and operating grants are timing variances that will be reduced as the year progresses. Reimbursements are permanent variances because of increase in Buller Gas connections and reimbursement of WorkCover claims which are not planned for.

#### YTD Financial Position

This monthly report for the 2024/25 financial year provides Council with the following reports and its financial position as at 30<sup>th</sup> April 2025 including comparison to 2024/25 adopted quarter 2 forecast with regards to:

- Income Statement
- Treasury (cash management)
- Borrowings Table
- Capital Works

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Income Statement - 30 April 2025							
Account Group	Year to Date ( YTD )				Annual Budget	2024/25 Quarter 2 Forecast	April YTD 2023/24 Actual
	YTD Actuals	YTD Forecast	YTD Variance \$	YTD Variance %			
<b>Income</b>							
Contributions - Developer	123,750	50,250	73,500	146%	20,000	60,250	67,000
Contributions - Operating	117,421	104,550	12,871	12%	30,000	104,550	127,676
Operating Grants	8,886,402	8,755,149	131,253	1%	9,291,090	12,384,996	3,280,527
Interest Income	329,370	285,173	44,197	15%	341,741	347,578	481,004
Other Revenue	1,832,882	1,844,635	(11,753)	(1%)	2,862,709	2,625,944	1,915,217
Rates & charges	20,125,953	20,100,857	25,096	0%	20,197,135	20,100,857	19,688,467
Reimbursements	311,451	162,207	149,244	92%	76,596	174,523	146,722
Statutory Fees & Fines	1,027,549	1,068,103	(40,554)	(4%)	1,268,138	1,325,654	1,012,638
User Charges	2,631,785	2,744,371	(112,586)	(4%)	4,243,329	3,959,720	2,384,279
<b>Total Income</b>	<b>35,386,563</b>	<b>35,115,295</b>	<b>271,268</b>	<b>1%</b>	<b>38,330,738</b>	<b>41,084,072</b>	<b>29,103,530</b>
<b>Expense</b>							
Borrowing Costs	109,153	85,189	(23,964)	(28%)	81,620	98,073	28,032
Contract Payments	5,930,914	6,168,877	237,963	4%	10,036,788	11,908,512	7,068,610
Depreciation	6,870,749	6,831,486	(39,263)	(1%)	8,928,288	8,495,510	5,794,186
Employee Costs	12,705,147	12,985,361	280,215	2%	15,479,630	15,680,040	11,987,248
Materials & Consumables	4,568,179	4,609,265	41,086	1%	5,988,106	5,802,384	4,158,890
Other Expenses	2,900,129	2,609,042	(291,087)	(11%)	3,104,684	3,291,244	3,198,753
Utilities	398,870	435,162	36,291	8%	627,785	591,476	422,927
<b>Total Expense</b>	<b>33,483,141</b>	<b>33,724,381</b>	<b>241,240</b>	<b>1%</b>	<b>44,246,901</b>	<b>45,867,240</b>	<b>32,658,645</b>
<b>Surplus / (Deficit)*</b>	<b>1,903,422</b>	<b>1,390,913</b>	<b>512,509</b>	<b>37%</b>	<b>(5,916,163)</b>	<b>(4,783,168)</b>	<b>(3,555,115)</b>
* For both actual and budget a positive net result means a favourable contribution to Council, which is referred to as a Surplus and a negative net result means a unfavourable contribution to Council, which is referred to as a Deficit.							
(Red variance) is unfavourable Black variance is favourable							

### Income

#### Developer Contributions

YTD favourable variance of **\$73.5k** is due to open space contributions being greater than expected. This will be transferred to open space reserves at year end.

#### Operating Grants

YTD favourable variance of **\$131k** is mainly due to the following:

- \$110k in relation to the young people YacVic future proof project. This carry forward grant funding was not factored in the budget.
- \$40k in community development for the VicHealth VLGP project.

#### Reimbursements

YTD favourable variance of **\$149k** is mainly due to new Buller Gas connections charges (\$76.1k) and Workcover reimbursement claims (\$73.1k).

#### User Charges

YTD unfavourable variance of **(\$112.5k)** is s mainly due to Buller Gas sales.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Expenditure

#### **Contract Payments**

YTD favourable variance of **\$237.9k** is made up of a combination of variances with the notable variations being:

- \$102k in relation to the natural disaster works. Noting all expenditure to be fully recovered as part of the natural disaster funding claims process.
- \$82.2k in waste management works, mainly due to timing of invoices and work to commence at the Beechworth transfer station.
- \$85k roads and bridge maintenance due to timing of works relating to local roads patching.

#### **Employee Costs**

YTD favourable variance of **\$280k** is mainly due to vacancies across council. This will reduce in the coming months.

#### **Other Expenses**

YTD unfavourable variance of **(\$291k)** is made up of a combination of variances with the notable variations being:

- \$149k in Roads and Bridge maintenance service area. Specifically in the rural and urban roads activities.
- \$52k in legal expenses mainly in the assets management area.
- \$44k in relation to the natural disaster works. Noting all expenditure to be fully recovered as part of the natural disaster funding claims process.
- \$36k in parks and gardens maintenance
- \$32.9k in trees maintenance

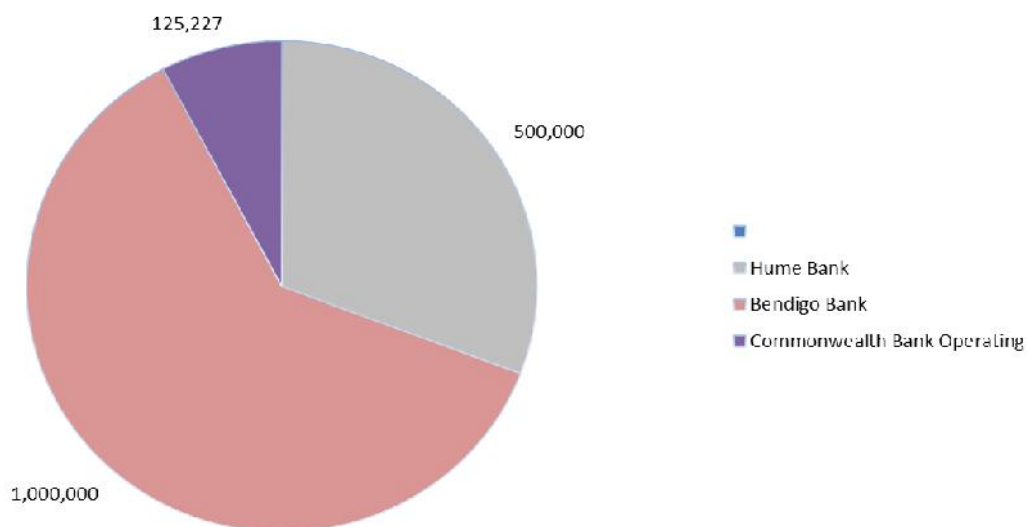
### Treasury

#### **Cash Position**

Council's Cash position at the end of April was \$1.6 million. Compared to the same time last year's position of \$3.5 million. Main reason for reduction is timing between works continuing for natural disaster recovery and funding being claimed.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Cash & Investments as at 30 April 2025



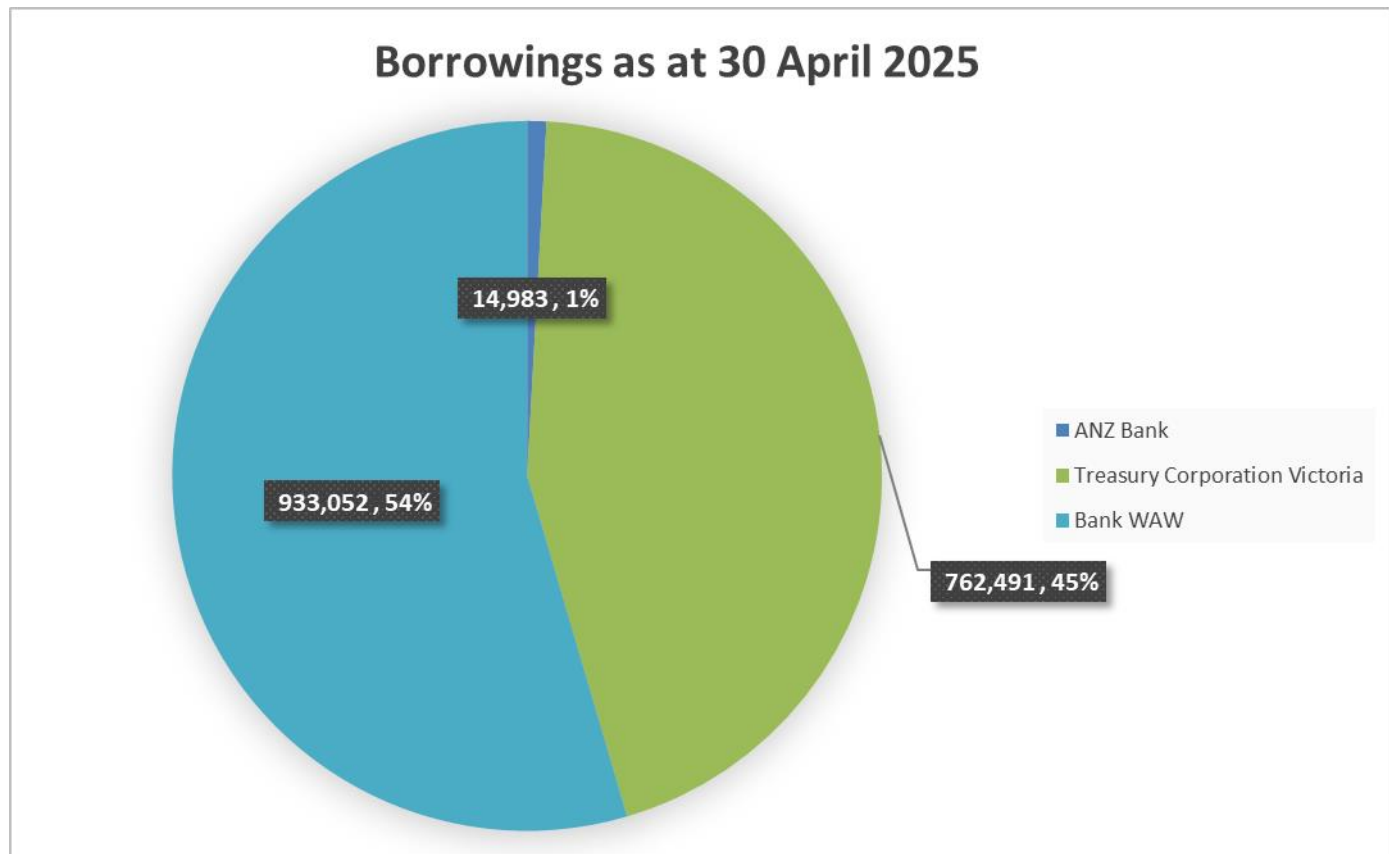
### Borrowings

Below is a summary of all Council's borrowings. The table shows original borrowed loans, terms of loans, rates and maturity with outstanding balances at the end of April 2025 of \$1,710,526.

#### Indigo Shire Council - Borrowing Report as at 30 April 2025

Bank	Term - Years	Rate %	Date of Maturity	Original loan amount	Balance owed
ANZ	10	3.78	29/04/2025	1,500,000	14,983
TCV	10	4.15	1/06/2032	1,000,000	762,491
Bank WAW	10	2.08	27/06/2034	1,000,000	933,052
<b><u>Total of All Borrowings</u></b>				<b>3,500,000</b>	<b>1,710,526</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### Capital Works

The combined YTD project expenditure as at the end of April, across both the Capital Works and Non ISC projects was \$12,334,181 at the end of April. This total is comprised of \$11,779,646 in capital projects and \$554,535 against Non ISC assets. This represents 83.6% of the capital works adopted



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### Summary Capital Works Income & Expenditure As at 30 April 2025

	Income	Expenditure	Annual Budget 2024-2025	Quarter 2 Forecast 2024/25
Property				
Land	-	7,934	-	2,500
Land improvements	-	26,926	-	30,000
<b>Total land</b>	<b>-</b>	<b>34,860</b>	<b>-</b>	<b>32,500</b>
Buildings	554,338	889,870	450,000	1,229,899
Heritage buildings	8,990	57,235	125,000.00	100,048
<b>Total buildings</b>	<b>563,328</b>	<b>947,105</b>	<b>575,000</b>	<b>1,329,947</b>
<b>Total property</b>	<b>563,328</b>	<b>981,965</b>	<b>575,000</b>	<b>1,362,447</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment	120,095	1,325,562	675,000	984,929
Fixtures, fittings and furniture		77,048	78,500	94,962
Computers and telecommunications		425,990	410,000	535,461
Library books	72,565	56,294	21,000	14,313
<b>Total plant and equipment</b>	<b>192,660</b>	<b>1,884,894</b>	<b>1,184,500</b>	<b>1,629,665</b>
<b>Infrastructure</b>				
Roads	2,090,370	2,507,073	818,959	(1,402,063)
Bridges	1,229,131	1,541,288	180,829	293,728
Footpaths and cycleways	3,986,130	3,748,593	150,000	(348,906)
Drainage		342,160	412,039	335,001
Recreational, leisure and community facilities		633,377	170,000	366,000
Parks, open space and streetscapes	181,553	140,296	199,171	254,884
<b>Total infrastructure</b>	<b>7,487,184</b>	<b>8,912,787</b>	<b>1,930,998</b>	<b>(501,356)</b>
<b>Total Capital Works</b>	<b>8,243,172</b>	<b>11,779,646</b>	<b>3,690,498</b>	<b>2,490,756</b>

### Summary NON ISC Income & Expenditure As at 30 April 2025

	Income	Expenditure	Annual Budget 2024-2025	Quarter 2 Forecast 2024/25
Kergunyah Hall	3,519	68,313	-	21,648
Chiltern Recreation Reserve	2,425	-	-	-
Barnawartha Netball/Tennis Courts	-	12,139	-	-
Yackandandah Golf Club Facility	250,863	405,493	-	236,001
Barnawartha Cricket Nets	-	3,822	-	-
Barkly Park Upgrade Female Change Room	-	55,898	100,000	80,000
Allans Flat Waterhole Enhancements	48,578	3,633	15,000	13,547
Butson Park Yack Changerooms	-	-	22,500	-
Barnawartha Recreation Reserve	225,000			-
Barnawartha Recreation Reserve - Playground	99,050	3,335	-	(94,050)
Carlyle Cemetery - Drainage Works	-	-	-	20,000
Rutherglen Silo Precinct Art Work	-	1,902	-	4,000
<b>Total Projects</b>	<b>629,435</b>	<b>554,535</b>	<b>137,500</b>	<b>281,146</b>
<b>Total NON ISC Owned Assets</b>	<b>629,435</b>	<b>554,535</b>	<b>137,500</b>	<b>281,146</b>

\*\*\* The above statement of Capital Works & NON ISC Owned Assets should be read in conjunction with the Capital Works

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.1 Our financial management is sound, responsible and effective.

### SOCIAL/COMMUNITY IMPLICATIONS

This report provides details of Council's performance across a range of services, works and programs that support and enhance the wellbeing of residents and visitors to Indigo Shire.

### ENVIRONMENTAL IMPLICATIONS

In May 2017 Council adopted the following resolution.

*That Council:*

- 1. divests its investments (when they become due) to financial institutions that do not invest in the fossil fuel industry.*
- 2. divests future long-term borrowings when they fall due, to financial institutions that do not invest in the fossil fuel industry.*
- 3. notes that Council will retain the current (non-divested) transactional banking provider at this time, however Council will advise this bank the intention to move to a divested provider in the future if they continue to support the fossil fuel industry; and*
- 4. writes to Council's current banking providers to advise them of Council's stance on fossil-free financial institutions*

In accordance with this resolution:

- All investments are held with financial institutions that have divested their interests away from fossil fuel companies.
- Transactional banking has not been reassessed since the resolution and remains with a non-divested bank.

### FINANCIAL IMPLICATIONS

Addressed throughout the report.

### LEGISLATIVE IMPLICATIONS

The Local Government Act requires Council to report financial information quarterly. Indigo Shire Council report financials monthly, as well as a more comprehensive Report at completion of each quarter.

All financial reporting is compliant with the Australian Accounting Standards and audited annually by the Victorian Auditor General Office.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Current Risk Rating	Controls
Poor performance against budget	Possible	Moderate	Medium	Regular monitoring and reporting of financial position

### COMMUNITY ENGAGEMENT

#### **Engagement undertaken**

Nil

#### **Engagement outcomes**

Nil

#### **Engagement proposed**

Each month Council reports on financial performance in the public Council Meeting. This is part of the annual performance planning and reporting cycle that also includes annual budgets (operating and capital), monthly reports, and annual financial and performance reporting.

### CONCLUSION

In summary, the tenth month of the financial year is showing a favourable result compared with Council's YTD forecast. This result is mainly due to contract payments, operating grants and reimbursements. As such it is expected that these favorable variances will reduce in the coming months and align with the end of year forecast.

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Greg Pinkerton - Director Planning and Corporate Services
- Phil Garoni - Finance Manager

#### **Attachments**

1. 250430 - April Service Plan Statement [11.3.1 - 1 page]

SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

April 2025 - Service Plan Area Statement

**Note:** For both actual and budget a positive net result means a postive net contribution to Council and a negative net result means a net cost to Council.

(Red variance) is unfavourable

Black variance is favourable

	Year to Date ( YTD )						
Service Plan Area	YTD actuals	YTD Forecast	YTD variance \$	YTD variance %	Annual Budget	Quarter 2 Forecast	2023/24 April YTD Actual
<b>Community &amp; econonmic development services</b>							
Ageing Well	(60,497)	(107,504)	47,007	44%	-125,874	(129,387)	(55,747)
Community Development	(34,320)	(66,642)	32,322	49%	-533,250	(323,318)	(5,496)
Creative Communities	(782,369)	(815,395)	33,026	4%	-1,032,565	(1,045,111)	(834,619)
Early years	(58,543)	(97,505)	38,961	40%	-266,676	(181,322)	665
Economic development	(162,572)	(175,037)	12,465	7%	-210,855	(245,190)	(290,156)
Recreation	(656,499)	(696,320)	39,821	6%	-866,964	(921,890)	(622,514)
Tourism	(510,182)	(509,707)	(475)	(0%)	-703,410	(703,086)	(525,694)
Visitor Experience & Museums	(1,169,171)	(1,194,903)	25,732	2%	-1,332,167	(1,296,297)	(993,791)
Young people	28,915	(19,234)	48,149	250%	-77,371	(30,974)	59,082
<b>Surplus / (deficit) community &amp; econonmic developme</b>	<b>(3,405,238)</b>	<b>(3,682,246)</b>	<b>277,007</b>	<b>8%</b>	<b>(5,149,132)</b>	<b>(4,876,574)</b>	<b>(3,268,270)</b>
<b>Infrastructure services</b>							
Asset management	(255,640)	(199,215)	(56,425)	(28%)	-283,035	(283,035)	(206,799)
Buildings & property	(780,766)	(836,946)	56,180	7%	-1,098,687	(1,123,020)	(818,270)
Buller gas	280,152	319,128	(38,976)	(12%)	628,762	550,485	319,466
Capital Works Management	(268,379)	(257,030)	(11,349)	(4%)	-380,690	(317,322)	(230,843)
Development Engineering	(52,379)	(98,946)	46,568	47%	-110,816	(110,815)	(103,944)
Drainage	(56,669)	(37,803)	(18,866)	(50%)	-45,407	(45,372)	(116,636)
Emergency Management Works	214,068	196,890	17,178	9%	-524,988	673,445	(883,267)
Environment & Sustainability	(253,022)	(294,964)	41,942	14%	-376,431	(389,920)	(212,916)
Parks & gardens	(916,612)	(856,220)	(60,392)	(7%)	-1,017,634	(1,021,106)	(839,292)
Pathways	(147,232)	(184,131)	36,899	20%	-267,653	(267,885)	(175,302)
Plant Equipment & fleet	(95,817)	(119,280)	23,464	20%	-44,727	(408,035)	52,373
Quarries	104,577	91,410	13,167	14%	53,096	53,104	(21,432)
Roads & Bridge Maintenance	(50,867)	41,298	(92,165)	(223%)	-237,264	(270,656)	(2,323,425)
Tree services	(459,403)	(480,900)	21,497	4%	-701,082	(572,838)	(504,606)
Waste management	1,250,073	1,179,951	70,121	6%	101,344	155,701	990,301
<b>Surplus / (deficit) infrastructure services</b>	<b>(1,487,917)</b>	<b>(1,536,759)</b>	<b>48,841</b>	<b>3%</b>	<b>(4,305,212)</b>	<b>(3,377,269)</b>	<b>(5,074,592)</b>
<b>Office of the CEO</b>							
Carlyle Cemetery	14,677	7,208	7,468	104%	0	0	(13,149)
Communications	(310,102)	(337,277)	27,176	8%	-411,002	(404,510)	(267,734)
Customer Experience	(379,887)	(424,419)	44,531	10%	-580,774	(540,267)	(438,319)
Executive management	(1,457,548)	(1,444,305)	(13,243)	(1%)	-1,752,810	(1,734,802)	(1,315,548)
Governance	(144,890)	(152,537)	7,648	5%	-363,333	(359,533)	(141,860)
Information Management	(140,242)	(150,495)	10,254	7%	-192,476	(192,580)	(111,388)
People and culture	(656,989)	(621,632)	(35,357)	(6%)	-855,481	(863,759)	(642,817)
Risk management	(904,095)	(922,929)	18,834	2%	-1,023,744	(925,200)	(846,752)
<b>Surplus / (deficit) office of the CEO</b>	<b>(3,979,076)</b>	<b>(4,046,386)</b>	<b>67,310</b>	<b>2%</b>	<b>(5,179,620)</b>	<b>(5,020,652)</b>	<b>(3,777,568)</b>
<b>Planning &amp; corporate services</b>							
Asset depreciation	(6,428,279)	(6,424,741)	(3,537)	(0%)	-8,295,051	(7,841,225)	(5,379,714)
Building control services	(291,882)	(256,346)	(35,535)	(14%)	-182,857	(243,058)	(233,340)
Environmental health services	50,602	8,369	42,233	505%	-36,310	(73,499)	141,411
Financial services	3,566,828	3,511,419	55,409	2%	3,768,399	3,523,030	38,411
Information technology	(1,604,145)	(1,581,678)	(22,468)	(1%)	-1,683,593	(1,891,861)	(1,109,866)
Local laws & animals	(98,950)	(70,420)	(28,530)	(41%)	-101,178	(96,432)	(65,841)
Planning	(666,268)	(761,612)	95,344	13%	-1,041,300	(1,063,538)	(656,574)
Rates & property services	16,247,747	16,231,313	16,434	0%	16,289,692	16,177,910	15,830,829
<b>Surplus / (deficit) planning &amp; corporate services</b>	<b>10,775,654</b>	<b>10,656,304</b>	<b>119,350</b>	<b>1%</b>	<b>8,717,801</b>	<b>8,491,327</b>	<b>8,565,315</b>
<b>Surplus / (deficit)</b>	<b>1,903,422</b>	<b>1,390,913</b>	<b>512,509</b>	<b>37%</b>	<b>(5,916,163)</b>	<b>(4,783,168)</b>	<b>(3,555,115)</b>

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 12 COMMUNITY AND ECONOMIC DEVELOPMENT

#### 12.1 GET ACTIVE INDIGO GRANTS 2025

Jess Reid - Manager Community Development  
Community and Economic Development

For Decision

#### RECOMMENDATION

That Council

1. Receives the 2025 Get Active Indigo Grants Assessment Panel Recommendation Report; and
2. Endorses the distribution of funds as recommended by the Assessment Panel as follows:

Applicant	Project	Amount
Albury Wodonga Orienteering Club	Orienteering "Come and Try It"	\$2,500
Beechworth Pickleball Club	Beechworth Pickleball Competition	\$4,000
Allans Flat Tennis Club Inc	Club Coaching	\$3,600
Beechworth Health Service	Live Well Indigo	\$5,000
Rutherglen Wine Bottle Committee of Management	Fun and Activities at the Bottle	\$600
Beechworth Croquet Club	Croquet Club upgrade facilities	\$1,000
Rutherglen Football Netball Club	Auskick and Net Set Go Equipment	\$2,500
Border Triathlon Squad Inc	Get kids & Adults interested in Triathlons	\$5,000
Chiltern Auskick and Net Set Go	Play, Move, Belong	\$2,500
Kiewa Valley Bowling Club	Community Barefoot Bowls	\$800
Drop In and Take Off Incorporated	North East Skate Park Series – Indigo Shire	\$2,500
<b>Total</b>		<b>\$30,000</b>

#### PURPOSE OF REPORT

To present the recommendations from the 2025 Get Active Indigo Grants Assessment Panel for the distribution of funds.

#### BACKGROUND

As part of the implementation of Indigo Shire Councils Active Indigo Recreation Plan 2018 –2026, a community focussed grants program was established to encourage and enable residents of Indigo Shire to be more active more often.

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The grants program objectives are to:

- Get more people moving more often;
- Provide access to funding for community groups who may be unable to generate their own revenue or secure funding through other grant streams and sources;
- Increase Indigo Shire residents' participation in physical activity;
- Improve Indigo Shire residents' access to physical activity opportunities;
- Support local clubs, groups, committees and service providers in their efforts to get the community more physically active;
- Trial local physical activity project ideas by responding to place-based needs;
- Fund a diverse range of physical activity project ideas across the Shire; and
- Increase residents' awareness of opportunities to be physically active via targeted communications and promotion.

Council encourages applications from Indigo Shire based incorporated bodies as well as for projects that are taking place within the Indigo Shire LGA footprint and will benefit the Indigo Shire community. Council utilises the Smartygrants software to administer the Get Active Indigo Grants.

Applications are assessed based on the following criteria:

- Does your project get more people moving more often (0-3)
- Age demographics targeted for your project (0-3)
- Financial contribution to the project (0-3)
- Community access and inclusion (0-3)

Applications for the 2025 Get Active Indigo Grants program opened on Monday 3 March 2025 and closed on Monday 31 March 2025. A total of 23 applications were received.

The applications were assessed by the Get Active Indigo Grants Assessment Panel on Monday 7 April 2025. The Get Active Indigo Grants Assessment Panel is an independent panel made up of the following representatives:

- Indigo Shire Council Councillor (Chair – non voting)
- Indigo Shire Council Community Development staff (Secretary – non voting)
- Beechworth Health Service
- Indigo North Health
- Sport North East
- Community member (appointed by Council annually)

The Get Active Indigo Grants Assessment Panel assess the merits of applications against the criteria before providing an independent recommendation to Council on how to distribute the funding. Conflicts of interest from panel members are declared at the start of the meeting and managed; for details see 'declaration of conflict of interest section' later in this report.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### DISCUSSION

The 23 applications received through the 2025 Get Active Indigo Grants Program represented a total funding request of \$86,297.

The Get Active Indigo Grants Assessment Panel recommends that Council provide funding to 11 of the 23 applicants. One application was withdrawn prior to the assessment panel meeting. Of the 11 applications not recommended for funding, alternative funding streams and supports are available to progress project ideas and Council Officers along with other assessment panel members will assist with this.

The following projects have been recommended for funding:

Applicant	Project	Amount
Albury Wodonga Orienteering Club	Orienteering "Come and Try It"	\$2,500
Beechworth Pickleball Club	Beechworth Pickleball Competition	\$4,000
Allans Flat Tennis Club Inc	Club Coaching	\$3,600
Beechworth Health Service	Live Well Indigo	\$5,000
Rutherglen Wine Bottle Committee of Management	Fun and Activities at the Bottle	\$600
Beechworth Croquet Club	Croquet Club upgrade facilities	\$1,000
Rutherglen Football Netball Club	Auskick and Net Set Go Equipment	\$2,500
Border Triathlon Squad Inc	Get kids & Adults interested in Triathlons	\$5,000
Chiltern Auskick and Net Set Go	Play, Move, Belong	\$2,500
Kiewa Valley Bowling Club	Community Barefoot Bowls	\$800
Drop In and Take Off Incorporated	North East Skate Park Series – Indigo Shire	\$2,500
<b>Total</b>		<b>\$30,000</b>

Five of the 11 recommended projects received the full funding amount requested. The remaining six projects were partially funded with consideration given to their capacity to complete their project with reduced funding.

A summary of all project applications are contained in the attachment (confidential) to this report.

### OPTIONS

N/A

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	1. Communities
Strategic Objective	1.1 Our community members have access to support services to help them achieve and sustain physical and emotional health and wellbeing.
Strategic Action	1.1.3 Progress the key priorities of the Active Indigo Plan.



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### SOCIAL/COMMUNITY IMPLICATIONS

The Get Active Indigo Grants Program assists Council in achieving a number of actions in strategic documents including the Council Plan, Municipal Health and Wellbeing Plan, Active Indigo Recreation Plan, Early Years, Ageing Well and Youth Strategies.

### ENVIRONMENTAL IMPLICATIONS

N/A

### FINANCIAL IMPLICATIONS

	Approved Budget \$	This Proposal \$	Variance to Approved Budget \$	Comments
Revenue	30,000	30,000	0	
Expense	30,000	30,000	0	
Net Result	(30,000)	(30,000)	0	

### LEGISLATIVE IMPLICATIONS

Applicants must provide evidence of current Public Liability Insurance to ensure coverage against injury for participants.

### RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Current Risk Rating	Controls
Project is not completed by group	Possible	Minor	Low	Council staff provide appropriate levels of support and capacity building where required.
Group rejects funding offer	Possible	Minor	Low	Panel reconsiders funding to projects not initially recommended or partially funded.
Criticism from unsuccessful applicants	Possible	Minor	Low	Unsuccessful letters sent to applicants offering additional feedback, alternative funding sources and support if required.
Assessment panel conflict of interest	Likely	Minor	Low	Conflicts of interest are identified and declared before meeting. Panel member leaves meeting when project (where there is a conflict declared) is assessed.

### COMMUNITY ENGAGEMENT

#### **Engagement undertaken**

The 2025 Get Active Indigo Grants Program was promoted through various Council platforms including: social media, weekly update, website and electronic direct mail marketing (EDM).

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Engagement outcomes

A total of 23 applications were received in 2025 up from 20 applications in 2024.

### Engagement proposed

Council Officers will prepare letters to all applicants advising them of the outcome of their applications. Unsuccessful applicants will be offered additional support to identify and source alternative funding streams or further assistance to progress their project ideas. Where required, successful applicants will also be offered additional support to ensure their projects are delivered on time and to budget.

### CONCLUSION

The 2025 Get Active Indigo Grants Assessment Panel has rigorously assessed applications against the criteria and provided an independent recommendation to Council on how to distribute the funding available through the Get Active Indigo Grants Program.

The recommended projects represent a strong geographical spread as well as a diverse range of project activities to cater for a range of ages, abilities and interests.

The confidential attachment(s) is confidential under Section 3(1)(f) of the Local Government Act 2020, because it contains personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

The reason this section applies is because the information contains details of proposed grant contributions and comments on applications, both successful and unsuccessful, submitted by community members on behalf of their community organisations and it would unreasonably expose persons. The confidential attachment has been provided to Councillors under separate cover.

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Sally Rice - Director Community and Economic Development
- Jess Reid - Manager Community Development
- Mark De Campo - Community Development Coordinator
- An Indigo Shire Council staff member submitted an application on behalf of a community group they are involved with. The staff member had no involvement with the assessment process.

While assessing the applications one conflict of interest was declared by members of the panel as follows:

- The representatives of both Beechworth Health Service and Indigo North Health for the Beechworth Health Service application 'Live Well Indigo'.

When the Panel was assessing this project, the representatives with the conflict of interest removed themselves from the room and were not involved in any discussion or recommendation about the relevant application.

### Attachments

1. CONFIDENTIAL REDACTED - Assessment - Active Indigo Grant 2025 [12.1.1 - 3 pages]

## **SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025**

### **12.2 SWIMMING POOL OPERATIONS CONTRACT EXTENSION 2025-2026**

**Jess Reid - Manager Community Development  
Community and Economic Development**

#### **For Decision**

#### **RECOMMENDATION**

That Council enters into a one-year contract extension with Belgravia Leisure PTY LTD with the contract price of \$747,463 (ex GST) for the operation of Indigo Shire Councils five Swimming Pools for the 2025/2026 season.

#### **PURPOSE OF REPORT**

The purpose of this report is to provide the background and information to support a recommendation for Council to enter into a one-year contract extension with Belgravia Leisure PTY LTD for the operation of Indigo Shire Councils Swimming Pools for the 2025/2026 season.

#### **BACKGROUND**

Indigo Shire Council owns five outdoor public swimming pools in Beechworth, Chiltern, Rutherglen, Tangambalanga and Yackandandah. The pools were built in the post Melbourne Olympic Games era, using largely volunteer labour, which puts them at approximately 50 – 60 years old. Although the ageing pools are deteriorating in condition and year on year visitation is declining, they remain highly valued community assets.

The pools operate on a seasonal basis with the regular season (morning and afternoon swimming hours) held between November and March. An extended season, that offers morning swimming only, is held at Beechworth, Rutherglen and Yackandandah in March and April. Morning swimming is not offered at Chiltern or Tangambalanga.

Hours of operation are set at the start of each season and are fixed in line with the annual allocated budget as well as historical participation rates. Community requests for additional hours of operation are unbudgeted and come at a significant cost to Council.

Prior to the 2021/2022 swimming pool season, Indigo Shire Council directly managed pool operations which was a significant undertaking for a seasonal service. Pool operations fall under numerous Acts, Guidelines and Australian Standards and maintaining compliance is onerous and requires specialist aquatic knowledge, skills and experience.

A decision was made by Council in 2019 to go to market for an external operator to manage pool operations. The tender process was unable to identify a suitable provider and Council maintained operational responsibilities, with support from labour hire company MomentumOne.

Council went to market again in 2021 for an external operator to manage pool operations and secured Belgravia Leisure on a three-year contract, with the option to renew for an additional three years in one-year increments at Council's discretion.

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At the time of the 2021/2022 contract execution, Indigo Shire Council and Belgravia Leisure agreed to the following annual pricing:

- Year 1 (2021/22): \$431,387 ex GST
- Year 2 (2022/23): \$444,329 ex GST
- Year 3 (2023/24): \$457,658 ex GST

In light of changes to legislative requirements (Guidelines for Safe Pool Operations), declining visitation impacting revenue, broader price increases (chemicals and utilities) experienced post-pandemic; all impacting operational costs, the budget allocation for the 2023/2024 swimming pools contract was increased to \$639,000.

Council commenced discussions with Belgravia Leisure in late May 2024 to explore contract extension arrangements for the 2024/2025 season. Through a robust negotiation process Council entered into a one-year extension with Belgravia Leisure at the contract price of \$715,276 ex GST. The \$76,276 cost increase was, in the most part, attributed to increased costs in personnel, maintenance and operational requirements. There were also some minor adjustments to opening hours that were included within the new contract price. These changes were:

- removal of the Spring Swimming Season at Rutherglen. Favourable impact on contract price: \$6,500 (\*)
- a minor restructure of opening hours between morning and afternoon swimming sessions to improve the efficient use of staffing resources (\*\*). Favourable impact on contract price: \$25,000

(\*) The Spring Swimming Season at Rutherglen offered morning swimming in October. This has been significantly interrupted over the last three seasons due to either COVID or significant maintenance issues (leak detection and repairs). Participation data provided by Belgravia Leisure along with feedback from the venue Manager indicates that visitation during this period is poor and has reduced noticeably since the opening of the heated indoor aquatic facility at Corowa.

(\*\*) The proposal is to reallocate the 30 minutes at the end of the day to all morning swimming times and increasing the morning swimming sessions to 2.5hrs. This does not cost Council or the ratepayers anymore. This is because minimum engagement employee conditions for staff is three hours. As the morning swimming sessions are currently either 1.5hrs or 2hrs (varies from pool to pool) Council is already paying for hours that the pools are not open.

These minor restructures resulted in a net loss of two hours across the entire swimming season. Participation data provided by Belgravia Leisure indicates that the last 30 minutes of every day is poorly utilised. The change saw pools close at 6:30pm instead of 7:00pm in the low and late season and 7:00pm instead of 7:30pm in peak season.

### DISCUSSION

Indigo, Towong and Alpine Shire Councils all have seasonal outdoor swimming pools that are operated by Belgravia Leisure PTY LTD. Indigo Shire Council instigated a meeting with Alpine and Towong Shire Councils in late 2024 to better understand each others individual contract and operational arrangements. Following the meeting, Alpine Shire Council engaged Otium consultants to review their contract and operational model and invited Towong and Indigo Shire Councils to be involved in the review.

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Towong and Indigo Shire Council accepted the invitation and Otium developed a comprehensive report that explored visitation, financial performance, contract terms and conditions, and investments in capital works. The major recommendation for Indigo Shire Council was to continue communicating and collaborating with our neighbours regarding aligning contract extensions and tendering dates.

More recently and post the 2024/24 Pool season Belgravia have completed their post season evaluation. Also, Council Officers have sought to understand the financial implications of enacting the final one-year extension. Belgravia have indicated that the cost of services for the 2025/ 2026 season is \$747,463 (ex GST). It is worth noting that Council Officers are satisfied with Belgravia and their performance under the current contract.

### OPTIONS

#### **Option A – Recommended**

One-year extension with Belgravia Leisure quoted at \$747,463 ex GST.

#### **Option B – Not recommended**

Return to market through an open tender process. This option is not recommended at this stage.

#### **Option C – Not recommended**

Return to in house operational model. This option is not recommended at this stage. The implementation of this model would require significant preparation and at this stage time would be a limiting factor.

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	1. Communities
Strategic Objective	1.2 Our community members have access to the services, activities and infrastructure that make it easy for them to stay connected and get involved in community life.
Strategic Action	1.1.3 Progress the key priorities of the Active Indigo Plan.

### SOCIAL/COMMUNITY IMPLICATIONS

The health and wellbeing benefits of public swimming pools in small rural communities are significant. Swimming pools are important places for community to come together to improve their social and physical health and connection. Visitation has declined over recent years and remains well below the pre-pandemic numbers. This can in some ways be attributed to the significant increase in the number of residential pools, increased air conditioning in homes, and community members preferring to use inland waterways i.e. Lake Sambell and Allans Flat Waterhole.

### ENVIRONMENTAL IMPLICATIONS

Swimming pools consume large volumes of water and utilise high levels of electricity to operate. Councils Environment and Sustainability team are exploring options i.e. solar to reduce the negative impacts swimming pools have on the environment.

### FINANCIAL IMPLICATIONS

The Belgravia Leisure quote is within the draft budget allowance for the 2025/2026 swimming pool operations contract.

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### LEGISLATIVE IMPLICATIONS

The safe operation of pools falls under numerous Acts, Guidelines and Australian Standards. These include:

#### **1. Legislative Requirements**

Public Health and Wellbeing Act 2008  
Public Health and Wellbeing Regulations  
The Dangerous Goods Act (1985)  
The Dangerous Goods (Storage and Handling) Regulations (2012)  
Occupational Health and Safety Act 2004

#### **2. Royal Life Saving Society Guidelines for Safe Pool Operations**

Child Safety  
Training and Qualifications  
Aquatic Supervision  
Aquatic Signage  
Emergency Planning  
Incident Management  
Risk Management  
Safety Equipment

#### **3. Australian Safety Standards**

AS 1319 Safety Signs for the Occupational Environment  
AS 1345 Identification of the Contents of Pipes, Conduits and Ducts  
AS 1470 Health and Safety at Work - Principles and Practice  
AS 1657 Fixed Platforms, Walkways, Stairways and Ladders  
AS 1768 Lighting Protection  
AS 1885 Workplace Injury and Disease Recording Standard  
AS 1926 Swimming Pool Safety - Water Recirculation Systems  
AS 2293 Inspection and Maintenance (Emergency Evacuation Lighting)  
AS 2569 Safe Manual Lifting and Moving of Patients  
AS 2610 Spa Pools - Public Spas  
AS 2818 Guide to Swimming Pool Safety (Private Pools)  
AS 2927 The Storage and Handling of Liquefied Chlorine Gas  
AS 3000 Electrical Installations

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AS 3500 Plumbing and Drainage - Water Services  
AS 3634 Solar Heating Systems for Swimming Pools  
AS 3745 Planning for Emergencies in Facilities  
AS 3760 In-service Safety Inspection and Testing of Electrical Equipment  
AS 3780 Storage and Handling of Corrosive Substance  
AS 4326 The Storage and Handling of Oxidising Agents  
AS 4332 The Storage and Handling of Gases in Cylinders  
AS 4801 Occupational Health and Safety Management Systems  
HB 241 Water Management for Public Swimming Pools and Spas

### COMMUNITY ENGAGEMENT

#### **Engagement proposed**

Council will shortly develop an Aquatics Strategy made possible by funding received from the State Government. The strategy development project is an \$80,000 undertaking that will include a comprehensive audit of pool plant followed by a feasibility report and master-planning. In light of increasing operational and maintenance costs, in tandem with decreasing usage driving lower or static revenue, this critical piece of work will ensure aquatic operations can be sustainably managed into the future.

### CONCLUSION

Council is mindful of the rising and ongoing costs associated with aquatic facilities. The factors that contribute to this are the rising cost of seasonal pool operations and maintenance, the age and deteriorating condition of the assets, and the visitation decline over recent years which remains well below the pre-pandemic numbers.

Council acknowledges the enjoyment and positive outcomes that pools offer residents and visitors in the form of respite from the heat and a place to be physically and socially active and connected.

In the event this option is supported Council officers will continue working with neighbouring shires to explore opportunities to collaborate in relation to future aquatic facility management and operations. This approach will seek to maximise future tender process outcomes by presenting an appealing package that generates genuine and competitive interest from the market.

This report recommends that Council enters into a one-year contract extension with Belgravia Leisure PTY LTD with the contract price of \$747,463 (ex GST) for the operation of Indigo Shire Councils five Swimming Pools for the 2025/2026 season.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Sally Rice - Director Community and Economic Development
- Jess Reid - Manager Community Development
- Mark De Campo - Community Development Coordinator

### **Attachments**

Nil



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 13 INFRASTRUCTURE SERVICES

#### 13.1 CAPITAL WORKS REPORT

**Nathan Mullane - Manager Capital Works and Waste Infrastructure Services**

**For Decision**

##### RECOMMENDATION

That Council notes the April 2025 Capital Works Report and year to date progress in the delivery of the Capital Works Program, with figures not available for the full month.

##### PURPOSE OF REPORT

The purpose of this report is to update Council on the progress of the 2024/25 Capital Works Program, to flag any current or upcoming issues, and to provide a summary of any highlights or specific details on individual projects.

##### BACKGROUND

At the June Council meeting, Council adopted the 2024/25 annual budget and capital works program which included an allocation of \$18,302,635 total budget (\$16,644,635 Capital, \$1,658,315 Non-ISC). The budget included a combined \$7,130,352 of income (\$6,233,319 Capital, \$897,152 Non-ISC).

	Budgeted Expenditure			Budgeted Income		
	Capital	Non-ISC	Combined	Capital	Non-ISC	Combined
2024/25 Adopted Budget	16,644,635	1,658,315	18,302,635	(6,233,200)	(897,152)	(7,130,352)

Fig 1. Budgeted Expenditure and Income

	Q2 Expenditure			Q2 Income		
	Capital	Non-ISC	Combined	Capital	Non-ISC	Combined
Q2 2024/25 Adjusted Budget	14,086,335	754,409	14,840,744	(11,598,001)	(473,264)	(12,071,265)

Fig 2. The Q2 adopted 2024/25 adjusted budget

	YTD Expenditure			YTD Income		
	Capital	Non-ISC	Combined	Capital	Non-ISC	Combined
April 2025 (part) YTD Actuals	11,786,245	554,536	12,340,781	(8,372,616)	(629,435)	(9,002,051)

Fig 3. The year to date (YTD) expenditure and income as we approached the end of April

##### DISCUSSION

Details of individual project year-to-date expenditure and income are not being reported on here. There is no Capital Works Monitor for this month, with details to be provided at the next meeting.

## **SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025**

### CAPITAL WORKS ACTIVITIES OF NOTE

#### **Minor Plant (\$11k)**

The purchase of two temperature-controlled pressure washers for the Operations Depots, to facilitate the good care and maintenance of the valuable items of plant and equipment that Council has recently invested in. The new units, provide safe functionality for staff, and improved performance.

#### **Plant Replacement (\$17k)**

The purchase of necessary buckets, rippers, and other attachments to support the safe and productive operation of the recently procured backhoe units for the operations teams.

#### **IT Renewal Priorities (\$12.6k)**

Work has progressed on the completion of an assessment of the Core IT Network and Infrastructure Assessment, along with the development of a procurement approach and technical specification for its replacement.

#### **Library Book Stock (\$8.5k, \$51k YTD)**

The Library staff do a great job, in ensuring that our libraries are well stocked with new releases, new editions, and great resources. The annual budget allocations, are tightly managed, and the staff take on the feedback of library users, and seek out what they tell us they would like to see.

#### **Sealed Pavement Rehab (\$23k)**

Further sealed pavement patching works were completed on Carlyle and Gooramadda Roads. These works treated areas of isolated pavement failure. Almost \$650,000 has been spent on pavement rehabilitation across the shire this year.

#### **Sealing of Gentle Road, Tangambalanga (\$33k)**

Final activities for the sealing of a section of Gentle Road were completed. The Operations team managed the sealing of this road, to address the dust issue for the adjacent residents in the growing estate.

#### **Urban Drainage (\$66k)**

Drainage improvements have been ongoing across several sites in the shire, with areas in Rutherglen being the focus this month.

#### **Chiltern Netball Court – resurfacing (\$22k)**

We had a contractor complete some urgent crack repair and the full resurfacing at the Chiltern Netball Courts. This project was funded as a late change to the program, adjusting our efforts to where they were most pressing. Repairs were able to be completed ahead of the commencement of the netball season.

#### **Yackandandah Golf Club Facility (\$188k)**

Further activity has been carried out at the Yack Golf Course, with the new club room facility nearing completion. The contractor has been busy completing the fit-out activities on site, ahead of an anticipated late May completion.

### CAPITAL WORKS PROGRAM DELIVERY COMMENTARY

The 2024/25 Capital Works Program slowed down through April. Overall the program is progressing well, with over 83% of the Q2 budget now delivered (approximately 65% of the adopted 2024/25 budget) with two months remaining. Procurement has been completed, and contracts have been awarded, for the

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

majority of remaining projects, however there is a risk that several may not commence until June due to delays with securing supplies – particularly steel work and roofing items.

With approximately \$2.5M of expenditure to be delivered in around two months, the capital program still has a lot of activity to come for us to meet our target.

Staff will be working with our contracting partners, to complete these important community projects, as effectively as they can.

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	2. Liveability
Strategic Objective	2.2 Our built environment, streetscapes, facilities, amenities and open spaces are safe, inviting, attractive, well maintained, contributing to a sustainable sense of place and pride.

There is no specific reference in the Council Plan about the broader capital works program, however many of the individual projects and programs are referred to specifically in the Council Plan.

### SOCIAL/COMMUNITY IMPLICATIONS

Capital works projects often have a direct positive impact on the community. Project staff engage closely with the community and stakeholders to identify the project scope and ensure that external expectations align with the project deliverables.

### ENVIRONMENTAL IMPLICATIONS

Project staff continue to consider potential environmental impacts in all aspects of their works and to adopted works practices to minimise the impact.

Each discrete project's environmental impact is assessed by project officers during the planning and implementation of the project. When required an Environmental Management Plan (EMP) is developed to control and minimise the potential impacts.

### FINANCIAL IMPLICATIONS

Details of expenditure and income are set out in the Capital Works Monitor attached to this report. This report details the progress of the capital works program.

### LEGISLATIVE IMPLICATIONS

Council is required to responsibly manage and report on the budget at least quarterly including capital works. The procurement requirements of the Local Government Act and Council's Procurement Policy are adhered to with all expenditure.

### RISK & OPPORTUNITY MANAGEMENT

Every project has unique risks and opportunities. Risk management is conducted at the project level and is embedded as part of the project delivery methodology.

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### COMMUNITY ENGAGEMENT

Community and other stakeholder engagement is done on a project level and varies according to the project deliverables and impacts on the community.

### CONCLUSION

The 2024/25 Capital Works program is four-fifths expended, with two months available for completing the remainder. A couple of key contracts may not commence until June which will put our forecast completion under pressure. Efforts will continue into getting these commenced as soon as possible, and will need to be balanced with the need to begin some 25/26 budget projects – that have planning requirements and heritage considerations.

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Ian Ellett - Director Infrastructure Services
- N/A - Not Applicable

### **Attachments**

Nil

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 14 OFFICE OF THE CEO

#### 14.1 REVIEW OF COUNCILLOR GIFT AND HOSPITALITY POLICY

**Carla Hanlon - Executive Manager People & Governance**  
**Office of the CEO**

#### **For Decision**

##### **RECOMMENDATION**

That Council:

1. Endorses the attached draft Councillor Gift & Hospitality Policy for public exhibition for a period of 30 days, from 14 May to 13 June 2025; and
2. Notes that the policy will return to the 29 July 2025 Council Meeting for adoption.

#### PURPOSE OF REPORT

The report presents a revised Councillor Gift & Hospitality Policy for endorsement to be put on public exhibition for 30 days from 14 May to 13 June 2025.

#### BACKGROUND

Section 138 of the *Local Government Act 2020* (the Act) requires Council to adopt and maintain a Councillor Gift Policy, and that it include the maintenance of a gift register.

A Councillor Gift Policy under the Act must make provision for the maintenance of a gift register and any matters in the regulations, including a minimum value of gifts that must be disclosed. Councils must also ensure their Policy complies with the public transparency principles.

The existing Councillor Gift & Hospitality Policy has been reviewed to reflect best practice, advice and model policies provided by Local Government Victoria.

#### DISCUSSION

The Councillor Gift Policy is one element of the integrity provisions of the Act, and provides a framework for councillors to manage their personal interests while executing their public duty.

The policy reflects that in the course of their activities as Council representatives, Councillors will from time to time be offered gifts and hospitality. Such gifts and hospitality may however lead to a conflict of interest, or a perception of bias and preferential treatment. The policy assumes in the first instance that gifts and hospitality will be refused in order to avoid such conflicts of interest. It also considers what councillors should do if the refusal has the potential to offend the giver and potentially damage critical Council relationships because of cultural sensitivities around gift giving and receiving.

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Proposed changes to the existing policy include:

- Addition of principles under the 'Purpose' section - including Obligations, Impartiality, Accountability and Integrity;
- Addition of section on ceremonial gifts;
- General update to the new policy template; and
- General editing.

The review of the policy was undertaken with reference to the Act, the Regulations, the model policy provided by Local Government Victoria, and example policies provided by LGA through its engagement on the implementation of the Act.

The fundamentals of the legislation and policy have not changed since the last review four years ago. Some principles on compliance with legislative obligations, the need for impartiality, accountability and integrity in context of gifts and hospitality at a local council have been added to more clearly set the context and to align with expectations under the Act.

A section on ceremonial gifts was added in response to community feedback previously received it is recommended that the existing policy and procedure continue to apply to staff until such time as the new Staff Code of Conduct is adopted.

The threshold for 'token gifts' was reviewed against a number of different neighbouring and metropolitan councils, and found that \$50 is the current standard, so is not recommended to change.

### OPTIONS

Council may decide to adopt this policy with additional changes, or to not update the policy at all, however these options are not recommended due the research undertaken to gauge current best practice and alignment with legislative requirements.

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.
Strategic Action	N/A

The refresh of the Councillor Gift & Hospitality Policy clearly demonstrates that Council is committed to strong governance practices and maintains high standards of conduct, integrity and accountability.

### SOCIAL/COMMUNITY IMPLICATIONS

The adoption of this policy will assure the community that Council performs its work free of conflicts/bias and with integrity and accountability. That there are clear procedures for Councillors to declare any gifts or hospitality that are received or offered during the course of their duties.

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### ENVIRONMENTAL IMPLICATIONS

Nil

### FINANCIAL IMPLICATIONS

Nil

### LEGISLATIVE IMPLICATIONS

Under section 38 of the Local Government Act 2020, Council must adopt a gift policy which must include procedures for the maintenance of a gift register.

### RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Current Risk Rating	Controls
The policy is not clear on managing gifts, leading to perceptions of bias or compromised decision-making	Possible	Moderate	Medium	Use LGV guidance materials to inform policy development Thorough consideration of the procedure by EMT and discussion at Council Briefing

The policy is an opportunity to reinforce a consistent approach to managing personal interests across Council business.

### COMMUNITY ENGAGEMENT

#### **Engagement undertaken**

nil

#### **Engagement proposed**

A 30 day period of public exhibition from 14 May to 13 June 2025 is proposed, pending Council endorsement.

Following Council endorsement, the draft Councillor Gift & Hospitality Policy will be placed on public exhibition for 30 days. During this period:

- The documents will be available on Council's website
- Promotion will occur through Council's communication channels
- Community members will be invited to make written submissions
- All submissions will be considered by Council before final adoption

### CONCLUSION

The reviewed policy meets the goals of complying with the Act, and provides a clear procedure and guidance for Councillors in managing gifts and hospitality, consistent with requirements of other integrity measures throughout the legislation.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Carla Hanlon - Executive Manager People & Governance
- Annabel Harding - Governance Coordinator

### **Attachments**

1. Councillor Gift & Hospitality Policy (draft) [**14.1.1** - 10 pages]



# POLICY



## Councillor Gift & Hospitality Policy

Version No:	2
Trim File No:	T2/13[v2]
Approval Date:	Adopted TBC
Approved By:	Council
Department:	People & Governance
Service Plan Area	Governance
Responsible Officer:	Governance Coordinator
Next Review Date:	March 2029
RelianSys No:	4257
Circulation:	Public circulation – on website

### DEFINITIONS

Accumulated Gift	Multiple token gifts received from one source, given to either the same Councillor each time, or to various Councillors. The value of the accumulation reaches over \$50 in a 12-month period.
Gift	The offer and/or receipt of any object, property, service or money that is not otherwise considered a 'token gift' (see definition below).
Gift disclosure threshold	Any gift the value of which equals or exceeds \$500 including gifts in the form of goods or services, and multiple gifts that together equal or exceed that amount.
Hospitality	Where a meal or service is offered which has a more than nominal value (more than \$50) and is not viewed as being connected to official Council business or part of the accepted meal at a conference or seminar.
Monetary Gift	Defined as cash or cash equivalents, such as gift cards, cheques, money orders, travellers' cheques and direct deposits.
Token Gift	Is of such a nature and minimal value (as a guide less than \$50) that it could not reasonably be regarded as capable of influencing any actions or decisions of the relevant person in relation to a matter. The token gift does not create a sense of obligation in the receiver that will influence, or appear to influence, the exercise of their official duties. In the event that a gift (regardless of value) might reasonably be perceived to influence, or appear to influence the recipient, it cannot be defined as a token gift.
Value:	Face value or estimated retail value.

# POLICY

Obligation	Section of the <i>Local Government Act 2020</i>
<b>Part 8 – Electoral provisions</b>	
Bribery, treating and undue influence	section 300
Return by Candidate	section 306
Certain gifts not to be accepted / amounts forfeited to State	Sections 309,310
<b>Part 6 – Council Integrity</b>	
Misuse of position	section 123
Confidential information	section 125
Direct and Indirect Interest	sections 126-129
Personal Interests Returns	Sections 133-136
Anonymous gifts not to be accepted	Section 137
Councillor Gift Policy	Section 138
<b>Part 9 - General</b>	
Persons who are liable for offences	section 319

## **PURPOSE**

This policy is intended to support Councillors and Indigo Shire Council to avoid conflicts of interest and maintain high levels of integrity and public trust.

It sets out the process to be followed by Councillors if offered gifts and hospitality in their capacity as a representative of Council.

The policy confirms that all gifts and hospitality (as defined in this policy), whether accepted or declined, should be recorded in the *Gifts and Hospitality Register*.

Indigo Shire Council is committed to and will uphold the following principles in applying this policy:

1. Obligations - Councillors must comply with the provisions of the Local Government Act 2020 (the Act) and meet minimum accountabilities.
2. Impartiality - Councillors have a duty to place the public interest above their private interests when carrying out their official functions and will not accept any offer of a gift or hospitality that may jeopardise this trust.

Councillors will not accept gifts, benefits or hospitality that could be perceived to influence decision making or service delivery. Councillors must not accept offers from those whom are currently awarded or likely to apply for quotes, tenders and contracts.

3. Accountability - Councillors are accountable for:
  - a) appropriately responding to the offer and provision of gifts and hospitality;
  - b) declaring all offers of gifts and hospitality;
  - c) declining offers of gifts and hospitality, or where an exception applies under this policy, seeking approval to accept the offer;
  - d) the responsible provision of gifts and hospitality, and
  - e) modelling good practice and promoting awareness of gifts and hospitality policies and processes.

# POLICY

4. Integrity - Councillors strive to earn and sustain public trust through responding to offers of gifts and hospitality in a manner that is consistent with community expectations.

Councillors will refuse any offer that may lead to an actual, perceived or potential conflict of interest. The acceptance of gifts and hospitality may be considered to influence, reflect bias or preferential treatment to the giver.

### SCOPE

This policy applies to any gifts or hospitality offered to, or received by Councillors, except for gifts received as election campaign donations. These are provided for under section 306 of the Act and Council's Election Period Policy, and are not required to be recorded on the *Gift & Hospitality Register*.

### POLICY

Indigo Shire Council recognises that Councillors will on occasion be offered gifts, benefits and hospitality. Councillors have a duty to place the public interest above their private interests when carrying out their official functions. Further, the offer of a gift to a Councillor may present a perception of bias or preferential treatment.

**In the first instance, gifts and hospitality are to be refused.** If refusal is considered to cause offence or embarrassment to the provider, and the gift or hospitality is accepted, the gift automatically becomes the property of the Council. Upon receipt, the Mayor will decide whether the gift should be retained by the recipient or disposed of by other means. Where the gift is offered to the Mayor, the CEO will decide.

Councillors may be presented with gifts as a form of appreciation. Such gifts should be politely refused unless that refusal has the potential to offend the giver. For instance, a refusal could potentially damage critical Council relationships, or offend cultural sensitivities around gift giving and receiving. Before accepting any gift, benefit or hospitality, Councillors must consider the ramifications and perceptions that may arise from any such offer and ask themselves whether a conflict of interest may arise.

#### **Gifts must never be sought**

Councillors must not solicit, demand or request gifts or any personal benefit for themselves or another person by virtue of their position.

#### **No sense of obligation**

No gift may be accepted that could influence, or be perceived to influence, a Councillor in the performance of their public or professional duties.

# POLICY

### **Prohibited Gifts**

#### Anonymous gifts

It is an offence under section 137 of the Act for a Councillor to receive an anonymous gift valued at or above the gift disclosure threshold (\$500 or higher). A breach of these provisions could result in a maximum penalty of 60 penalty units and a requirement to pay the Council an amount equal to the value of the gift. A Councillor is not in breach of this clause if the anonymous gift is disposed of to the Council within 30 days.

#### Monetary gifts

Monetary gifts of any value (including gift vouchers and other cash equivalents) are not to be accepted.

#### Gifts offered in certain circumstances

In some circumstances, gifts hospitality must never be accepted. These circumstances include all offers of gifts or hospitality from people or organisations who are suppliers (or potential suppliers) to Council, or about whom Council is likely to make a decision involving:

- tender processes
- procurement
- enforcement
- licensing
- regulation

#### Ceremonial Gifts

Ceremonial gifts are official gifts provided as part of the culture and practices of communities and government, within Australia or internationally. Ceremonial gifts are the property of the organisation, irrespective of value, and should be accepted by individuals on behalf of Council. The receipt of ceremonial gifts should be recorded on Council's Gift Register.

### **PROCEDURE**

- Appendix 1 provides a simplified diagram for the procedure for managing an offer of a gift or hospitality.
- Appendix 2 provides the Gift and Hospitality Form to be completed in accordance with the procedure.

### **The Gift Test**

The Gift Test provided below should be used by:

- Councillors when determining whether to refuse any gift/hospitality
- Mayor/CEO when determining the response to a gift

# POLICY

<b>G</b>	<b>Giver</b>	<b>Who is providing the gift, benefit or hospitality and what is their relationship to me?</b> Does my role require me to select contractors, award grants, regulate industries or determine government policies? Could the person or organisation benefit from a decision I make?
<b>I</b>	<b>Influence</b>	<b>Are they seeking to influence my decisions or actions?</b> Has the gift, benefit or hospitality been offered to me publicly or privately? Is it a courtesy, a token of appreciation or highly valuable? Does its timing coincide with a decision I am about to make?
<b>F</b>	<b>Favour</b>	<b>Are they seeking a favour in return for the gift, benefit or hospitality?</b> Has the gift, benefit or hospitality been offered honestly? Has the person or organisation made several offers over the last 12 months? Would accepting it create an obligation to return a favour?
<b>T</b>	<b>Trust</b>	<b>Would accepting the gift, benefit or hospitality diminish public trust?</b> How would I feel if the gift, benefit or hospitality became public knowledge? What would my colleagues, family, friends or associates think?

Gifts may not be accepted unless refusal would be impolite or otherwise impractical. In this situation, the gift may be accepted on behalf of Council as a corporate gift. All offers or acceptances of gifts valued over \$50 are to be:

1. Recorded on the Gift & Hospitality Disclosure form.
2. Reported to the Mayor (or CEO when the gift is offered to the Mayor) via the Gift & Hospitality Disclosure form. The Mayor/CEO will decide the most appropriate method of disposal if the gift is accepted (i.e. donation to community group, contribution to council employees' group, Councillor to retain etc.).
3. Recorded in the *Gift & Hospitality Register* (by the CEO or Governance team).

Token gifts (with no significant value - as a guide, no more than \$50) are to be:

1. Recorded on the Gift & Hospitality Disclosure form and provided to the Mayor, or to the CEO if the Councillor reporting is the Mayor.
2. When the accumulation of token gifts from a single source exceeds \$50 in a 12-month period, they must be reported to the CEO and recorded on the Gift & Hospitality Register.

Token gifts (unless it is an excess accumulation over 12-month period) need not be reported on the Gifts & Hospitality Register.

## Hospitality

In the normal course of their duties, Councillors will receive invitations of hospitality to attend various functions and events.

# POLICY

Councillors may only accept hospitality where:

- There is clear value to the work of the Council (for example, building relationships with community groups); and
- The hospitality was received at an event or function that the person attended in an official capacity (i.e. it directly relates to their public duty); and
- It is reasonable hospitality (that is, a reasonable person would consider it appropriate and not excessive) and as such does not advantage the donor in their dealings with the council.

Where practical, Councillors should seek approval from the Mayor prior to acceptance.

Reasonable hospitality connected to official Council business or part of the accepted meal at a conference or seminar does not need to be declared.

Any hospitality accepted, with an estimated value of over \$50 and which is not viewed as being connected to official Council business or part of the accepted meal at a conference or seminar, is to be declared on the Gift & Hospitality Disclosure form and recorded on the Gift & Hospitality Register. The twelve-month accumulation rule applies also to hospitality.

### Hospitality: when to declare, when to refuse

#### Example 1

Councillors attend a Victorian Government-sponsored all-day tourism industry showcase as they consider the Tourism Strategy. Sandwiches, fruit, biscuits for morning and afternoon tea, and tea and coffee are provided.

The event does not benefit one particular supplier, the food is a reasonable provision of hospitality and the attendance is part of normal Council business. The hospitality does not need to be declared.

#### Example 2

Councillors are invited to an art exhibition by a community arts group. Before the opening, the group provides a meal for all VIPs including Councillors. The meal consists of a buffet of local gourmet and produce, and wine.

Councillors should declare the hospitality for inclusion on the Gift and Hospitality Register as it is likely to be of a value of greater than \$50 and is not clearly official Council business. Further, the group may be eligible for applying for grants from Council at a future date.

#### Example 3

Councillors are invited to a site visit for a company which currently has a planning application in front of Council for a new development. The company CEO offers to buy all the Councillors lunch at a local winery to say thank you for coming out.

Councillors should refuse the hospitality, as acceptance produces a clear conflict of interest on a matter for decision before Council.

#### Example 4

The president of a local service club has a policy of taking the Mayor to coffee every week at a local cafe. Over a six month period, the weekly cups of coffee add up to \$130.

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When it becomes apparent the hospitality is going to total >\$50, the Councillor should declare the gift for inclusion on the Gift and Hospitality Register and take care when considering if a conflict of interest arises when any decision regarding the service club comes before Council.

# POLICY

## **Gift & Hospitality Register**

All gifts and hospitality (apart from token gifts or reasonable hospitality as part of an official Council duty), whether accepted or offered / refused, are to be recorded in the Gifts & Hospitality Register. The Register will contain the following information:

- recipient of the gift or benefit
- date the gift or benefit was received or declined
- reason if gift was accepted
- description of the gift or benefit
- name of gift/benefit provider
- estimated value of the gift or benefit

## **ATTACHMENTS**

Appendix 1 - Procedure To Manage Offers of Gifts and Hospitality

Appendix 2 - Gift and Hospitality Disclosure Form – Councillors and Officers

## **RELATED POLICIES AND DIRECTIVES**

- Public Transparency Policy
- The policy addresses the Council Plan Strategic Objective item 5.2 – *The Council provides good governance and its business is open and transparent.*

## **RELATED LEGISLATION AND OTHER DOCUMENTS**

- *Local Government Act 2020*
- *Local Government (Governance & Integrity) Regulations 2020*

## **REVIEW**

The policy should be reviewed at least every four years from date of adoption.

## **COMMUNICATION**

- To be published on Council's website and provided to Customer Service Centres for public inspection
- To be distributed to Councillors

# POLICY

## VERSION CONTROL

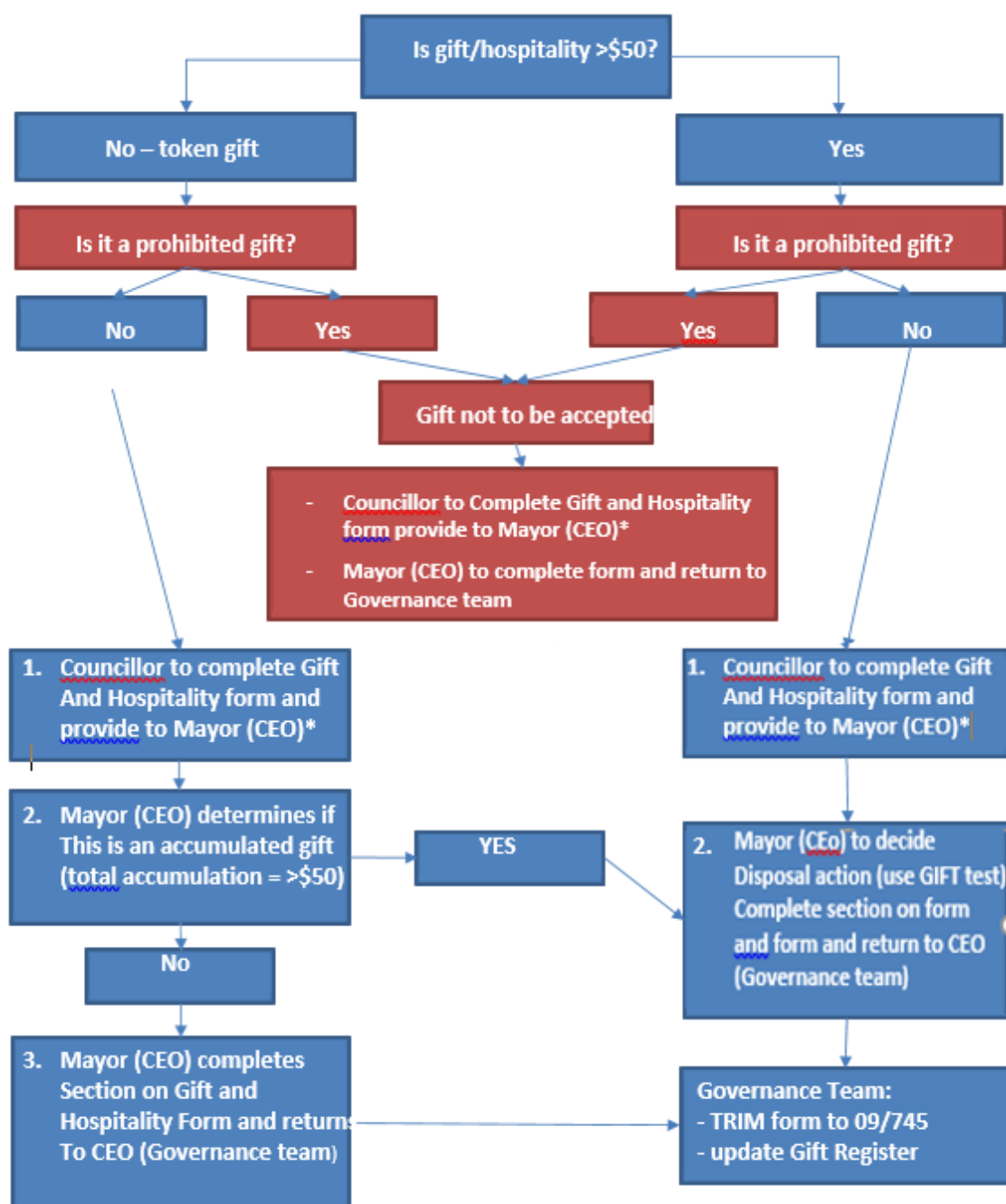
Date	Review Details	Action
31 March 2025	<ul style="list-style-type: none"><li>• Moved sections to fit updated policy template</li><li>• Added principles under the Purpose section</li><li>• Added section on ceremonial gifts</li><li>• Added version control table.</li></ul>	Presented to Council Briefing 7 April



# POLICY

## APPENDIX 1

### PROCEDURE TO MANAGE OFFERS OF GIFTS AND HOSPITALITY



\*Where the Councillor is the Mayor, the approving authority is the CEO.

# POLICY

## APPENDIX 2

### Gift and Hospitality Disclosure Form – Councillors and Officers

1. Councillors should report gift and hospitality to the Mayor; officers should report to their manager.
2. Further information and advice may be obtained from the Governance team.

#### To be completed by recipient /refuser of gift or hospitality (includes token gifts):

Date gift's offered:        /        /	Time:	am/pm
Councillor/Employees member name:		
Offered from		
Name:		
Organisation:		
Contact details:		
Description of gift/benefit/hospitality:		
Relationship between provider and recipient:		
Estimate of value of gift/hospitality: \$		
Response to offer:        Accepted <input type="checkbox"/> Refused <input type="checkbox"/>		
Signature of Councillor/Employees member:		Date:        /        /

#### To be completed by Mayor for all declarations (or the CEO if the declarer is the Mayor):

Name:
<input type="checkbox"/> Mayor <input type="checkbox"/> CEO
Signature:
Date:
Disposal decision (refer to GIFT test)

#### To be completed by the Chief Executive Officer\* (for gifts other than token gifts):

Current location:
Comments re disposition:
Signature:

#### To be completed by Governance team:

Gift register updated: <input type="checkbox"/>
Signature:
Date:

\* If the CEO needs to declare a gift or hospitality, they must forward it to the Mayor for decision on disposition. The Mayor must report all declarations to the CEO. The offer of a gift (excluding token gifts) or hospitality to any Councillor or Council employee must be referred to the CEO. Any gift or hospitality that is not a token gift must be recorded in the Gift & Hospitality Register.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 14.2 ADVISORY COMMITTEE MINUTES

**Carla Hanlon - Executive Manager People & Governance**  
**Office of the CEO**

**For Decision**

#### **RECOMMENDATION**

That Council receives the attached unconfirmed meeting minutes for the following Advisory Committees and endorses the officer recommended actions:

1. Indigo Community Access Committee and
2. Finance Committee.

#### PURPOSE OF REPORT

The report provides the minutes, recommendations and accompanying officer comments from Council's advisory committees for Council noting and endorsement of Management Recommended Actions.

#### BACKGROUND

Council currently has seven advisory committees. The role of an advisory committee is to provide information and advice on issues relating to the committee's specific area of expertise (i.e., the Environment Committee provides advice on environmental issues).

Each advisory committee meets regularly (the frequency of which depends on the committee) and records minutes and resolutions for Council decision. Each resolution reported to this month's meeting is highlighted in the table below and has an accompanying officer comment.

#### DISCUSSION

COMMITTEE	DATE OF MEETING	RECOMMENDATION	MANAGEMENT RECOMMENDED ACTION
Indigo Community Access Committee	3 March 2025		
Finance Advisory Committee	18 March 2025	<ul style="list-style-type: none"> <li>That Council accepts the March 2025 Finance Report.</li> </ul>	<ul style="list-style-type: none"> <li>This report was presented to and approved by Council at the 25 March 2025 Council Meeting. No further action required.</li> </ul>

#### OPTIONS

The recommended action is to receive the attached minutes and endorse any accompanying management recommended actions.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.
Strategic Action	N/A

The provision of advisory committee minutes and resolutions to Council at the monthly meeting ensures that Council considers the advice of the committees. This allows transparent decision-making and highest level of governance practices and conduct.

### SOCIAL/COMMUNITY IMPLICATIONS

The community are assured that Council committees are operating in alignment with their Terms of References by viewing Committee minutes.

### ENVIRONMENTAL IMPLICATIONS

There are no environmental implications with this report.

### FINANCIAL IMPLICATIONS

There are no financial implications with this report.

### LEGISLATIVE IMPLICATIONS

Council's advisory committees are established by Council but do not have any delegated decision-making powers. Instead, they work under terms of reference and provide advice to Council. The advice occurs in a variety of forms, including advice to relevant Council departments, as well as advice contained within resolutions that are reported to Council.

Some advisory committee meetings are open to the public and some are closed, however all minutes are reported to Council (apart from the Audit & Risk Committee - these meetings are held 'in camera' and the minutes are not available to the public – reporting to Council occurs as per the requirements under the Local Government Act 2020).

### RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Current Risk Rating	Controls
That advisory committee minutes and recommendations are not duly reported to Council, and the utility and confidence of the committees are undermined.	Unlikely	Insignificant	Low	Governance team follow up with officer secretariats to ensure that all meetings are reported to Council as soon as practicable.

### CONCLUSION

The advisory committee minutes included in this report are presented to Council for noting.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Carla Hanlon - Executive Manager People & Governance
- Annabel Harding - Governance Coordinator
- Cassandra Horne - Governance Officer

### **Attachments**

1. Minutes - Indigo Community Access Committee - 3 March 2025 [**14.2.1** - 3 pages]
2. Minutes - Finance Committee - 22 April 2025 [**14.2.2** - 14 pages]

## Minutes – Indigo Community Access Committee

*Our Vision:*

*We will work with our communities to secure a healthy, sustainable and progressive future for all.*

**HELD:** Monday 3 March 2025, 1:00pm – 2:30pm

**LOCATION:** Miss Amelie, 85 Ford St, Beechworth 3747

**CHAIR:** Cr Scott Landells

### Attendees

Cr Scott Landells	Indigo Shire Councillor
Cr Greg Bourke	Indigo Shire Councillor
Lindsay Jarvis	Committee Member
Peter Royle	Committee Member
Zoe Gephart	Committee Member
Lannelle Bailey	Committee Member
Jan Toner	Committee Member
Judith Doughty	Committee Member
Jess Reid	Indigo Shire Council – Manager Community Development
Mark De Campo	Indigo Shire Council – Coordinator Community Development

1. Welcome and Introductions
2. Confirmation of minutes from previous meeting: Monday 3 February

Moved: Peter Royle

Second: Lindsay Jarvis

3. Business from last meeting
  - a. Peter suggested holding the March meeting in Beechworth to inspect the crossovers which are problematic for wheelchair users. March meeting was held in Beechworth and inspections were completed by ICAC.
  - b. Disability Action Plan, guiding document for ICAC, is due for an update. Plan was distributed to ICAC with a request to review and provide feedback.

#### 4. Access issues:

- a. **Ford St Beechworth**: Crossovers are challenging for wheelchair users due to width, gradient and alignment of car parks. Some crossovers don't line up with the opposite side of the road.

**Action**: Determine who it is owned / managed by i.e. Indigo Shire Council or VicRoads? Investigate how parking, crossovers, line marking can be improved. What are the different treatment options that can be implemented to enable better access?

- b. **Beechworth Railway Playground Project**: U3A has been consulted and shown a copy of the plans.

**Action**: Determine if accessibility has been considered in the design of the toilets, play equipment and parking.

- c. **Pedestrian crossings in Beechworth**: Currently painted onto the footpath which is difficult to see.

**Action**: Determine if small sign posts can be installed or is this in conflict with the heritage requirements?

- d. **Main St Chiltern**: Intersection is becoming increasingly unsafe for pedestrians, particularly when trucks are turning left from High St onto Conness St.

**Action**: Determine if a railing can be installed on the corner of Main St and Conness St to improve safety for pedestrians.

- e. **Kiewa Tangambalanga connectivity**: Shared path that connects Kiewa and Tangambalanga is deteriorating in condition and needs improving.

**Action**: Provide an update regarding the proposed new bridge over Kiewa River.

#### 5. Disability Action Plan

- a. Will be completed in house using feedback from community consultation and ICAC to inform the development of the plan. Things to be considered include:
  - i. Priority for pool hoists to be installed at all sites
  - ii. Anxiety levels are above average in Indigo Shire Council. How can the action plan respond to this.

#### 6. Terms of Reference

- a. What is the term of participation: Not defined in the terms of reference. The term of involvement / participation in ICAC is therefore at the discretion of the individual.

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### 7. General Business

- a. Racecourse road footpath opposite the Yackandandah Hostel. Fatality two weeks before the meeting, resident of the hostel, Mr Alec Campbell who was on a motorised scooter. Council to seek information and report back at the next meeting.

### 8. Next Meeting

- a. Monday 14 April at Chiltern Community Hub



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**FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025**

***Vision:***

***Indigo Shire - leading sustainable growth, community and cultural diversity, and climate action.***

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**HELD:** Tuesday, 22 April 2025 at 12.45pm

**LOCATION:** Beechworth Council Chamber

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**IN ATTENDANCE: Councillors**

Cr Sophie Price (Mayor)  
Cr Jane Dowsley (Deputy Mayor)  
Cr Greg Bourke  
Cr John Harvey  
Cr Roberta Horne  
Cr Scott Landells  
Cr Diane Shephard

**Senior Management/Officers**

Trever Ierino – Chief Executive Officer  
Greg Pinkerton – Director Planning & Corporate Services  
Phil Garoni – Manager Finance  
Carolyn Lingham – EA Planning & Corporate Services

**APOLOGIES:**

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**FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025**

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### FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

**1. WELCOME**

The Chair welcomed all those in attendance

**2. APOLOGIES AND LEAVE OF ABSENCE**

Nil

**3. DECLARATION OF CONFLICT OF INTEREST**

Nil

**4. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING(S)**

**RECOMMENDATION**

That the Minutes of the Finance Committee Meeting held on 22 April 2025, as circulated prior to this meeting, be confirmed.

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**FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025**

**5. REVIEW OF COMMITTEE ACTIONS LIST**

Actions list provided separately.

### FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

#### 6. ITEMS OF BUSINESS

##### 6.1 MARCH 2025 FINANCE REPORT

File No: 2025/248

Phil Garoni - Manager Finance

Planning & Corporate Services

For Decision

DISCUSSION

#### **RECOMMENDATION FOR COUNCIL AT APRIL COUNCIL MEETING**

That Council accepts the Quarter 3 Finance Report noting the progress against Council's mid-year forecast.

#### PURPOSE OF REPORT

The following report shows Council's March position against the adopted Quarter 2 forecast and provides an indication of Council's financial performance for the 2024/25 financial year.

#### BACKGROUND

Council reports financial and capital works performance each month. Every quarter this report is expanded to add more financial detail. The year-to-date figures contained within this report shows Council's YTD March position against the adopted Quarter 2 forecast and provides an indication of Council's financial performance at this stage of the 2024/25 financial year.

#### DISCUSSION

##### **YTD Financial Position**

This is a major report for the 2023/24 financial year which provides Council the following reports and its financial position as at 31 March 2024 including comparison to Q2 forecast with regards to:

- Income Statement
- Treasury (cash management)
- Balance Sheet
- Borrowings Table
- Capital Works

The reported position to date is an overall net surplus of \$4.9m compared to a Q2 forecast of \$4.1m surplus. This is \$817k favourable to the year to date (YTD) Q2 forecast with the explanations of this favourability shown from Notes 1 through to 30.

Notes 1 to 7 relate to the Income Statement (following) and detailed variances of +/- \$50k to the adopted YTD Quarter 2 forecast. Notes 8 to 28 (attached) show variances for individual services and explain variances of +/- \$10k.

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

Income Statement - 31 March 2025								
Account Group	Note	Year to Date ( YTD )				Annual Budget	2024/25 Quarter 2 Forecast	March YTD 2023/24 Actual
		YTD Actuals	YTD Forecast	YTD Variance \$	YTD Variance %			
<b>Income</b>								
Contributions - Developer	1	123,750	50,250	73,500	146%	20,000	60,250	67,000
Contributions - Operating		116,953	104,550	12,404	12%	30,000	104,550	126,974
Operating Grants	2	8,851,097	8,731,571	119,526	1%	9,291,090	12,384,996	3,237,559
Interest Income		307,219	278,004	29,215	11%	341,741	347,578	414,838
Other Revenue		1,731,069	1,737,769	(6,700)	(0%)	2,862,709	2,625,944	1,690,582
Rates & charges		20,108,449	20,100,857	7,591	0%	20,197,135	20,100,857	19,710,966
Reimbursements	3	290,249	156,575	133,674	85%	76,596	174,523	129,290
Statutory Fees & Fines		908,193	923,643	(15,451)	(2%)	1,268,138	1,325,654	905,255
User Charges	4	2,655,015	2,718,780	(63,765)	(2%)	4,243,329	3,959,720	2,344,527
<b>Total Income</b>		<b>35,091,993</b>	<b>34,801,999</b>	<b>289,994</b>	<b>1%</b>	<b>38,330,738</b>	<b>41,084,072</b>	<b>28,626,992</b>
<b>Expense</b>								
Borrowing Costs		103,968	78,619	(25,349)	(32%)	81,620	98,073	25,805
Contract Payments	5	5,124,124	5,496,679	372,555	7%	10,036,788	11,908,512	6,576,024
Depreciation		6,109,472	6,095,780	(13,693)	(0%)	8,928,288	8,495,510	5,218,524
Employee Costs	6	11,480,416	11,767,434	287,018	2%	15,479,630	15,680,040	10,233,036
Materials & Consumables		4,405,856	4,442,999	37,143	1%	5,988,106	5,802,384	4,050,011
Other Expenses	7	2,580,059	2,410,147	(169,912)	(7%)	3,104,684	3,291,244	2,970,232
Utilities		365,997	405,306	39,309	10%	627,785	591,476	406,395
<b>Total Expense</b>		<b>30,169,893</b>	<b>30,696,963</b>	<b>527,070</b>	<b>2%</b>	<b>44,246,901</b>	<b>45,867,240</b>	<b>29,480,026</b>
<b>Surplus / (Deficit)*</b>		<b>4,922,100</b>	<b>4,105,036</b>	<b>817,065</b>	<b>20%</b>	<b>(5,916,163)</b>	<b>(4,783,168)</b>	<b>(853,034)</b>
* For both actual and budget a positive net result means a favourable contribution to Council, which is referred to as a Surplus and a negative net result means a unfavourable contribution to Council, which is referred to as a Deficit.								
(Red variance) is unfavourable								
Black variance is favourable								

FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

Note	Explanation - Income
<b>1</b>	<b>Developer Contribution</b> YTD favourable variance of <b>\$73.5k</b> is due to open space contributions being greater than expected. This will be transferred to reserves at year end.
<b>2</b>	<b>Operating Grants</b> YTD favourable variance of <b>\$119.5k</b> is mainly due to the young people YacVic future proof project. This carry forward grant funding was not factored in the budget.
<b>3</b>	<b>Reimbursements</b> YTD favourable variance of <b>\$133.7k</b> is mainly due to new Buller Gas connections charges ( <b>\$68.5k</b> ) and Workcover reimbursement claims ( <b>\$60.5k</b> )
<b>4</b>	<b>User</b> YTD unfavourable variance of ( <b>\$63.7k</b> ) is mainly due to Buller Gas sales
Note	Explanation – Expenditure
<b>5</b>	<b>Contract Payments</b> YTD favourable variance of <b>\$372.5k</b> is made up of a combination of variances with the notable variations being: · \$183.7k in waste management works, mainly due to timing of invoices and works to be commenced at the Beechworth transfer station. · \$103.8k in relation to the natural disaster works. Noting all expenditure to be fully recovered as part of the natural disaster funding claims process. · Minor timing variances in emergency management (\$42k), and pathways (\$36k).
<b>6</b>	<b>Employee Costs</b> YTD favourable variance of <b>\$287k</b> is mainly due to vacancies across council. This will reduce in the coming months.
<b>7</b>	<b>Other Expenses</b> YTD unfavourable variance of ( <b>\$169.9k</b> ) is mainly within Roads and Bridge maintenance service area. Specifically in the rural and urban roads activities.

FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

Balance Sheet - 31 March 2025		Prior year YTD Actual
<b>Current Assets</b>		
Cash	2,806,013	1,143,055
Current Debtors/Receivables	9,675,063	8,615,301
Inventories	374,896	377,756
Investments	1,735,543	4,552,322
Other Current Assets	(1,620)	572
<b>Total Current Assets</b>	<b>14,589,896</b>	<b>14,689,005</b>
<b>Non Current Assets</b>		
Non Current Debtors/Receivables	6,733	13,400
Property Plant & Equipment	16,826,331	13,440,692
Land & Buildings	139,967,853	99,744,469
Roads, Bridges & Culverts	207,372,845	187,426,954
Works in Progress	3,198,438	7,126,514
<b>Total Non Current Assets</b>	<b>367,372,200</b>	<b>307,752,029</b>
<b>Total Assets</b>	<b>381,962,096</b>	<b>322,441,035</b>
<b>Current Liabilities</b>		
Borrowings - Current	(50,526)	(104,425)
Creditors	(3,158,847)	(2,926,365)
Provisions - Current	(3,188,491)	(2,752,664)
Trust Deposits	(259,752)	(247,585)
<b>Total Current Liabilities</b>	<b>(6,657,615)</b>	<b>(6,031,039)</b>
<b>Non Current Liabilities</b>		
Borrowings - Non Current	(1,693,393)	(1,004,570)
Provisions - Non Current	(5,130,323)	(5,029,635)
Trust Deposits	(335,244)	(321,269)
<b>Total Non Current Liabilities</b>	<b>(7,158,960)</b>	<b>(6,355,475)</b>
<b>Total Liabilities</b>	<b>(13,816,576)</b>	<b>(12,386,514)</b>
<b>Net Assets</b>	<b>368,145,520</b>	<b>310,054,521</b>
<b>Equity</b>		
Accumulated Surplus	(156,135,480)	(153,733,485)
Reserves	(212,010,041)	(156,321,036)
<b>Total Equity</b>	<b>(368,145,520)</b>	<b>(310,054,521)</b>

Treasury

**Cash Position**

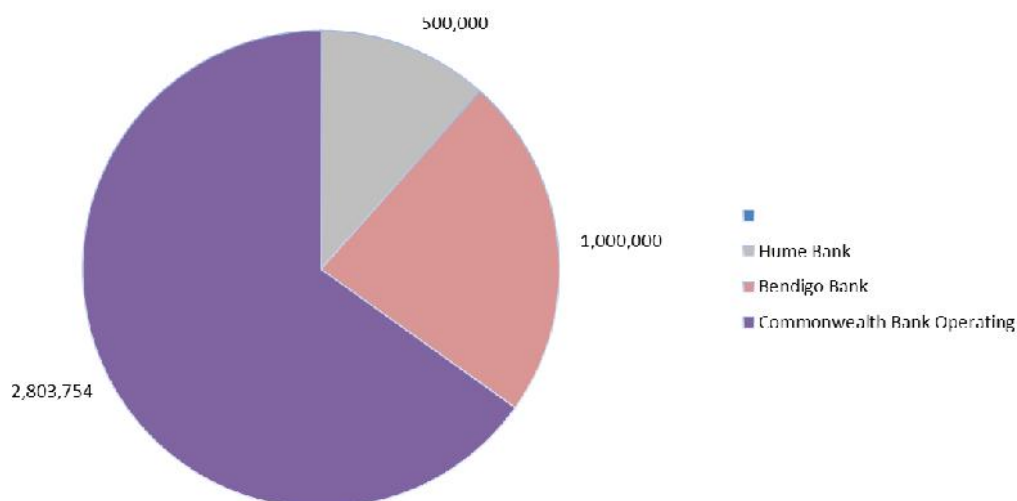
Council's Cash position at the end of March was \$4.3 million. Compared to the same time last year's position of \$5.49 million. Main reason for reduction is timing between works continuing for natural disaster recovery and funding being claimed.

Cash at Bank	2,803,754
Term deposit under 90 days	1,500,000
Term deposit over 90 days	-
<b>Total</b>	<b>4,303,754</b>



## FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

**Cash & Investments as at 31 March 2025**



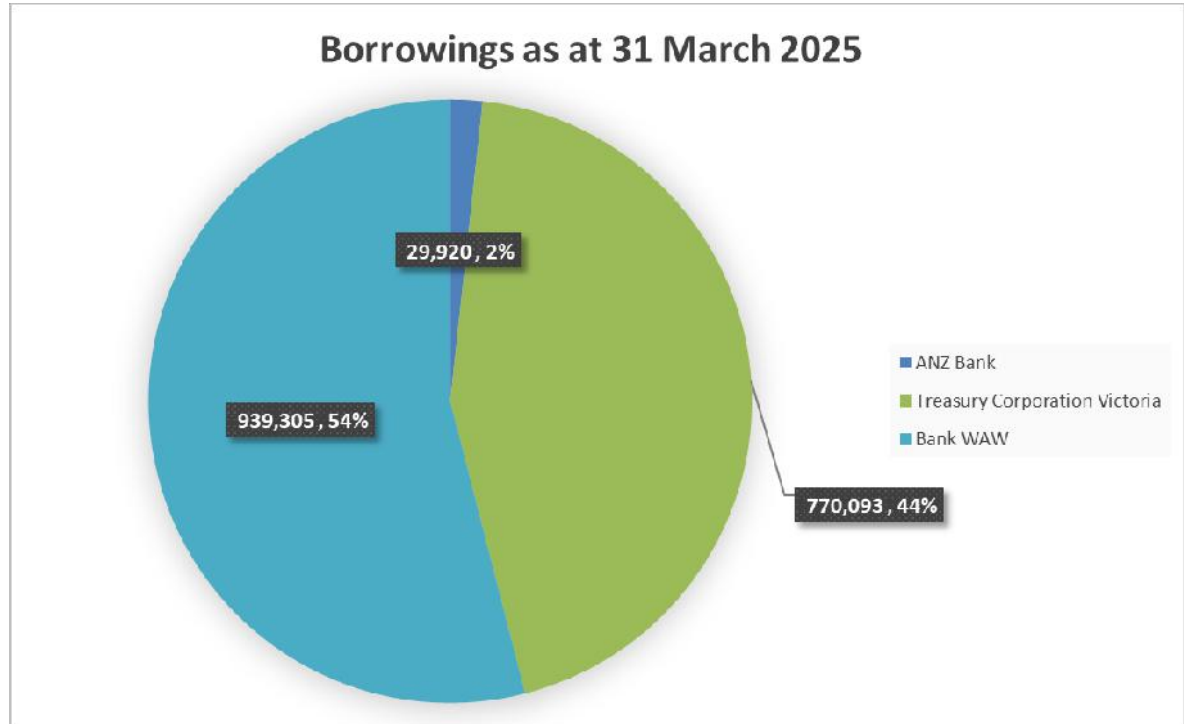
### Borrowings

Below is a summary of all Council's borrowings. The table shows original loans borrowed, term of loans, rates and maturity with outstanding balances at the end of March 2025 of \$1,739,317.

**Indigo Shire Council - Borrowing Report as at 31 March 2025**

Bank	Term - Years	Rate %	Date of Maturity	Original loan amount	Balance owed
ANZ	10	3.78	29/04/2025	1,500,000	29,920
TCV	10	4.15	1/06/2032	1,000,000	770,093
Bank WAW	10	2.08	27/06/2034	1,000,000	939,305
<b><u>Total of All Borrowings</u></b>				<b>3,500,000</b>	<b>1,739,317</b>

FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025



**Capital Works**

The combined YTD project expenditure as at the end of March, across both the Capital Works and Non ISC projects was \$11,827,925 at the end of March. This total is comprised of \$11,465,537 in capital projects and \$362,388 against Non ISC assets. At the ¾ point of the financial year this represents 79.7% of the capital works adopted quarter 2 forecast program, and 64.5% of the original 2024/25 budget. This is a strong performance considering that the last few months of the year usually increase as projects are finalised and invoices paid.

FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

**Summary Capital Works Income & Expenditure  
As at 31 March 2025**

	Income	Expenditure	Annual Budget 2024-2025	Quarter 2 Forecast 2024/25
<b>Property</b>				
Land	-	19	-	2,500
Land improvements	-	26,926	-	30,000
<b>Total land</b>	-	<b>26,945</b>	-	<b>32,500</b>
Buildings	554,338	858,783	450,000	1,229,899
Heritage buildings	8,990	56,023	125,000.00	100,048
<b>Total buildings</b>	<b>563,328</b>	<b>914,806</b>	<b>575,000</b>	<b>1,329,947</b>
<b>Total property</b>	<b>563,328</b>	<b>941,751</b>	<b>575,000</b>	<b>1,362,447</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment	120,095	1,297,273	675,000	984,929
Fixtures, fittings and furniture		75,759	78,500	94,962
Computers and telecommunications		400,144	410,000	535,461
Library books	72,565	46,164	21,000	14,313
<b>Total plant and equipment</b>	<b>192,660</b>	<b>1,819,340</b>	<b>1,184,500</b>	<b>1,629,665</b>
<b>Infrastructure</b>				
Roads	2,090,370	2,419,803	818,959	(1,402,063)
Bridges	1,229,131	1,532,010	180,829	293,728
Footpaths and cycleways	3,986,130	3,743,470	150,000	(348,906)
Drainage		271,227	412,039	335,001
Recreational, leisure and community facilities		282,999	170,000	366,000
Parks, open space and streetscapes	181,553	454,937	199,171	254,884
<b>Total infrastructure</b>	<b>7,487,184</b>	<b>8,704,446</b>	<b>1,930,998</b>	<b>(501,356)</b>
<b>Total Capital Works</b>	<b>8,243,172</b>	<b>11,465,537</b>	<b>3,690,498</b>	<b>2,490,756</b>

**Summary NON ISC Income & Expenditure  
As at 31 March 2025**

	Income	Expenditure	Annual Budget 2024-2025	Quarter 2 Forecast 2024/25
Kergunyah Hall	3,519	68,315	-	21,648
Chiltern Recreation Reserve	2,425	-	-	-
Barnawartha Netball/Tennis Courts	-	11,761	-	-
Yackandandah Golf Club Facility	250,863	217,596	-	236,001
Barnawartha Cricket Nets	-	3,822	-	-
Barkly Park Upgrade Female Change Room	-	53,404	100,000	80,000
Allans Flat Waterhole Enhancements	48,578	2,877	15,000	13,547
Butson Park Yack Changerooms	-	-	22,500	-
Barnawartha Recreation Reserve	225,000			-
Barnawartha Recreation Reserve - Playground	99,050	2,711	-	(94,050)
Carlyle Cemetery - Drainage Works	-	-	-	20,000
Rutherglen Silo Precinct Art Work	-	1,902	-	4,000
<b>Total Projects</b>	<b>629,435</b>	<b>362,388</b>	<b>137,500</b>	<b>281,146</b>
<b>Total NON ISC Owned Assets</b>	<b>629,435</b>	<b>362,388</b>	<b>137,500</b>	<b>281,146</b>

\*\*\* The above statement of Capital Works & NON ISC Owned Assets should be read in conjunction with the Capital Works

STRATEGIC CONTEXT

## FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability <b>Error! No document variable supplied.</b>
Strategic Objective	5.1 Our financial management is sound, responsible and effective. <b>Error! No document variable supplied.</b>

### SOCIAL/COMMUNITY IMPLICATIONS

This report provides details of Council's performance across a range of services, works and programs that support and enhance the wellbeing of residents and visitors to Indigo Shire.

### ENVIRONMENTAL IMPLICATIONS

In May 2017 Council adopted the following resolution.

*That Council:*

1. *divests its investments (when they become due) to financial institutions that do not invest in the fossil fuel industry.*
2. *divests future long-term borrowings when they fall due, to financial institutions that do not invest in the fossil fuel industry.*
3. *notes that Council will retain the current (non-divested) transactional banking provider at this time, however Council will advise this bank the intention to move to a divested provider in the future if they continue to support the fossil fuel industry; and*
4. *writes to Council's current banking providers to advise them of Council's stance on fossil-free financial institutions*

In accordance with this resolution:

- All investments are held with financial institutions that have divested their interests away from fossil fuel companies.
- Transactional banking has not been reassessed since the resolution and remains with a non-divested bank.

### FINANCIAL IMPLICATIONS

Addressed throughout the report.

### LEGISLATIVE IMPLICATIONS

The Local Government Act requires Council to report financial information quarterly. Indigo Shire Council report financials monthly, as well as a more comprehensive Report at completion of each quarter.

All financial reporting is compliant with the Australian Accounting Standards and audited annually by the Victorian Auditor General Office.

### RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Current Risk Rating	Controls
Poor performance against budget	Possible	Moderate	Medium	Regular monitoring and reporting of financial position

### COMMUNITY ENGAGEMENT

**Engagement undertaken**

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### FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

Nil

#### **Engagement outcomes**

Nil

#### **Engagement proposed**

Each month Council reports on financial performance in the public Council Meeting. This is part of the annual performance planning and reporting cycle that also includes annual budgets (operating and capital), monthly reports, and annual financial and performance reporting.

#### CONCLUSION

In summary, the ninth month of the financial year shows a favourable result compared with Council's YTD forecast.

Expectation is the under expenditure will reduce as such aligning with the end of year forecast

#### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Greg Pinkerton - Director Planning and Corporate Services
- Phil Garoni – Manager Finance

#### **Attachments**

Nil

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FINANCE COMMITTEE MEETING MINUTES - 22 APRIL 2025

**7. GENERAL BUSINESS**

7.1

**Meeting closed:**

**Next meeting:** 17 June 2025

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 14.3 INFORMAL MEETING OF COUNCILLORS RECORD

**Carla Hanlon - Executive Manager People & Governance**  
**Office of the CEO**

#### **For Decision**

#### **RECOMMENDATION**

That Council accepts the attached Informal Meetings of Councillors records.

This report tables the Informal Meetings of Councillors as required under Council's governance rules. Informal Meetings of Councillors Records are only required for meetings closed to the public.

#### PURPOSE OF REPORT

The report presents Informal Meetings of Councillors records to Council for recording in the minutes in accordance with Governance Rule 72(b)(iii).

#### BACKGROUND

Governance Rule 70 defines an Informal Meeting of Councillors as:

1. a meeting of an advisory committee of Council, if at least one Councillor is present, or
2. a planned or scheduled meeting of at least half the Councillors and one member of Council staff which considers matters that are intended or likely to be:
  - a. the subject of a decision of the Council; or
  - b. subject to the exercise of a function, duty or power of the Council that has been delegated to a person or a committee.

The Governance Rules specifically excludes the following meetings:

- Council Meetings
- Delegated Committee Meetings
- Community Asset Committee Meetings

Informal meetings of Councillors do not include meetings which are open to the public.

#### DISCUSSION

Under Governance Rule 72(b)(iii), the CEO is required to provide a summary of matters discussed at Informal meetings of Councillors, which is to be tabled at the next Scheduled Council meeting and is to be recorded in the minutes.

The attached Informal Meetings of Councillors records are presented to Council for acceptance as summarised in the following table.

MEETING	DATE
Planning Site Visit – PP240123	8 April 2025
Councillor Draft Budget Workshop	15 April 2025

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

MEETING	DATE
Council Briefing	22 April 2025

### NOTE:

The timing of the agenda distribution will sometimes make it difficult to provide a complete month. Please note that any items not included will carry forward to the following month.

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.
Strategic Action	N/A

An Informal Meeting of Councillors record is a mechanism for Councillors and officers to openly declare and report any conflicts that may have arisen during a defined informal meeting of Councillors. This demonstrates to Council and the community that the meetings are conducted with transparency and good governance.

### FINANCIAL IMPLICATIONS

There are no financial implications with this report.

### LEGISLATIVE IMPLICATIONS

Informal Meetings of Councillors are dealt with under the Governance Rules.

### RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Current Risk Rating	Controls
That a defined Informal Meeting of Councillors is not reported to Council, and public confidence in transparency is undermined.	Likely	Insignificant	Medium	Regular reminders to officers about the requirement to report defined meetings. Follow up of missing records for known meetings.

### CONCLUSION

The Informal Meetings of Councillors records attached to this report are a true and accurate record of all defined meetings reported since the last report to Council.

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Carla Hanlon - Executive Manager People & Governance
- Annabel Harding - Governance Coordinator



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

- Cassandra Horne – Governance Officer

### Attachments

1. Informal Meeting of Councillors Record - Planning Site Visit - P A 240123 - 8 April 2025 [**14.3.1** - 2 pages]
2. Informal Meeting of Councillors - Councillors Draft Budget Workshop 2025 2026 - 15 April 2025 [**14.3.2** - 2 pages]
3. Informal Meeting of Councillors Record - Council Briefing - 22 April 2025 [**14.3.3** - 2 pages]

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### INFORMAL MEETING OF COUNCILLORS RECORD

At the commencement of an applicable meeting, Council staff are required to identify that this is an Informal Meeting of Councillors as defined in Council's Governance Rules, and call for any Conflicts of Interest (Sections 126 - 131 *Local Government Act 2020*).

For additional information please refer to TRIM reference: INTERNAL20/7700

#### NOTE:

This Form MUST :

- a) be completed by the attending Council Officer
- b) TRIMmed to INFORMATION MANAGEMENT – Registers – Informal Meeting of Councillors (relevant year)
- c) completed record forwarded to the Governance Officer for inclusion in the next Meeting of Council and incorporated in the minutes.

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#### MEETING DETAILS:

Meeting	Site Visit PA240123 – High Street, Yackandandah
Date:	8 April 2025
Time:	2.00pm – 2.30pm
Meeting Location:	As above

IN ATTENDANCE: (circle / delete as appropriate)

	Name	Title
<b>Councillors:</b>	J Dowsley	Deputy Mayor
	D Shepherd	Councillor
	S Landells	Councillor
	R Horne	Councillor
	G Bourke	Councillor
<b>Officers:</b>	Greg Pinkerton	Director Planning & Corporate Services
	James Turner	Manager Planning & Statutory Services

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### MATTER/S DISCUSSED/CONSIDERED AT THE MEETING:

(Note: Conflicts of Interest must be disclosed and the person leave the assembly before discussion of the conflict matter (Sections 126 – 131 of the *Local Government Act 2020*))

Planning application considered at April Council Meeting

### CONFLICT OF INTEREST DISCLOSURES:

ITEM:

None

Councillor	Time of departure	Time of re-entry
Officer	Time of departure	Time of re-entry

Record Author: James Turner

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### INFORMAL MEETING OF COUNCILLORS RECORD

At the commencement of an applicable meeting, Council staff are required to identify that this is an Informal Meeting of Councillors as defined in Council's Governance Rules, and call for any Conflicts of Interest (Sections 126 - 131 *Local Government Act 2020*).

For additional information please refer to TRIM reference: INTERNAL22/5863

#### NOTE:

This Form MUST :

- a) be completed by the attending Council Officer
- b) TRIMmed to INFORMATION MANAGEMENT – Registers – Informal Meeting of Councillors (relevant year)
- c) completed record forwarded to the Governance Officer for inclusion in the next Meeting of Council and incorporated in the minutes.

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#### MEETING DETAILS:

Meeting	Draft Budget Workshop 2025/2026
Date:	15 April 2025
Time:	8:30am
Meeting Location:	The Grand Oaks Resort, Beechworth

#### IN ATTENDANCE: (circle / delete as appropriate)

	Name	Title
<b>Councillors:</b>	Sophie Price	Mayor
	Jane Dowsley	Deputy Mayor
	John Harvey	
	Roberta Horne	
	Scott Landells	
	Diane Shephard	
<b>Officers:</b>	Greg Bourke	
	Trevor Ierino	Chief Executive Officer
	Greg Pinkerton	Director Planning & Corporate Services

SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



MATTER/S DISCUSSED/CONSIDERED AT THE MEETING:

(Note: Conflicts of Interest must be disclosed and the person leave the assembly before discussion of the conflict matter (Sections 126 – 131 of the *Local Government Act 2020*))

Draft Budget 2025/2026

CONFLICT OF INTEREST DISCLOSURES:  
ITEM:

Councillor	Time of departure	Time of re-entry
Officer	Time of departure	Time of re-entry

Record Author: Greg Pinkerton

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



### INFORMAL MEETING OF COUNCILLORS RECORD

At the commencement of an applicable meeting, Council staff are required to identify that this is an Informal Meeting of Councillors as defined in Council's Governance Rules, and call for any Conflicts of Interest (Sections 126 - 131 *Local Government Act 2020*).

For additional information please refer to TRIM reference: INTERNAL20/7700

#### NOTE:

This Form MUST :

- a) be completed by the attending Council Officer
- b) TRIMmed to INFORMATION MANAGEMENT – Registers – Informal Meeting of Councillors (relevant year)
- c) completed record forwarded to the Governance Officer for inclusion in the next Meeting of Council and incorporated in the minutes.

---

#### MEETING DETAILS:

Meeting	Council Briefing
Date:	Tuesday 22 April 2025
Time:	9.30am
Meeting Location:	Beechworth Chambers

#### IN ATTENDANCE: (circle/delete as appropriate)

<b>Councillors:</b>	Cr Sophie Price	Mayor
	Cr Jane Dowsley	Deputy Mayor
	Cr Greg Bourke	Councillor
	Cr John Harvey	Councillor
	Cr Roberta Horne	Councillor
	Cr Scott Landells	Councillor
	Cr Diane Shephard	Councillor
	<b>Officers:</b>	Trevor Ierino
James Turner		Acting Director Planning & Corporate Services

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



Ian Ellett	Director Infrastructure Services
Mel Collis	Executive Manager Customer Experience & Engagement
Carla Hanlon	Executive Manager People & Governance
Tim Cover	IT Manager
Annabel Harding	Governance Coordinator

### MATTER/S DISCUSSED/CONSIDERED AT THE MEETING:

(Note: Conflicts of Interest must be disclosed and the person leave the assembly before discussion of the conflict matter (Sections 126 – 131 of the *Local Government Act 2020*))

- 
- [5.1 Get Active Indigo Grants 2025](#)
  - [5.2 Monthly Planning Update](#)
  - [5.3 March Capital Works Report](#)
  - [5.4 April Council Meeting Agenda Review](#)
  - [5.5 Council Plan Update](#)
  - [6. General Business](#)
  - [6.1 Councillor Committee Reports](#)
  - [6.2 Upcoming Schedules - Briefing and Council Meetings](#)
  - [6.3 Actions From Previous Meetings](#)
  - [6.4 Councillor and CEO Update - Information Only, No Time Allocated](#)
- 

Councillor	Time of departure	Time of re-entry
Cr Dowsley	10.14am	10.24am
Cr Price	10.56am	11.09am
Cr Harvey	10.56am	11.09am
Officer	Time of departure	Time of re-entry

Record Author: Annabel Harding – Governance Coordinator

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 14.4 VICTORIAN ELECTORAL COMMISSION 2024 ELECTION REPORT

Carla Hanlon - Executive Manager People & Governance  
Office of the CEO

#### For Decision

#### RECOMMENDATION

That Council receives the Victorian Electoral Commission 2024 Election Report.

#### PURPOSE OF REPORT

The *Local Government (Electoral) Regulations 2020* (the “Regulations”) require the Victorian Electoral Commission (VEC) to prepare a report on the conduct of the Election, and the report be presented to a Council Meeting.

The VEC’s 2024 Election Report is attached.

#### BACKGROUND

The 2024 Indigo Shire Election was held on 26 October. Under the *Local Government Act 2020*, the VEC is the statutory election service provider for the conduct of local government elections in Victoria, and is responsible for the conduct of elections.

Under Regulation 83(1), the VEC must prepare a report to the Chief Executive Officer on the conduct of the election, within 6 months after election day.

The report must include a certified record of the number of ballot-papers and declarations printed, issued, used, spoiled and returned.

Regulation 83(3) stipulates that the report be submitted to a meeting of Council after it is received by the Chief Executive Officer. The report for the 2024 election was received by the Chief Executive Officer on Monday 14 April 2025.

#### DISCUSSION

The report provides information relating to the conduct of the Indigo Shire election, and demonstrates that it was executed with transparency and integrity, with all VEC processes completed as agreed and legislative requirements met.

The report covers all aspects of the election, including changes to electoral legislation brought about by the *Local Government Amendment (Governance and Integrity) Act 2024 (Vic)*, which received royal assent on 25 June 2024.

It also provides data and explanation on processes relating to the voters roll, communication / advertising, election office management, voting processes, results and complaints received.

A copy of the report is attached for information.



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Statistics of note in the report:

- The overall voter turnout for the 2024 Indigo Shire Council general election was 85.31%. This is compared to the State average turnout of 83.79% (excluding Melbourne City Council). The voter turnout at the 2020 general election for council was 86.75%.
- The overall informal voting rate recorded at the 2024 Indigo Shire Council general election was 4.98%, compared with the State average of 3.47%. An informality rate of 8.14% was recorded at the Indigo Shire Council general election held in October 2020.
- The VEC received three written complaints in relation to the election of Indigo Shire Council. Of these complaints, one related to the conduct of a candidate, one relating to the VEC postal voting process and one relating to VEC privacy policies.

### OPTIONS

Council is not required to make any decision on the report however it is recommended that Council receive it. It provides full detail on how the 2024 election was conducted.

### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.
Strategic Action	N/A

This report supports the objective that transparency and strong governance is at the centre of the election process.

### SOCIAL/COMMUNITY IMPLICATIONS

It is in Council's and the community's best interests to ensure that the conduct of the election, including the management of ballot papers, was executed with integrity and transparency, and in a manner that complies with the Act and Regulations.

### ENVIRONMENTAL IMPLICATIONS

There are no environmental implications of the report.

### FINANCIAL IMPLICATIONS

There are no financial implications of the report.

### LEGISLATIVE IMPLICATIONS

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Under Regulation 83 of the *Local Government (Electoral) Regulations 2020*, the VEC must prepare a report to the CEO on the conduct of the election within 6 months after election day. The report must then be presented to the next practicable Council meeting.

### RISK & OPPORTUNITY MANAGEMENT

Description	Likelihood	Consequence	Current Risk Rating	Controls
Reputational damage to Council could occur if the conduct of the election is not clearly and openly explained to the community, including that processes were followed and legislative requirement met.	Possible	Minor	Low	The attached report addresses all areas of the VEC's conduct of the 2024 election, and demonstrates that legislated processes were executed with a high level of governance and transparency.
Council is non-compliant with Regulations by not submitting report to Council within legislated timeframe.	Possible	Minor	Low	This report is presented to Council within the legislated timeframes – this addresses and alleviates this risk.

### COMMUNITY ENGAGEMENT

No consultation required.

### CONCLUSION

The Act requires that the VEC's election report be submitted to Council.

### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Carla Hanlon - Executive Manager People & Governance
- Annabel Harding - Governance Coordinator

### **Attachments**

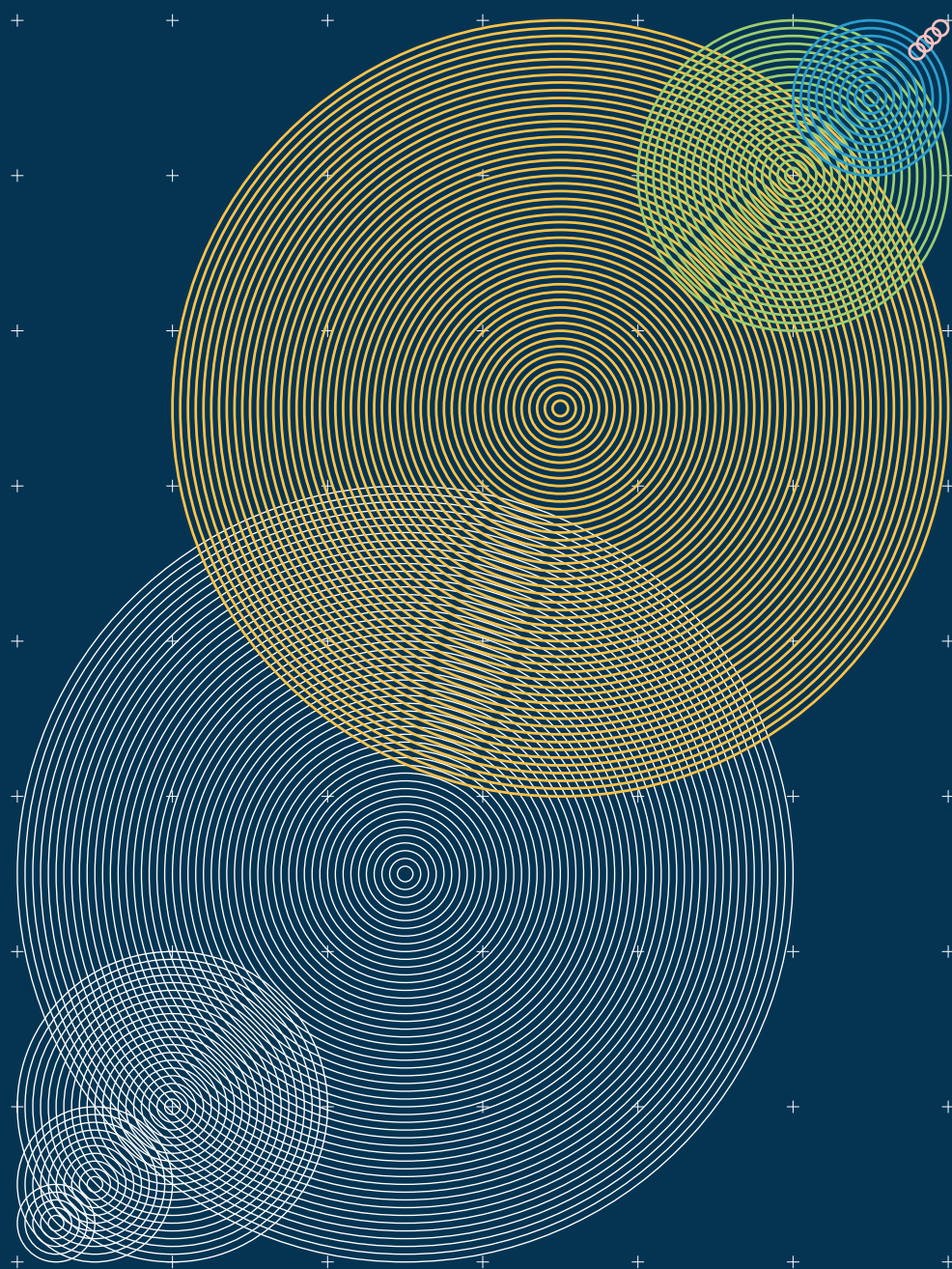
1. Indigo Shire Council - L G 2024 Election report [14.4.1 - 50 pages]

# Election report

## Indigo Shire Council

### 2024 Local government elections

April 2025



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### Letter of Transmittal

14 April 2025

Mr Trevor Ierino  
Chief Executive Officer  
Indigo Shire Council  
PO Box 28  
Beechworth VIC 3747

Dear Mr Ierino

Pursuant to Regulation 83 of the Local Government (Electoral) Regulations 2020, I submit this report to the Chief Executive Officer of Indigo Shire Council on the general election held in October 2024.

Yours sincerely



**Sven Bluemmel**  
Electoral Commissioner

### Acknowledgement of Country

The Victorian Electoral Commission (VEC) acknowledges the Aboriginal and Torres Strait Islander people of this nation, as the traditional custodians of the lands on which the VEC works and where we conduct our business. We pay our respects to ancestors and Elders, past, present, and emerging. The VEC is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

**Election report**  
**Indigo Shire Council**  
2024 Local government elections

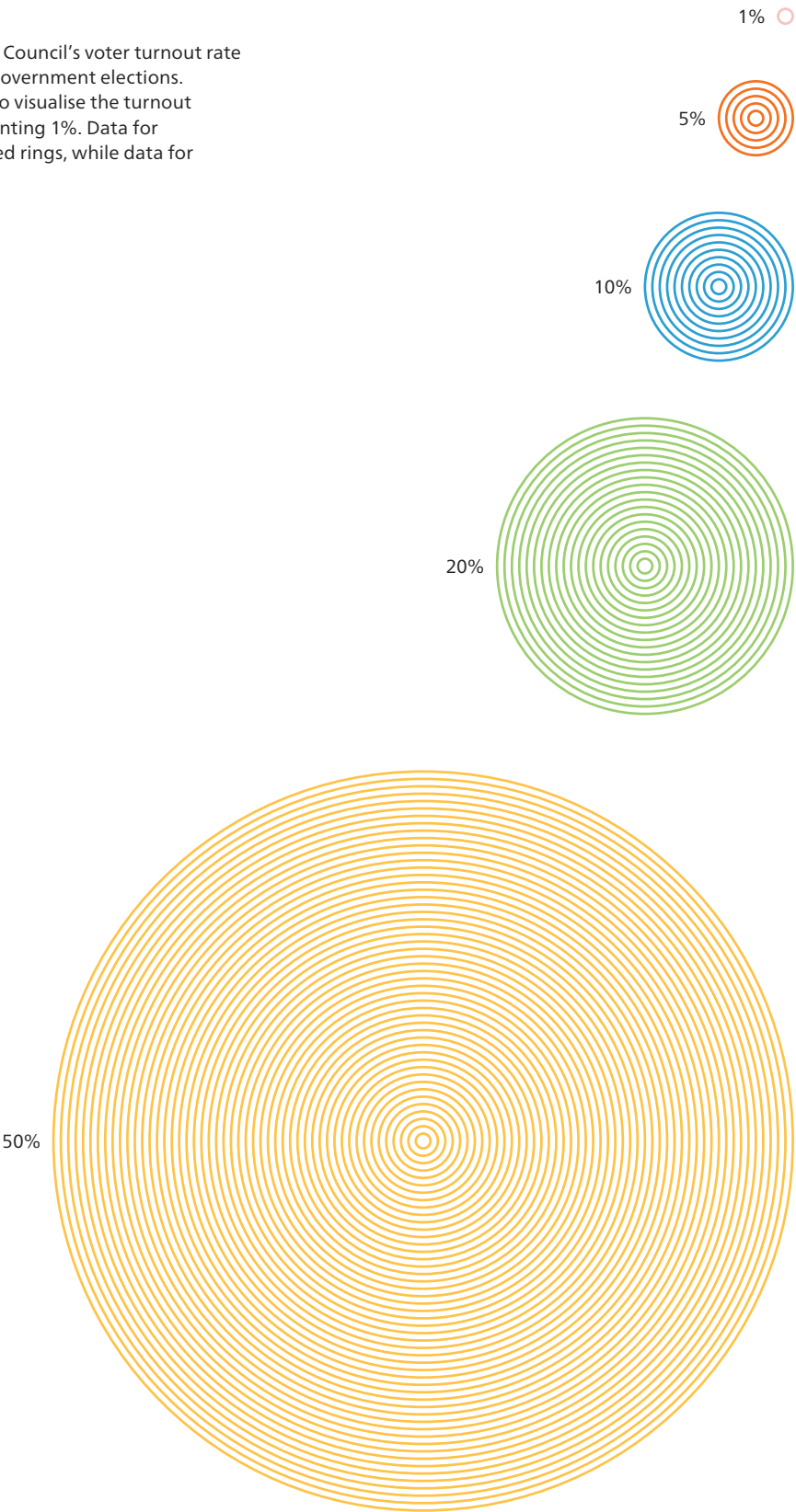
SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Voter turnout (front cover)

Graphic representation of the Council's voter turnout rate for the 2024 and 2020 Local Government elections. Rings are grouped into units to visualise the turnout percentage, each ring representing 1%. Data for 2024 is depicted using coloured rings, while data for 2020 is shown in white.

Indigo Shire Council

Turnout (2024): 83.82%  
Turnout (2020): 84.50%



# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

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## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025



## 1. Introduction

The Victorian local government general elections are held every 4 years as set out in the *Local Government Act 2020* (Vic) (**LG Act**). In 2024, general elections were held for 78 of the 79 Victorian councils with Saturday 26 October marking election day. In accordance with section 263(1) of the LG Act, the Victorian Electoral Commission (**VEC**) is the statutory election service provider for the conduct of local government elections in Victoria.

This report provides information on the 2024 Indigo Shire Council general election including details of the end-to-end service delivery of electoral activities throughout the election timeline. This report also provides details of post-election activities including compulsory voting enforcement.

### About the Victorian Electoral Commission

The VEC is an independent statutory authority established under the *Electoral Act 2002* (Vic) (**Electoral Act**). The VEC's principal functions are to conduct State elections, local government elections, certain statutory elections and polls, commercial and community elections, and to support electoral representation processes for local councils and the Electoral Boundaries Commission for State electoral boundaries. The VEC is also responsible for maintaining the Victorian register of electors and administering political funding and donation disclosure laws. The VEC has a mandated role to conduct electoral research, provide communication and education services, and inform and engage Victorians in the democratic process.

Sven Bluemmel is the appointed Electoral Commissioner and Dana Fleming is the appointed Deputy Electoral Commissioner. The Electoral Commissioner and Deputy Electoral Commissioner report to the Victorian Parliament in relation to the VEC's operations and activities.

The Electoral Commissioner heads the VEC's Executive Management Group that comprises the Deputy Electoral Commissioner, the Executive Director, Corporate Services and 7 Directors, each leading the main functional areas of the VEC. Each Director acts as subject matter experts and oversees legislative responsibilities under the LG Act and the Electoral Act.

The VEC has a dedicated local government election program framework that incorporates a range of programs, projects and activities that are supported through strategic planning, project management, and process mapping. The program is overseen by the VEC's Delivery Group and has sponsorship from the Executive Management Group.

2. Key changes

Changes in legislation

The *Local Government Amendment (Governance and Integrity) Act 2024* (Vic) received royal assent on 25 June 2024 and introduced a number of changes to local government electoral legislation.

The VEC implemented the necessary changes to the 2024 local government election program in response to the reforms as they applied to the elections.

Key changes from *Local Government Amendment (Governance and Integrity) Act 2024*

Close of roll	<p>The date for the close of roll was extended from 57 days to 80 days before the election. For all elections after the October 2024 general elections, including by-elections, the date for the close of roll will be 73 days before election day.</p> <p>The previous timelines were no longer viable due to an increase in the scale and complexity of local government elections, including changes to enrolment entitlements, population growth, higher number of wards, likely increase in the number of candidates, and reduction in mail services offered by Australia Post.</p> <p>By moving this date earlier, other key dates including nomination day, the lodgement date for candidate statements and questionnaires, and the period for mailing out of ballot materials have been brought forward through the <i>Local Government (Electoral) Regulations 2020</i> (Vic) (<b>LG Regulations</b>) providing more time to ensure they are sustainable.</p>
Certification of the roll	<p>The timeframe for roll certification was increased to 23 business days (previously 13 business days) to ensure CEOs (or their delegates) and the VEC have adequate time to process enrolment applications and complete related roll certification processes.</p>
Candidate statement word limit	<p>In response to the pandemic, the LG Regulations permitted candidate statements to be increased from 200 to 300 words for the 2020 local government elections, acknowledging that candidates at the 2020 elections would face restrictions in campaigning.</p> <p>As candidates would no longer face pandemic-based barriers to campaigning activities, the word limit was reverted to 200 words. Equivalent amendments were also applied to the <i>City of Melbourne (Electoral) Regulations 2022</i> (Vic).</p> <p>Returning to the original word limit allowed the VEC to produce smaller candidate statement booklets, reducing associated printing costs and administrative burden.</p>
Rejection and amendment of candidate statements	<p>The time allowed for a candidate to amend their statement was reduced by one day to now be the day after the close of nominations (or 38 days before election day). This aligned the periods for rejections and amendments with the earlier deadline for lodging a candidate statement, allowing additional time to print ballot packs.</p>
Close of candidate statements, photos and questionnaires	<p>The deadline for submitting a candidate statement, photograph and questionnaire was amended to close the same day as the close of nominations at 12 noon, facilitating a more efficient process for candidates and allowing the VEC more time to print ballot packs.</p>
Mailout of ballot pack	<p>The timeline for conducting the mailout of ballot materials was extended from occurring over 3 business days to 4 business days, allowing the VEC to manage the risk of mail service level reductions and provide additional safeguards against election fraud.</p>

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Indigo Shire Council

Election dates

## 3. Election dates

### Key timelines for the 2024 local government elections

Deadline fixed by the VEC for council primary enrolment data	Monday 15 July 2024
Close of roll	4 pm Wednesday 7 August 2024
Opening of the election office to the public	Monday 9 September 2024
Certification of the voters' roll and opening of nominations	Monday 9 September 2024
Close of nominations	12 noon Tuesday 17 September 2024
*Deadline for lodging candidate statements, photographs and questionnaires	12 noon Tuesday 17 September 2024
*Ballot draw	From 10 am Wednesday 18 September 2024
*General mail out of ballot packs to voters	Monday 7 October to Thursday 10 October 2024
*Close of voting	6 pm Friday 25 October 2024
Day prescribed as Election Day	Saturday 26 October 2024
*Close of extended postal vote receipt period	12 noon Friday 1 November 2024
Declaration of election results	No later than Friday 15 November 2024

\*Dates with asterisks relate to contested elections only.

# 4. About Indigo Shire Council

Indigo Shire Council is comprised of 7 councillors elected from an unsubdivided structure.

The structure was last reviewed in accordance with the *Local Government Act 1989* through an electoral representation review in 2015.

Figure 1: The electoral structure of Indigo Shire Council at the general election held on 26 October 2024.



## 5. Voters' roll

The VEC prepared the voters' roll for the election under section 8(2)(c) of the Electoral Act and in accordance with section 249 of the LG Act. The close of roll for the election was 4 pm on Wednesday 7 August 2024. Pursuant to section 249(4) of the LG Act, the VEC certified the voters' roll on Monday 9 September 2024.

At certification, the voters' roll for the 2024 Indigo Shire Council general election included 13,644 enrolled voters.

### Composition of the voters' roll

Section 249 of the LG Act specifies that the voters' roll for a local government election is formed by combining 2 separate lists of voters:

1. The Electoral Commissioner's list (EC list) – list of State electors that are enrolled within that local government area.
2. The Chief Executive Officer's list (CEO list) – list of council-entitled voters.

Refer to **Appendix 1** for a breakdown of the Indigo Shire Council general election voters' roll.

### Amendments to the voters' roll

In accordance with section 250 of the LG Act, the VEC is able to amend any error or omission in the preparation, printing or copying of the voters' roll, or correct any misnomer or inaccurate description of any person, place or thing on the voters' roll. Amendments to the voters' roll are to be certified by the VEC.

All voters added to the roll were issued with a ballot pack. Where a voter was removed from the roll after the mail-out of ballot material, the VEC had systems in place to ensure that returned ballot papers from the deleted voters could be identified and excluded from the extraction and count. Where roll amendments were required, the total number of voters on the roll was updated.

Following the close of roll, no amendments were required to the council's voters' roll.

## 6. Advertising and communication campaign

### State-wide advertising

The VEC delivered a state-wide advertising campaign to maximise public awareness and participation amongst all eligible voters. Campaign activities and consistent messaging were delivered across 2 phases – enrolment and voting – and through multiple traditional and emerging mediums, including radio, digital and social media, and offline/outdoor advertising.

### Public notices

The VEC published a series of public notices on the VEC website throughout the election as required by the LG Act. The notices included critical information relevant to each milestone of the election timeline.

For the 2024 general election, Indigo Shire Council nominated the following newspapers for the public notices:

- › The Border Mail
- › Ovens and Murray Advertiser
- › Corowa Free Press

Refer to **Appendix 2** for further information in relation to the public notices.

### VEC website

The VEC provided council specific information regarding the election on its website. The VEC website went live for the local government elections in early July 2024. Whilst some council-specific data remained static during the election, the website was regularly updated with content relevant to the election and at each key milestone such as close of roll, nominations, voting and results.

### Media liaison

An online media briefing was held on Monday 29 July 2024. The briefing was made available to view on the VEC website for media representatives unable to join the live event. The media briefing provided an overview of the planning, timeline, legislative changes and other key information for the 2024 local council elections.

Media outlets were provided with a media handbook that outlined the election timeline and key information, and provided the VEC's head office media contacts. This was made available along with other resources from the VEC's media centre webpage. The VEC's

communication team supported each election manager with managing media interest locally in their council area.

The VEC's media liaison program principally featured scheduled state-wide and tailored council-specific media releases aimed at highlighting key milestones during the election and capitalise on existing general news coverage.

More information on the VEC's media release schedule is available at **Appendix 3**.

The media program also involved a responsive media enquiry service, as well as the translation and distribution of 3 key media releases for multiple non-English news outlets in Victoria.

### Social media campaign

As part of its state-wide advertising campaign, the VEC used paid promotions on social media platforms including Facebook, Instagram, Snapchat, TikTok and WeChat, targeting voters through audience segmentation.

This advertising was supported by a defined timeline of organic social media posts on the VEC's channels, designed to cover each of the key messages of the communication campaign to further extend the reach to the community and promote conversation about the democratic process.

### VoterAlert advisories

State-enrolled voters can sign up to VoterAlert, our free SMS and email service, to receive reminder messages about elections that affect them. They can subscribe to messages via SMS, email, or both.

During the general election, we used VoterAlert to send direct messages on:

**Wednesday 17 to Wednesday 31 July 2024 –**  
7,348 voters were contacted by VoterAlert messages sent by SMS and/or email reminding voters to enrol or update their details by the close of roll.

**Monday 7 October to Monday 14 October 2024 –**  
7,362 voters were contacted by VoterAlert messages sent by SMS and/or email advising that we had commenced posting ballot packs.

**Tuesday 22 October to Wednesday 23 October 2024 –**  
5,698 voters were contacted by VoterAlert messages sent by SMS and/or email reminding voters that it was the last week to post their ballot material back to us.

More information on VoterAlert is available at **Appendix 4**.

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Indigo Shire Council

Advertising and communication campaign

## Voter engagement

The VEC delivered an extensive voter engagement program throughout Victoria, specific to local demographics.

**Appendix 5** contains the full list of initiatives for the 2024 local government elections.

## Democracy ambassadors

The VEC delivered education sessions conducted by our Democracy Ambassadors to a range of councils. The sessions focused on enrolment and voting for the election. These sessions were offered to councils in priority areas and delivered at no cost to council. Where resourcing allowed, requests for sessions that were not in the priority area were also fulfilled.

The VEC did not deliver any sessions for the Indigo Shire Council election.

## Blind and low-vision services

Braille and large print ballot material was available to blind and low-vision voters who registered for these products by 5 pm on Tuesday 17 September 2024.

The election manager did not receive any requests for braille or large print ballot material for the election.

## Interpreting services

The VEC engaged the Victorian Interpreting and Language Services' Language Loop to provide a telephone interpreting service for telephone enquiries from voters who had a first language other than English. The VEC advertised direct lines for 20 languages other than English and a general line for all other languages.

## Public enquiry service

A centralised contact centre was established to respond to telephone public enquiries. This ensured consistency in messaging, early identification of themes and trends along with the opportunity to enable election offices to focus on election administration. The call centre was also responsible for emails received during the local government elections. Any calls regarding CEO list applications were referred to the relevant councils. Outside the call centre hours of operation, a recorded service was available that provided information on enrolment and voting.

Election offices fielded phone queries from local candidates on issues directly related to their candidacy (as separate to general queries about running as a candidate).

A total of 136 telephone calls were recorded for Indigo Shire Council during the 2024 local government elections. An overall total of 11,758 email queries were received for all councils.

## 7. Election manager

The VEC maintains a pool of trained senior election officials from across Victoria to fill election management roles for State and local government elections. Election-specific training is provided to senior election officials before they are appointed for each election.

The size of election management teams depends on the size of the council. Under the LG Act, an election manager is appointed to conduct each council's election and is supported by one or more assistant election managers.

In accordance with regulation 21(1) of the LG Regulations, the VEC appointed Derek Duncan as the election manager for the 2024 Indigo Shire Council general election.

The appointed assistant election manager was Gregory Newbold.



## 8. Election office

The election manager was responsible for establishing and managing the election office at Ground Floor, 8 Albert Road, Beechworth. The premises were provided by the VEC.

## 9. Candidates

Nominations opened at 9 am on Monday 9 September and closed at 12 noon on Tuesday 17 September 2024. Candidates were required to lodge their nomination forms in person at the election office. The nomination fee was \$250.

### Candidate information

The VEC developed resources to support prospective candidates with the nomination process, including a candidate handbook. From mid-July, candidates could access information about nominating as a candidate for the election. The online Candidate Helper, accessible via the VEC website, went live on Tuesday 20 August 2024. Candidate Helper enabled candidates to complete most of their nomination forms and other forms online before lodging them in person with the election manager.

For the Indigo Shire Council 2024 election, the VEC's candidate information session was delivered in person by the election manager. Additionally, a candidate information video was available on the VEC website from Tuesday 20 August 2024.

### Nominations

At the close of nominations, 11 candidates had successfully nominated for the election, which includes any candidates who retired after the close of nominations. Candidates who withdrew before the close of nominations are not included.

The ballot draw to determine the order of the names on the ballot paper was held at the election office following the close of nominations using the VEC's computerised ballot draw application.

See **Appendix 6** for the list of candidates in ballot draw order.

### Candidate statements and photos

In accordance with regulation 39 of the LG Regulations, candidates were able to submit a 200-word statement and a recent photograph for inclusion in the ballot packs sent to voters. The deadline for these items was 12 noon on Tuesday 17 September 2024.

See **Appendix 6.1** for a breakdown of submitted statements and photos and **6.2** for sample ballot material.

### Candidate questionnaires

In accordance with regulation 43 of the LG Regulations, candidates could also submit answers to a set of prescribed questions. The election manager accepted

questionnaires from 10 of the 11 candidates at the election.

Voters could read the completed questionnaires on the VEC website or access them by contacting the election office.

### Retirement of a candidate

In accordance with the LG Regulations, at any time after the close of nominations and before election day, a candidate may retire, or be retired by the VEC. A candidate can only retire if it will result in an uncontested election or if they are not qualified to be a Councillor. If the VEC believes a candidate was not entitled to nominate, it must formally query the candidate's qualification and invite written reasons why they are entitled. If the VEC remains satisfied that the candidate is not entitled, it must retire the candidate from the election.

When a candidate is retired from an election, the VEC is required to take all practicable steps to remove the retired candidate's name from ballot papers. If it is not practicable to do so, during the counting of votes the retired candidate's votes are passed on to other candidates according to voters' preferences.

There were no candidate retirements at the Indigo Shire Council election.

## 10. Voting

### Ballot pack preparation and redirection

Artwork for ballot papers and candidate statements is generated using the VEC's automation tool. This tool selects from a range of pre-defined artwork templates and populates them with the relevant candidate information directly from the VEC's election management system database.

Following an extensive quality assurance process, print-ready artwork files were securely transmitted directly to the VEC's contracted ballot material printer ready for production. The VEC's contracted mail house directly printed the voters' addresses (mailing and entitlement address) and barcodes on the ballot paper envelopes in preparation for assembly and delivery of ballot packs. The VEC utilised multiple third party providers to assemble the ballot packs prior to the mail house lodging with Australia Post. The mail house allocated a secure area within its operations that was used solely for the printing, insertion, and dispatch of ballot material. This ensured the highest standards of security were met.

Electors could apply to have their ballot material redirected to an address other than their entitlement address. Voters had until the certification day for the voters' roll (also the day that nominations open) to apply for their ballot material to be redirected. The VEC arranged for ballot material to be delivered to any voter applying for redirection to the address specified in their request. For the 2024 local government elections, voters had until Monday 9 September 2024 to submit redirection requests.

The election manager received 6 requests for redirection of ballot packs for the election.

### Early votes

Voters could request an early postal ballot envelope (early vote) before the general mail out of ballot packs. The election manager processed requests and issued early votes where the request was assessed as reasonable. Requests for early votes could be processed from Wednesday 18 September 2024, the day after nominations closed, until the start of the general mail out of ballot packs on Monday 7 October 2024.

Due to the timing of early votes, some early voters may not have had access to the candidate statements, photographs or questionnaires.

The election manager issued a total of 9 early votes for the election.

### Mail-out of ballot packs

The VEC mailed 13,644 ballot packs between Monday 7 and Thursday 10 October 2024.

See **Appendix 7** for a breakdown of the packs sent on each day of the general mail out. The VEC did not mail ballot packs to voters who passed away between the close of roll and generation of the mail-out file.

This included 6 ballot packs which were redirected to alternative addresses for voters who had applied to redirect their ballot pack by Monday 9 September 2024.

In accordance with regulation 49(3) of the LG Regulations, no more than 35% of ballot packs were mailed or delivered to voters on any one day during the mail-out period. All ballot packs were lodged with Australia Post under the priority paid delivery timetable.

The VEC liaised closely with Australia Post during the mail-out period to confirm that ballot packs had been delivered to voters. Australia Post confirmed all ballot packs had been delivered by Tuesday 15 October 2024.

During the voting period, 323 ballot packs were returned to the election office by Australia Post as return-to-sender mail. In most cases, this was likely due to the addressee no longer residing at the address.

### Unenrolled votes

The election manager issued unenrolled votes to people whose names could not be found on the voters' roll but said they were entitled to vote at the election. The unenrolled ballot pack included a declaration for the voter to sign. The election manager assessed the declaration and decided to admit or disallow the vote.

The election manager did not issue any unenrolled votes for the election.

### Replacement ballot packs

Following the general mail out of ballot packs, a voter who claimed that their ballot pack had not been received, or had been lost, spoilt, or destroyed, could apply for a replacement vote by completing an online application form or contacting the public enquiry service.

A centralised team processed applications and mailed replacement ballot packs to the postal address provided. Voters also had the option to attend the election office in the council for which they hold entitlement, to have a replacement vote issued over the counter.

349 replacement ballot packs during the voting period were issued. Please refer to **Schedule 1** for further information on replacement ballot packs issued.

### 11. Return of ballot paper envelopes

VEC provided voters with a priority reply paid envelope to return their completed ballot paper and ballot paper envelope. The return mail was delivered to the election office from local postal facilities or mail distribution centres. Voters could also put their ballot papers and envelope in a ballot box at the election office.

As ballot paper envelopes were returned, they were progressively checked by the election manager to ensure they had been signed by the voter. Additionally, processes were in place to ensure that only one returned ballot paper from any one voter could proceed to the extraction and count.

The election manager received a total of 8,628 returned ballot paper envelopes by the close of voting at 6 pm on Friday 25 October 2024.

In accordance with regulation 57(3) of the LG Regulations, the election manager could accept returned ballot paper envelopes until 12 noon on the Friday following the close of voting, if they thought the voter had signed the envelope before voting closed.

The election manager accepted 3,088 ballot paper envelopes during the extended postal vote receipt period.

The total returned ballot paper envelopes for Indigo Shire Council was 11,716.

The election manager set aside 239 returned ballot paper envelopes that were not admitted to the extraction and counting process due to the voter not having signed the declaration envelope or, in the case of unenrolled declaration votes, an entitlement was not found for the person, or the declaration envelope was not returned with the vote.

Refer to **Schedule 1** for the total certified record of ballot papers and declaration envelopes for Indigo Shire Council.

## 12. Results

### Extraction

The extraction process involved separating the declaration flaps containing voters' details from each admitted ballot paper envelope, and then extracting the ballot papers from the envelopes. This 2-stage process maintains anonymity and ensures the VEC can track the number of envelopes for ongoing reconciliation.

A total of 11,477 ballot paper envelopes were admitted to the extraction process.

Ballot papers were extracted at the election office from Tuesday 29 October 2024. The extraction of all admitted ballot paper envelopes was completed on Wednesday 6 November 2024, following the close of the extended postal vote receipt period.

If the VEC found any returned ballot paper envelopes that did not contain a ballot paper, contained more than one ballot paper, or did not contain the correct ballot paper, these were required to be rejected and not counted. There were 44 returned ballot paper envelopes rejected during the extraction activity.

Following the extraction of ballot papers from the ballot paper envelopes, a total of 11,433 ballot papers proceeded to the count.

### Computer count

A computer count information session explaining the process was recorded and available for online streaming from the VEC website from Friday 18 October 2024.

Following the extraction of ballot papers admitted to the count for Indigo Shire Council, preferences on ballot papers were data entered into the VEC's computer counting application at the election office. The application distributes preferences using the proportional representation method once data entry of ballot paper preferences is complete. Results were calculated at the election office on Thursday 7 November 2024.

The VEC published provisional results on its website as they became available. Results were updated as finalised once declarations had taken place.

For a breakdown of first preference results, refer to **Appendix 8**.

### Recounts

At any time before a candidate is declared elected, the election manager or a candidate may initiate a recount. Election managers initiate recounts if margins in

a preference distribution are close or critical. Candidates must ask for a recount in writing, with the reasons for their request. The election manager and head office staff assess candidate recount requests and either accept or deny them.

The election manager did not receive any requests for a recount following the count.

### Scrutineers

Scrutineers help deliver fair and transparent elections by observing election activities. They contribute to electoral integrity and help build public trust. Scrutineers can observe all activities involved in ballot paper and envelope processing.

Candidates are not permitted in election venues during extraction and counting activities and instead appoint scrutineers. Each candidate could appoint one scrutineer per election official involved in an activity. To appoint scrutineers, candidates completed a hardcopy 'Appointment and declaration of scrutineer form', which the candidate signed and submitted to the election manager. All scrutineers then had to sign the form's formal declaration in front of an election official. The declaration meant the scrutineers committed to eligibility and legal requirements and the VEC's conditions of entry.

A *Scrutineer handbook* was made available to all candidates and scrutineers with information on the role and responsibility of scrutineers during election activities. It included overviews of the activities so that scrutineers could understand what to expect during election activities they may attend. When scrutineers attended election venues they were briefed on their responsibilities and the processes they would witness. Scrutineers were instructed when and how they could challenge activities when ballot paper formality was being decided and votes were being counted. Scrutineers were allowed to notify election managers if they disagreed with the decision made by an election official on ballot paper formality or whether votes were counted for the selected candidate. Election managers reviewed the challenge and made a final decision on the ballot paper.

### Declaration of results

In the Service Plan, the VEC committed to complete all results declarations by Friday 15 November 2024.

The results of the 2024 Indigo Shire Council general election were declared at 3 pm on Friday 8 November 2024 at Ground Floor, 8 Albert Road, Beechworth.

The VEC website was updated following the declaration to reflect the elected candidates.

## 13. Election statistics

### Participation

Participation is measured by the number of voters marked off the roll as a percentage of the total enrolment and can vary from turnout. The overall participation rate in the Indigo Shire Council election was 85.31%, which is higher than the state average of 83.79% (excluding Melbourne City Council) and lower than the 86.75% rate at the 2020 Indigo Shire Council general election.

Analysis of voter participation for the different enrolment categories shows that participation is lower for voters who are enrolled on the EC's list (85.24%) compared to voters enrolled on the CEO's list (93.97%).

Refer to **Appendix 9** for further information on participation, including a breakdown by enrolment category.

### Turnout

Voter turnout is measured by the number of formal and informal ballot papers counted in the election as a percentage of voters on the voters' roll for the election.

The overall voter turnout for the 2024 Indigo Shire Council general election was 83.82%. This is compared to the state average turnout of 81.46% (excluding Melbourne City Council). The voter turnout at the 2020 general election for the council was 84.50%.

### Informality

The overall informal voting rate recorded at the 2024 Indigo Shire Council general election was 4.98%, compared with the State average of 3.47%. An informality rate of 8.14% was recorded at the Indigo Shire Council general election held in October 2020.

## 14. Complaints

### Type of complaints

At local government elections, complaints generally fall into 2 broad categories:

#### 1. Election Administration

Complaints about the conduct of the election and services to voters.

#### 2. Election participation and conduct

Complaints about candidates and other participants in the election, at times alleging a breach of the LG Act or local laws.

Most complaints at the 2024 local government elections related to the second category, and often alleged inappropriate or illegal action by a person or group associated with the election.

### Complaints process

The VEC have a streamlined complaints process during elections, developed with local councils and enforcement agencies. Complaints must be lodged in writing, then processed at head office. For the 2024 local government elections, customers could provide feedback and complaints online.

Complaints alleging a breach of the LG Act are forwarded to the Local Government Inspectorate. Complaints relating to local laws are referred to council. Complaints about the VEC's services, or the behaviour or actions of VEC staff and election officials, are the responsibility of the VEC.

The VEC is committed to responding to each complaint within 5 working days.

### Complaints received

The VEC received 3 written complaints relating to the election for Indigo Shire Council.

Please see **Appendix 10** for a description of complaints received by the VEC.

## 15. Post-election activities

### Storage of election material

The VEC will keep all records from the election safely and secretly in accordance with regulation 79 of the LG Regulations.

### Refund of nomination fees

Nomination fees were refunded to eligible candidates on Tuesday 17 December 2024. Eligible candidates include those elected or who received at least 4% of the first preference vote. Any forfeited nomination fees were remitted to the council on Tuesday 17 December 2024.

### Courts and tribunals

The Victorian Civil and Administrative Tribunal (VCAT) is responsible for hearing disputes on the validity of an election under section 311 of the LG Act.

Applications for a review of the declaration of the results of an election must be lodged within 14 days of the declaration and can be made by a candidate in the election, 10 persons who were entitled to vote at the election, or the VEC.

There were no applications to VCAT disputing the result of the Indigo Shire Council general election.



## 16. Non-voter follow up

In accordance with section 267 of the LG Act, the VEC has commenced its compulsory voting enforcement program. Any person who was required to vote at the election and failed to vote will be issued with an 'Apparent failure to vote' notice in February/March. Apparent non-voters have 28 days to respond.

People who do not respond to the notice, or do not provide a satisfactory response, may be issued with an infringement notice in April/May that will incur a penalty. Further follow-up with a penalty reminder notice in July may also occur – this stage includes the original penalty and a penalty reminder notice fee. Penalties collected on behalf of council will be reimbursed at the end of the infringement and reminder notice stages.

Additionally, during the infringement and penalty reminder notice stages, non-voters may ask for their matter to proceed directly to the Magistrates' Court.

These requests will be actioned at the conclusion of the infringement and penalty reminder notice stages. The VEC will lodge the file of any remaining non-voters with Fines Victoria at the end of the penalty reminder notice stage.

## 17. Evaluating VEC services

The VEC is committed to providing high quality election services to its local government clients. Through a formal feedback and debriefing program, the VEC can gauge its performance and seek advice for future local government election projects.

### Feedback from councils

The VEC invited feedback from councils on its services in December 2024. Additional feedback can be provided to the LG2024 Program Manager by emailing [LGProgram2024@vec.vic.gov.au](mailto:LGProgram2024@vec.vic.gov.au)

### Internal debriefing program

After every electoral event, the VEC conducts an internal debriefing program that includes input from all areas of its workforce. Internal debriefing following the local government elections began in December 2024. The VEC will publish a consolidated report on its performance and key statistics from the elections. This will be tabled in Parliament and available on the VEC website.

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Indigo Shire Council

Schedule 1: Record of ballot papers and declaration envelopes

## Appendices

### Schedule 1: Record of ballot papers and declaration envelopes

<b>Indigo Shire Council election</b>	
<b>Ballot papers printed</b>	
Victorian Electoral Commission	16,000
Election manager	13
<b>Total</b>	<b>16,013</b>
<b>Ballot papers issued</b>	
General mail out	13,644
Early and replacement votes	358
Unenrolled declaration votes	0
Spoilt	0
Sub total	14,002
Unused	2,011
<b>Total</b>	<b>16,013</b>
<b>Declarations returned</b>	
General mail out admitted to the extraction	11,252
Early and replacement votes admitted to the extraction	225
Unenrolled declaration votes admitted to the extraction	0
Returned declarations unable to be admitted to the extraction	239
Declarations returned to sender	323
Sub total	12,039
Declarations not returned	1,963
<b>Total</b>	<b>14,002</b>

Victorian Electoral Commission

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## Schedule 2: Certification statement

In accordance with Regulation 77, I certify that Schedule 1 of this report on the conduct of the 2024 Indigo Shire Council local government election is a true and correct account of the number of ballot papers issued, returned and not used in this election and declarations not returned.



**Sven Bluemmel**  
Electoral Commissioner

Appendix 1: Breakdown  
of the voters' roll

Indigo Shire Council election	Voters enrolled through an entitlement under section 241 of the LG Act	Voters enrolled through entitlements under sections 242–245 of the LG Act	Total voters enrolled
Indigo Shire Council	13,528	116	13,644

Appendix 2:  
Public notices

Schedule of public notices

<b>Close of roll notice</b>	
VEC website/public notices	23 July 2024
The Border Mail	27 July 2024
Ovens and Murray Advertiser	26 July 2024
Corowa Free Press	24 July 2024
<b>Notice of election</b>	
VEC website/public notices	12 August 2024
The Border Mail	15 August 2024
Ovens and Murray Advertiser	16 August 2024
Corowa Free Press	14 August 2024
<b>Voting details notice</b>	
VEC website/public notices	20 September 2024
The Border Mail	30 September 2024
Ovens and Murray Advertiser	4 October 2024
Corowa Free Press	2 October 2024
<b>Reminder notice</b>	
VEC website	13 October 2024
The Border Mail	14 October 2024
Ovens and Murray Advertiser	18 October 2024

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Indigo Shire Council

Appendix 2: Public notices

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### Reminder notice

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Corowa Free Press	16 October 2024
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### Notice of result

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VEC website/public notices	8 November 2024
The Border Mail	20 November 2024
Ovens and Murray Advertiser	22 November 2024
Corowa Free Press	20 November 2024

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## Indigo Shire Council

### Close of roll

## Notice of election

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SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Indigo Shire Council

Appendix 2: Public notices

Voting details notice

### Sample Council postal election

My council, my vote

An election will be held for Sample Council.

**Check the mail for your ballot pack**

Ballot packs containing voting material will be mailed to enrolled voters from **Monday 7 October**.

This is a postal election only.

If you do not receive your ballot pack by **Tuesday 15 October** please visit **vec.vic.gov.au** to complete the online replacement form, or call **131 832** to arrange a replacement.

**Candidates**

Candidates who have nominated for election are listed in the ballot packs and at **vec.vic.gov.au**

A photo and candidate statement will also be included if provided by candidates. Responses to a candidate questionnaire, if provided, are available at **vec.vic.gov.au**

**How to vote correctly**

You must complete your ballot paper correctly for your vote to count. Put the number **1** in the box next to the candidate you want to see elected, then number all the other boxes in order of your choice. You must number **every box** and only use each number once.

**How to return your ballot pack**

Put your completed ballot paper in the ballot paper envelope, complete the declaration, then post it ASAP using the reply-paid envelope provided, or hand deliver it during election office hours to:

Sample election office address

**Voting is compulsory**

Voting is compulsory for all voters who were enrolled at 4 pm on Wednesday 7 August. This includes state-enrolled and council-enrolled voters.

If you don't vote and don't have a valid excuse, you may be fined.

Your completed ballot pack must be in the mail or hand delivered by **6 pm Friday 25 October**.

State-enrolled voters can register for free VoterAlert SMS and email reminders at **vec.vic.gov.au**

**vec.vic.gov.au | 131 832**

For enquiries in languages other than English:

\* Arabic (Arabic) 9209 0100 \* Azərbaycanca (Azerbaijani) 9209 0160 \* বাংলা (Burmese) 9209 0161 \* 普通话 (Mandarin) 9209 0106 \* 廣東話 (Cantonese) 9209 0101

\* Hrvatski (Croatian) 9209 0102 \* דאָר (Dan) 9209 0193 \* ไทย (Thai) 9209 0119 \* Ελληνικά (Greek) 9209 0103 \* Հայերեն (Armenian) 9209 0162 \* Italiano (Italian) 9209 0104

\* Kiswahili (Kiswahili) 9209 0102 \* 한국어 (Korean) 9209 0194 \* македонски (Macedonian) 9209 0105 \* नेपाली (Nepali) 9209 0163 \* فارسی (Persian) 9209 0195 \* မြန်မာ (Thai) 9209 0164

\* Türkçe (Turkish) 9209 0110 \* اردو (Urdu) 9209 0165 \* Tiếng Việt (Vietnamese) 9209 0111 \* All other non-English languages 9209 0102

Authorised by S. Bluemel, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

@electionsvic

Facebook, Twitter, Instagram icons

**VEC** Victorian Electoral Commission

Reminder notice

### Sample Council postal election

My council, my vote

An election is being held for Sample Council.

**Check the mail for your ballot pack**

Ballot packs containing voting material were mailed to enrolled voters from **Monday 7 October**.

This is a postal election only.

If you do not receive your ballot pack by **Tuesday 15 October** please visit **vec.vic.gov.au** to complete the online replacement form, or call **131 832** to arrange a replacement.

**Candidates**

Candidates who have nominated for election are listed in the ballot packs and at **vec.vic.gov.au**

**How to vote correctly**

You must complete your ballot paper correctly for your vote to count. Put the number **1** in the box next to the candidate you want to see elected, then number all the other boxes in order of your choice. You must number **every box** and only use each number once.

**How to return your ballot pack**

Put your completed ballot paper in the ballot paper envelope, complete the declaration, then post it ASAP using the reply-paid envelope provided, or hand deliver it during election office hours to:

Sample election office address

**Voting is compulsory**

Voting is compulsory for all voters who were enrolled at 4 pm on Wednesday 7 August. This includes state-enrolled and council-enrolled voters.

If you don't vote and don't have a valid excuse, you may be fined.

Your completed ballot pack must be in the mail or hand delivered by **6 pm Friday 25 October**.

State-enrolled voters can register for free VoterAlert SMS and email reminders at **vec.vic.gov.au**

**vec.vic.gov.au | 131 832**

For enquiries in languages other than English:

\* Arabic (Arabic) 9209 0100 \* Azərbaycanca (Azerbaijani) 9209 0160 \* বাংলা (Burmese) 9209 0161 \* 普通话 (Mandarin) 9209 0106 \* 廣東話 (Cantonese) 9209 0101

\* Hrvatski (Croatian) 9209 0102 \* דאָר (Dan) 9209 0193 \* ไทย (Thai) 9209 0119 \* Ελληνικά (Greek) 9209 0103 \* Հայերեն (Armenian) 9209 0162 \* Italiano (Italian) 9209 0104

\* Kiswahili (Kiswahili) 9209 0102 \* 한국어 (Korean) 9209 0194 \* македонски (Macedonian) 9209 0105 \* नेपाली (Nepali) 9209 0163 \* فارسی (Persian) 9209 0195 \* မြန်မာ (Thai) 9209 0164

\* Türkçe (Turkish) 9209 0110 \* اردو (Urdu) 9209 0165 \* Tiếng Việt (Vietnamese) 9209 0111 \* All other non-English languages 9209 0102

Authorised by S. Bluemel, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

@electionsvic

Facebook, Twitter, Instagram icons

**VEC** Victorian Electoral Commission

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

## Declaration of results

**Sample Council election**  
Declaration of results

**Sample Council logo**

The following candidates were elected to Sample Council at the general election held in October 2024:


<b>Sample Ward 1</b> Sample elected candidate 1	Sample elected candidate 4	<b>Sample Ward 8</b> Sample elected candidate 8
<b>Sample Ward 2</b> Sample elected candidate 2	<b>Sample Ward 5</b> Sample elected candidate 5	<b>Sample Ward 9</b> Sample elected candidate 9
<b>Sample Ward 3</b> Sample elected candidate 3	<b>Sample Ward 6</b> Sample elected candidate 6	
<b>Sample Ward 4</b>	<b>Sample Ward 7</b> Sample elected candidate 7	

Further details about the results are available at [vec.vic.gov.au](https://vec.vic.gov.au)

**Sample Election Manager name**  
Election Manager

Sample declaration date

[vec.vic.gov.au](https://vec.vic.gov.au) | 131 832 | @electionsvic: 0 X @  
Authorised by S. Blumel, Electoral Commissioner, 530 Collins Street, Melbourne, Victoria.

 Victorian Electoral Commission

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Indigo Shire Council

Appendix 3: Schedule of media releases and advisories

## Appendix 3: Schedule of media releases and advisories

### Indigo Shire Council council-specific media releases and advisories

Enrol now for the Indigo Shire Council election	Monday 29 July 2024
Call for candidates for Indigo Shire Council election	Thursday 22 August 2024
Ballot packs mailed for Indigo Shire Council election	Monday 7 October 2024
Voting closes soon for Indigo Shire Council election	Tuesday 15 October 2024
New councillors for Indigo Shire Council	Friday 8 November 2024

### Statewide media releases and advisories

Victorians urged to enrol for upcoming local council elections	Monday 22 July 2024
Media advisory: 2024 local council elections briefing	Monday 22 July 2024
Last chance to enrol for Victorian council elections	Friday 2 August 2024
News alert: Enrolment closes tomorrow for October's council local elections	Tuesday 6 August 2024
Nominations open soon for Victorian local council elections	Monday 26 August 2024
Media advisory: Accessing candidate information for the 2024 Victorian local council elections	Friday 6 September 2024
Nominations for the 2024 Victorian local council elections now open	Monday 9 September 2024
Over 4.6 million enrolled for local council elections	Tuesday 10 September 2024
Time is running out to nominate for this year's local council elections	Monday 16 September 2024
Electoral Commissioner calls for transparency in the use of AI in upcoming local council elections	Tuesday 17 September 2024
Media advisory: Media attendance at local council election ballot draw	Tuesday 17 September 2024
Nominations are in for October local council elections	Wednesday 18 September 2024
Democracy ambassadors help community voices 'Be Heard'	Thursday 19 September 2024
VEC retires 16 local council election candidates	Monday 30 September 2024
Voting starts next week for Victoria's local council elections	Friday 4 October 2024

Victorian Electoral Commission

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## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Appendix 3: Schedule of media releases and advisories

Indigo Shire Council

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### Statewide media releases and advisories

---

Police investigate break-in at the Ballarat election office	Thursday 10 October 2024
Voters urged to request a replacement ballot pack following van theft	Friday 18 October 2024
Local council elections voting deadline looms	Monday 21 October 2024
Voters urged to request a replacement ballot pack following theft	Thursday 24 October 2024
Final day of voting	Friday 25 October 2024
Media advisory: Results timelines for Victorian local council elections	Friday 25 October 2024
Media advisory: Media attendance at results declarations	Wednesday 6 November 2024
Suspected postal vote tampering in 2 local council elections referred for inquiry	Wednesday 13 November 2024
Didn't vote in the 2024 local council elections?	Monday 17 February 2025
Non-voters asked to explain why they didn't vote in the 2024 local council elections	Friday 7 March 2025
Infringements sent to 2024 local council election non-voters	Scheduled for Monday 14 April 2025
Act on penalty reminder notice or risk enforcement action	Scheduled for Thursday 1 July 2025

---

# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Indigo Shire Council

Appendix 4: VoterAlert advisories

## Appendix 4: VoterAlert advisories

### Appendix 4.1: SMS alerts

**Close of roll – sent from Wednesday 17 July to Wednesday 31 July 2024**

VoterAlert: Vic council elections will be held by post this Oct. Make sure your details are correct before 4pm Wed 7 Aug. More info <https://vec.vic.gov.au/LG24>. If you'd rather not open links in this message, look up the VEC website or call 131 832 to check. Unsubscribe <https://vec.vic.gov.au/voteralert>

**Reminder close of voting – sent from Tuesday 22 October to Wednesday 23 October 2024**

VoterAlert: return your council election ballot pack by 6pm Fri Oct 25. If your ballot pack hasn't arrived, find out how to get a replacement at <https://vec.vic.gov.au/LG24>. Ignore if you've already voted or asked for a replacement. If you'd rather not visit links in this message, look up the VEC website or call 131 832. Unsubscribe: <https://vec.vic.gov.au/voteralert>

**Uncontested election – sent from Wednesday 25 September to Tuesday 1 October 2024**

VoterAlert: the election in your area is uncontested, as only one person nominated per vacancy. You do not need to vote. More info: <https://vec.vic.gov.au/LG24>. If you'd rather not visit links in this message, look up the VEC website or call 131 832. Unsubscribe: <https://vec.vic.gov.au/voteralert>

**Mail-out of ballot packs – sent from Monday 7 October to Monday 14 October 2024**

VoterAlert: ballot packs for the local council elections are on their way, arriving by 15 Oct. Complete and return before 6pm on Fri 25 Oct. For more info visit <https://vec.vic.gov.au/LG24>, look up the VEC website or call 131 832. Unsubscribe: <https://vec.vic.gov.au/voteralert>


SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Appendix 4.2: Email alerts

Close of roll email

Do not reply to this email. Replies go to an unmonitored inbox. Contact us with any questions.

VoterAlert



Hi

Victorian local council elections are being held by post this October. You must be correctly enrolled by 4 pm on **Wednesday 7 August**.

**What you need to do**

Not sure if your enrolment details are up to date? You can check online at [vec.vic.gov.au/enrolment](https://vec.vic.gov.au/enrolment)

If you've changed your address or name since you last voted in an election, you should update your details. Please also check the postal address listed on your enrolment, as this is where we will send your ballot pack.

CHECK MY DETAILS

If your details **haven't changed** since the last time you voted, get ready to vote. All voting in this election is by post. We will start posting ballot packs out from Monday 7 October.

The full list of candidates will be available on our website from 12 noon on Tuesday 17 September.

[Find out more about your council election](#)

Voting is compulsory – don't risk a fine.

**If you own properties in more than one Victorian council**

Some people are eligible to enrol in more than one council. If you own or pay rates on a property in a Victorian council other than where you normally live, you can apply to enrol with that council. This is known as council enrolment.

Contact the council directly for more information about council enrolment.

[Find out more about council enrolment](#)

You **must** vote for all councils you are enrolled in.

**Electoral structure changes**

Over half of Victoria's local councils have new electoral structures or have changed internal ward boundaries. You may be voting in a new ward this October.

You can check your council's ward boundaries on our [interactive map](#)

**Information in your language**

You can find election information in 20 languages other than English on our website.

[Find in-language information](#)

**Security**

If you would rather not click any links in this email, all this information and more is on our website at [vec.vic.gov.au](https://vec.vic.gov.au). You can also hover over links to confirm they go to a [vic.gov.au](https://vec.vic.gov.au) website before you click them.

Be aware of scams: all emails we send you will have "Victorian Electoral Commission <[voteralert@info.vec.vic.gov.au](mailto:voteralert@info.vec.vic.gov.au)>" as the sender. We will never ask you to enter credit card details or make payments through a website.

**More information**

Visit [vec.vic.gov.au](https://vec.vic.gov.au) or call us on [131 832](tel:131832) between 8:30 am and 5 pm Monday to Friday.


Authorised by S. Blumenthal, Electoral Commissioner, 530 Collins Street Melbourne, Victoria.

Our mailing address is:

Level 11, 530 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll. Responses are not monitored.

UNSUBSCRIBE




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Uncontested election email

Do not reply to this email. Replies go to an unmonitored inbox. Contact us with any questions.

VoterAlert



Hi

The [Ward] election is uncontested as there were the same number of candidates as vacancies at the close of nominations.

You are not required to vote this October.

**If you own properties in any other Victorian councils**

You will still get a ballot pack for any other councils you are enrolled in. Please complete and return all ballot packs you receive before 6 pm on **Friday 25 October**.

If you don't vote you may risk a fine.

Check your enrolment online or contact the council directly to check your enrolment details.

Check my enrolment

**Security**

If you would rather not click any links in this email, all this information and more is on our website at [vec.vic.gov.au](https://vec.vic.gov.au). You can hover your mouse over links to make sure they go to a [vic.gov.au](https://vec.vic.gov.au) website before you click them.

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www.indigoshire.vic.gov.au

Attachment 14.4.1  
Indigo Shire Council - L G 2024 Election report

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## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025


Indigo Shire Council

## Appendix 4: VoterAlert advisories

## Ballot pack mail-out email

**Do not reply to this email.** Replies go to an unmonitored inbox. Contact us with any questions.

# VoterAlert



Victorian  
Electoral  
Commission

Hi,

You are enrolled to vote in the 2024 local council elections.

Your vote matters. Local council elections are your chance to vote on who represents you on the local community issues that you care about.

## How to vote

Voting in these elections is by post.

We have started posting ballot packs to all enrolled voters. They will arrive by **Tuesday 15 October**.

Please follow the instructions in your ballot pack to complete your vote and mail it back to us as soon as possible.

If you're unsure, you can learn [how to fill out a ballot paper](#) on our website.

Voting closes at **6 pm on Friday 25 October**, but your local mail collection times may be earlier than this. We recommend you return your completed vote as soon as possible.

You can also drop your vote off at your local election office.

## If you don't get a ballot pack

Ballot packs are in the mail and will arrive by **Tuesday 15 October**.

If you don't get a ballot pack by then, you can ask us to send you a replacement by calling **131 832** between 8:30 am and 5 pm, Monday to Friday.

## Moved house or away from your address

If you are away from your mailing address you can request a replacement ballot pack. You can:

- call us on **131 832** between 8:30 am and 5 pm, Monday to Friday
- visit the election office of your **old address** to get a replacement on the spot. If you will be away during the election, you can fill in your vote there and return it straight away.

Find my election office

## Find candidates

Information about candidates, including statements and candidate questionnaire responses are on our website.

Find candidates

## Information in your language

Our website has information in more than 20 languages. There are also videos explaining how to vote in 10 different languages.

Find information in your language

## Security

If you would rather not click any links in this email, all this information and more is on our website: [vec.vic.gov.au](http://vec.vic.gov.au). You can hover your mouse over links to confirm they go to a [vec.vic.gov.au](http://vec.vic.gov.au) website before you click them.

Be aware of scams; all emails we send you will have "Victorian Electoral Commission <[voteralert@info.vec.vic.gov.au](mailto:voteralert@info.vec.vic.gov.au)>" as the sender. We will never ask you to enter credit card details or make payments through a website.

## More information




For more information visit [vec.vic.gov.au](http://vec.vic.gov.au) or call us on **131 832** between 8:30 am and 5 pm, Monday to Friday.

*Authorised by S. Bluermsle, Electoral Commissioner, 530 Collins Street  
Melbourne, Victoria.*

**Our mailing address is:**  
Level 11, 530 Collins Street, Melbourne VIC 3000


This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.  
Responses are not monitored.

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### Last week to vote email



Victorian Electoral Commission

# VoterAlert

**Reminder:** voting for the 2024 local council elections closes at 6 pm this Friday 25 October

Please ignore this email if you've already voted or asked for a replacement ballot pack.

## How to vote

Voting in these elections is by post.

Please follow the instructions in your ballot pack to complete your vote and mail it back to us as soon as possible. You can find instructions on [how to fill out a ballot paper](#) on our website.

Voting closes at **6 pm on Friday 25 October**, but your local mail collection times may be earlier than this. We recommend you return your completed vote as soon as possible.

You can also drop your vote off at your local election office.

Find my election office

## If you don't get a ballot pack

If you haven't received your ballot pack in the mail yet, you can ask us to send you a replacement by:

- visiting your election office\* to get a replacement on the spot. You can fill in your vote there and return it straight away,
- calling us on [131 632](tel:131632) between 8.30 am and 6 pm, Monday to Friday
- filling in our [online form](#).

\*This must be the election office for your enrolled address. [Check your enrolment details](#) if you've recently moved.

Find my election office

## Information in your language

Our website has information in more than 20 languages. There are also videos explaining how to vote in 10 different languages.

Find Information In your language

## Security

If you would rather not click any links in this email, all this information and more is on our website: [vec.vic.gov.au](http://vec.vic.gov.au). You can hover your mouse over links to confirm they go to a vic.gov.au website before you click them.

Be aware of scams: all emails we send you will have 'Victorian Electoral Commission <[voteralert@info.vec.vic.gov.au](mailto:voteralert@info.vec.vic.gov.au)>' as the sender. We will never ask you to enter credit card details or make payments through a website.

## More information




For more information visit [www.vec.vic.gov.au](http://www.vec.vic.gov.au) or call us on [131 632](tel:131632) between 8.30 am and 6 pm, Monday to Friday.

*Authorised by S. Blumenthal, Electoral Commissioner, 530 Collins Street Melbourne, Victoria.*

**Our mailing address is:**  
Level 11, 530 Collins Street, Melbourne VIC 3000

This message was sent to you by the Victorian Electoral Commission because your contact details are listed on the Victorian electoral roll.  
Responses are not monitored.

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## Appendix 5: Voter engagement program and initiatives

Program	Program details
Be Heard Democracy Ambassador program	This program provides free peer-led electoral education and information sessions to those under-represented in the electoral process. This includes people with disability and their carers, culturally and linguistically diverse (CALD) communities, people experiencing homelessness and young people. A total of 238 sessions were provided across the state reaching over 10,000 participants.
Specialist mobile enrolment	This program delivered peer-led enrolment sessions in prisons, homeless services, schools and tertiary education settings to reach young people and Aboriginal community settings across Melbourne and regional Victoria.
CALD in-language social media videos	This project produced a series of videos in 11 different languages including Auslan. Languages were chosen to reach language groups most in need of additional support. The videos provided electoral information on how to enrol, how to vote by post, and how to respond to an Apparent Failure to Vote Notice. These were widely distributed and shared through the VEC's social media platforms, community networks, and partner organisations.
Active Citizenship program	Electoral and civics education workshops were delivered to CALD community leaders in 3 locations across regional Victoria.
Aboriginal engagement	This program delivered information and engagement sessions across the greater Melbourne area and regional Victoria. These were designed to raise awareness that voting was compulsory and taking place via post. Culturally appropriate resources were produced to provide information on how to respond to an Apparent Failure to Vote Notice, including a video which was distributed and shared through the VEC's social media platforms and partner organisations.
Easy English guide	This was produced for people with low English proficiency and designed as a co-read product where a person supports the reader. These were distributed by Democracy Ambassadors as a key resource, and also available for download from the VEC's website.



Appendix 6:  
Final list of candidates  
in ballot paper order

The candidates, in ballot paper order, were as follows:

Indigo Shire Council election
HARVEY, John
GAFFNEY, Bernard
LANDELLS, Scott
HORNE, Roberta
BOURKE, Greg
TEISSL, Emmerick
SHEPHEARD, Diane
PARTON, Graham
DOWSLEY, Jane
TURNER, Lisa
PRICE, Sophie

Appendix 6.1: Candidate statements  
and photographs

Indigo Shire Council election	Total number of candidates at close of nominations	Number of candidates that lodged a candidate statement	Number of candidates that lodged a candidate photograph
Indigo Shire Council	11	11	11

SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Appendix 6: Final list of candidates in ballot paper order

Indigo Shire Council

Appendix 6.2: Sample ballot material

Outer envelope

Sample Council


If undeliverable, return to  
Locked Bag 0000  
LOCALITY VIC 0000

POSTAGE  
PAID  
AUSTRALIA  
PRIORITY

STAT-ENVM938 06/24

Local council elections 2024  
Postal ballot pack


Voting closes 6 pm  
Friday 25 October

 Victorian  
Electoral  
Commission

Reply-paid envelope

Sample Council  
Sample Ward


Delivery address:  
Locked Bag 0000  
LOCALITY VIC 0000




NO STAMP REQUIRED  
IF POSTED IN AUSTRALIA

Sample Council  
Sample Ward

STAT-ENVM937 03/24




Post your completed ballot pack  
before 6 pm on Friday 25 October  
Local post box collection times vary. Check the  
collection time on your post box to make sure your  
vote is in the mail on time.





Election Manager  
Sample Election Office  
Sample Ward  
Reply Paid 00000  
LOCALITY VIC 0000


Ballot paper envelope


Ballot paper  
envelope

1. →  



2. →  


3. →  


4. →  


5. →  


How to vote  
1. Complete your ballot paper/s.  
2. Put your completed ballot paper/s inside this envelope and seal it.  
3. Sign the declaration on the back of this envelope. We remove it before counting to keep your vote secret.  
Voters unable to sign: Blind or low vision voters, or voters with low literacy or limited English can ask someone to sign for them. The authorised person must sign and write their name on the back of this envelope.  
4. Put this ballot paper envelope into the reply-paid envelope and seal it.  
5. Post it straight away.

 Victorian  
Electoral  
Commission

STAT-ENV-LG-003 06/24

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www.indigoshire.vic.gov.au

Attachment 14.4.1  
Indigo Shire Council - L G 2024 Election report

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# SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Indigo Shire Council

Appendix 6: Final list of candidates in ballot paper order

## Candidate leaflet

Voting closes  
6pm Friday  
25 October 2024

All voting in this election is by post.  
Post your vote before voting closes.  
We cannot accept late votes.

Local post box collection times vary. Check the collection time on your post box to make sure your vote is in the mail on time.

You can also drop your vote off during business hours to:

Address line 1  
Address line 2  
Address line 3

For more information, visit [vec.vic.gov.au](http://vec.vic.gov.au) or call 131 832 during business hours.


Voting is compulsory

You are enrolled to vote in this election. Voting is your right. By voting, you get to have a say in who represents you on your local council.

Voting is also a responsibility. If you don't vote, you may get a fine.

If your enrolment details have changed, it is your responsibility to update them. Visit [vec.vic.gov.au/update](http://vec.vic.gov.au/update) for more information.


Sample Council  
Sample Ward



Candidate leaflet

Sample Council  
election 2024  
Sample Ward


Sample Ward



Notice


The contents of candidate statements are provided by the candidates. Any enquiries about candidate statements should be directed to the relevant candidate. Candidate statements are not verified or endorsed by the election manager. Candidate statements are also available at [vec.vic.gov.au](http://vec.vic.gov.au)

Candidates may also provide answers to a questionnaire. Responses are available at [vec.vic.gov.au](http://vec.vic.gov.au)



## How to vote multi-language leaflet *If applicable*


How to vote leaflet



Language support

Visit [vec.vic.gov.au/languages](http://vec.vic.gov.au/languages) for more information in your language.

For interpreter assistance, call us. See the phone numbers on the next page.



STAT-LEAMUL01 07/24

## Ballot paper

Sample Council  
Sample Ward

Election of 1 Councillor

Number the boxes 1 to 4 in the order of your choice.  
Number every box to make your vote count.  
You must not use any number more than once.

☐

CANDIDATE, Name

☐

CANDIDATE, Name

☐

CANDIDATE, Name

☐

CANDIDATE, Name

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

Appendix 6: Final list of candidates in ballot paper order

Indigo Shire Council

### Appendix 6.3: Sample uncontested ward leaflet

### Sample Council election 2024

Sample Court  
Sample Ward

At the close of nominations for the Sample Council, Sample Ward election, one nomination was received for one vacancy. Therefore, Candidate Name will be elected unopposed.

**You are not required to vote.**

**Election Manager Name**  
Election Manager

For more information call 131 832



Appendix 7:  
Daily breakdown of the  
general mail out

Indigo Shire Council election	7 October 2024	8 October 2024	9 October 2024	10 October 2024	Total general mail out
Indigo Shire Council	4,639	4,639	2,183	2,183	13,644

Appendix 8:  
Result information

Indigo Shire Council count summary		
Enrolment	13,644	
Formal votes	10,868	
Informal votes	569 (4.98% of the total votes)	
Voter turnout	11,437 (83.82% of the total enrolment)	
Candidates (in ballot paper order)	First preference votes	Percentage
HARVEY, John	1,231	11.33%
GAFFNEY, Bernard	933	8.58%
LANDELLS, Scott	1,007	9.27%
HORNE, Roberta	1,035	9.52%
BOURKE, Greg	1,137	10.46%
TEISSEL, Emmerick	580	5.34%
SHEPHEARD, Diane	639	5.88%
PARTON, Graham	639	5.88%
DOWSLEY, Jane	911	8.38%
TURNER, Lisa	405	3.73%
PRICE, Sophie	2,351	21.63%
Successful candidates		
PRICE, Sophie (1st elected)		
DOWSLEY, Jane (2nd elected)		
HARVEY, John (3rd elected)		
LANDELLS, Scott (4th elected)		
HORNE, Roberta (5th elected)		
BOURKE, Greg (6th elected)		
SHEPHEARD, Diane (7th elected)		

Appendix 9: Election participation statistics

Participation is measured by the number of marks on the roll as a percentage of total enrolment and can vary from turnout (total ballot papers counted as a percentage of total enrolment).

Indigo Shire Council election participation	2020	2024	Statewide LG 2024 – excluding Melbourne City Council
18–19	90.52%	83.77%	86.64%
20–24	84.58%	79.37%	80.02%
25–29	75.00%	75.00%	74.09%
30–34	77.90%	73.98%	73.31%
35–39	81.92%	79.38%	76.18%
40–44	82.24%	82.33%	78.99%
45–49	83.71%	84.04%	81.92%
50–54	88.38%	85.99%	84.69%
55–59	89.40%	87.03%	87.46%
60–64	91.18%	90.10%	89.16%
65–69	92.54%	90.32%	90.41%
70+	90.88%	89.89%	88.77%
Voters enrolled through section 241 of the LG Act	88.32%	85.24%	86.27%
Voters enrolled through sections 243–245 of the LG Act	59.10%	93.97%	60.96%
Total voters enrolled	86.75%	85.31%	84.12%

Appendix 10: Complaints

Written complaints received by the VEC

Where an outcome is a follow-up response, the customer may have replied to the VEC’s response and the VEC has therefore replied to that follow-up email.

Where an outcome has no action taken, this could be an anonymous submission that doesn’t contain feedback and therefore can’t be passed on to another team.

Date	Nature of complaint	Action taken by the VEC
Friday 16 August 2024	LGI Complaint - Conduct of candidate away from election office	Referred to LGI
Tuesday 22 October 2024	VEC Complaint - Postal voting process	Response provided
Tuesday 22 October 2024	VEC Complaint - VEC privacy policies	Response provided



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

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(Victorian Electoral Commission)  
April 2025

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## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 14.5 CONTRACTS AWARDED UNDER CHIEF EXECUTIVE OFFICER DELEGATION - APRIL 2025

**Trevor Ierino - Chief Executive Officer**  
**Office of the CEO**

#### **For Information**

There were no contracts awarded by the CEO under delegation, between the values \$250,000 and \$500,000, for the month of April 2025

Date	Tenderer	Title	Project	Amount
	NIL			

#### STRATEGIC CONTEXT

COUNCIL PLAN 2021 – 2025	
Theme	5. Accountability
Strategic Objective	5.5 Our Councillors and organisation are committed to the highest level of governance practices and conduct.
Strategic Action	5.5.2 Develop and maintain a Governance Schedule to give Council and Community visibility of future legislative requirements

#### DECLARATION OF CONFLICT OF INTEREST

Under section 130(2) of the *Local Government Act 2020* and Governance Rule 24, the following officers declare that they have no interests to disclose in providing this report:

- Trevor Ierino - Chief Executive Officer
- Kathryn Baldock - Executive Assistant - CEO & Councillors

#### **Attachments**

Nil

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 15 NOTICES OF MOTION

Nil reports

## **SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025**

### **16 COUNCILLOR REPORT**

#### **16.1 COUNCILLOR REPORTS**

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 16.2 MAYOR'S DIARY - APRIL 2025

**Trevor Ierino**  
**Office of the CEO**

#### **For Information**

Mayor Price attended the following functions/events/meetings in April 2025:

DATE	TIME	FUNCTION / EVENT / MEETING	LOCATION
9 April	10.30am	Meeting with Rural Councils Victoria representatives and Ministerial Staff from the Office of the Hon Colin Brooks MP	Melbourne
14 April	10.00am	Meeting with CEO and Deputy Mayor	Beechworth
15 April	All day	Councillor Draft Budget Workshop 2025/26	Beechworth
17 April	12.30pm	Meeting with Albury Wodonga Regional Local Government Health Alliance	Wodonga
19 April	11.30am	Official Opening of the Golden Horseshoes Festival	Beechworth
22 April	9.30am	Council Briefing	Beechworth
22 April	12.45pm	Finance Advisory Committee Meeting	Beechworth
22 April	2.00pm	Site Visit – 11 Slaughterhouse Road, Rutherglen	Rutherglen
22 April	2.35pm	Site Visit - Scott Street, Rutherglen	Rutherglen
22 April	3.10pm	Site Visit - Gooramadda Road, Rutherglen	Rutherglen
24 April	9.30am	Shortlisting for Independent Member – CEO Remuneration & Employment Committee	Online
25 April	6.00am	ANZAC Day Dawn Service	Chiltern
25 April	9.30am	ANZAC Day Commemorative Service	Wahgunyah
25 April	11.00am	ANZAC Day Memorial Service	Chiltern
29 April	9.00am	Meeting with CEO and Deputy Mayor	Beechworth
29 April	3.30pm	Council Briefing	Beechworth
29 April	6.30pm	Council Meeting	Beechworth
30 April	9.00am	Meeting with Rural Councils Victoria representatives and an Advisor (Tourism, Sport and Major Events) to Minister Dimopoulos	Melbourne
30 April	9.00am	Meeting with Rural Councils Victoria representatives and Minister Staikos	Melbourne



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 17 DECISIONS REGISTER

**Trevor Ierino - Chief Executive Officer**  
**Office of the CEO**

#### For Information

The report outlines actions from Council Resolutions as at 29 April 2025, including those not previously listed as completed, but not including resolutions to note a report.

Meeting date	Item	Name	Resolution	Status
28 Nov 23	12.4	Closed Circuit Television (CCTV) - Indigo Shire	That Indigo Shire Council purchase two CCTV cameras in the 2024/2025 budget at a cost of no more than \$5,000 per camera. These cameras will be available for installation by Victoria Police Local Area Command across the Shire to keep our communities safe.	Completed  Provision has been made in the 24/25 budget.  Vic Pol have advised that they are unable to accept possession of CCTV cameras however they have requested that Council purchase and install cameras at Council owned Buildings, that would benefit Indigo Shire, Victoria Police and the Community based on locations that are high use, have had a criminal element cause criminal damages, commit assaults and generally display offensive or unruly behaviour. Council has agreed to this request and is currently implementing its procurement process for the

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

				installation of fixed CCTV.
27 August 2024	13.5	Sale of Land - Reserve on 15 Cordial Lane, Yackandandah	That Council: 1. Agrees to the intended sale of 1,107.5 square metres of reserve land, valued at \$47,000, that runs through 15 Cordial Lane Yackandandah; 2. Notes a public notice will be published advising of Council's intention to sell the land and that submissions will be received from the public for a period of 28 days in relation to the proposed sale; and 3. Notes that a further report will be provided to Council following the public notice period unless no objections are received, in which case officers will proceed with the formal process required for the sale of land.	Incomplete
10 December 2024	14.9	Advocacy Position on Albury Wodonga Hospital	That Council: 1. Acknowledges that the current, proposed redevelopment plan for Albury hospital continues to fall critically short of meeting the current and future health needs of the Albury Wodonga Regional Community; 2. Supports the development of a fully funded, new, single site hospital in a new central cross-border location, for the Albury Wodonga region, that meets the health points of care requirements as identified in the 2021 Albury Wodonga Health Clinical Services Plan; 3. Calls on the State Governments of Victoria and New South Wales to pause the current redevelopment plans for the Albury Hospital, and redirect efforts towards a fully funded, new single-site hospital in Albury or Wodonga; 4. Calls upon the Australian Government and the State	Ongoing

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

			<p>Governments of Victoria and New South Wales to collaborate for the provision of a fully funded, health service that meets the current and future needs of all the regional communities within the catchment of Albury Wodonga Health;</p> <p>5. Urgently seeks assurances from the New South Wales and Victorian State Governments to allay the fears of our community that the \$558 million investment allocated to the Albury Wodonga Health Service is committed regardless of the form the new hospital may take;</p> <p>6. Urgently seeks commitment from the State Governments of Victoria and New South Wales to provide interim solutions to address the current, ongoing hospital capacity deficiencies, including but not limited to:</p> <ul style="list-style-type: none"> <li>a. Additional beds (like modular wards) now that have operational staffing; and</li> <li>b. Additional theatres now funded to operate effectively; and</li> <li>c. Capital and operational funding to meet the above short-term needs;</li> </ul> <p>7. Authorises the CEO and Mayor to</p> <ul style="list-style-type: none"> <li>a. Advocate for, and communicate this position statement with the State Governments of Victoria and New South Wales, the Federal Government, and with the Board of Albury-Wodonga Health;</li> <li>b. Use the Council's communication channels, including but not limited to website, social media</li> </ul>	
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## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

			<p>channels, and newsletters to inform the community;</p> <p>8. Authorises the CEO and Mayor to</p> <p>a. Advocate for Regional Boundary Changes, and specifically that the current proposed Hume Region be split into two regions and that Albury Wodonga Health run the Ovens Murray Local Health Service Network as the Health Community of Interest emanating from Albury Wodonga Region;</p> <p>b. Participate in any meeting requested of the regional Mayors with the Victorian and NSW Premiers, Health Ministers, Cross Border Commissioners and the Prime Minister, and Australian Government Health Minister;</p> <p>c. Provide support through media release and socials - noting the Mayors have met and expressed concern around formation of local health service networks, concern about maintaining local decision making and the impact these decisions may have on providing an effective health service in the Albury Wodonga Region.</p>	
25 Feb 2025	13.1	Road Naming Of Unnamed Road Off Mellish Street Beechworth	<p>That Council:</p> <p>1. Considers the submissions received in response to the public consultation following the December Council meeting, and notes the significance of the Shallue family in Beechworth's history, particularly their relevance and connection to the unnamed road off Mellish Street and nearby and adjacent land;</p> <p>2. Endorses the name of <i>Shallue Lane</i> as the name for the unnamed road between 20 and 22 Mellish Street Beechworth for the purposes of further community consultation;</p>	Completed

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

			<p>3. Notes that further community consultation will be conducted in accordance with the Naming Rules and that feedback or submissions will be received for a period not less than 30 days;</p> <p>4. Adopts the name Shallue Lane in the event that no objections or alternative names are received in response to the consultation by the nominated deadline, or alternatively notes that a further report will be presented to Council at a future meeting to make a decision about the naming of this Road; and</p> <p>5. Notes the significant contributions of Kathleen Alderdice in Beechworth's history but holds the commemorative name "Alderdice" in abeyance for potential use at a future time.</p>	
29 April 2025	8	Confirmation of Minutes From Pervious Meeting(s)	<p>That:</p> <ol style="list-style-type: none"> <li>1. The documents tabled by the CEO called Open Forum Response and Open Forum Questions for 25 March 2025 Council Meeting be attached to the minutes of the Council Meeting held on 25 March 2025;</li> <li>2. The Minutes with attachments be confirmed; and</li> <li>3. The Minutes be re-published to Council's website.</li> </ol>	Completed
29 April 2025	10.1	Petition - Expression Of Interest - Beechworth Child Care and Kindergarten	That Council resolves to note the petition.	Completed
29 April 2025	11.1	March 2025 Finance Report	That Council accepts the Quarter 3 Finance Report noting the progress against Council's mid-year forecast.	Completed

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

29 April 2025	11.2	PP240071 – Scott Street – Rutherglen	That Council approve a Development Plan that will facilitate a future eighty one (81) lot subdivision consisting of five (5) stages, at Scott Street, Rutherglen, as attached.	Completed
29 April 2025	11.3	PA240171 - Gundowring Road, Gundowring - Buildings And Works In The Farming Zone, Land Subject To Inundation Overlay And Environment Significance Overlay - Schedule 1	<p><i>That Council issue a notice of decision to refuse planning application PA24-0171 for the development of a shed and stockyards on Crown Allotment 10A, Section A, Parish of Tangambalanga, on the following grounds:</i></p> <ul style="list-style-type: none"> <li>• <i>The proposal is contrary to the following clauses of the Municipal Planning Strategy and Planning Policy Framework:</i> <ul style="list-style-type: none"> <li>○ <i>Clause 02.03-5 – Built Environment and Heritage, as the development has an adverse impact on the rural landscape.</i></li> <li>○ <i>Clause 14.01-2S – Sustainable agricultural use, as the development detrimentally impacts the amenity of the surrounding area.</i></li> <li>○ <i>Clause 15.01-6S – Design for rural areas, as the siting, scale and appearance of the development detrimentally impacts the rural character, and the location of the development detrimentally impacts the visual amenity of a valued rural landscape.</i></li> </ul> </li> <li>• <i>The proposal contrary to the decision guidelines of the Farming Zone, particularly:</i> <ul style="list-style-type: none"> <li>○ <i>The proposal is incompatible with adjoining land uses; and</i></li> </ul> </li> </ul>	Completed

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			<ul style="list-style-type: none"> <li>○ <i>The siting, design, height and bulk of the proposal have an adverse impact on the vista.</i></li> </ul>	
29 April 2025	11.5	Revocation of IT User Policy	That Council revokes the IT User Policy.	Completed
29 April 2025	13.1	Capital Works Report	<p>That Council notes the March 2025 Capital Works report and year to date progress in the delivery of the capital Works Program.</p> <p>That Council notes the proposed changes to the program, necessary to fund an urgent project for temporary storage for some of the Burke Museum collection, until such time as a building renewal project can be funded to restore the roof.</p>	Completed
29 April 2025	14.1	CEO Employment and Remuneration Policy	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Adopts the updated version of the CEO Employment and Remuneration Policy; and</li> <li>2. Adopts the update Terms of Reference for the CEO Employment and Remuneration Committee that reflects the updated policy.</li> </ol>	Completed
29 April 2025	14.2	Councillor Internal Resolution Procedure	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Endorses the attached draft Councillor Internal Resolution Procedure for public exhibition for a period of 30 days, from 30 April to 30 May 2025; and</li> <li>2. Notes that the policy will return to the 24 June 2025 Council Meeting for adoption.</li> </ol>	Completed
29 April 2025	14.4	Audit & Risk Committee - Biannual Report - March 2025	<p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receives the Biannual Report of the Audit and Risk Committee; and</li> <li>2. Thanks the Committee for its work.</li> </ol>	Completed

## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

29 April 2025	14.5	Advisory Committee Minutes	That Council receives the attached unconfirmed meeting minutes for the following Advisory Committees and endorses the officer recommended actions: <ol style="list-style-type: none"> <li>1. Indigo Shire Council Cultural Heritage Advisory Committee;</li> <li>2. Finance Committee; and</li> <li>3. Indigo Environment Advisory Committee</li> </ol>	Completed
29 April 2025	14.6	Informal Meetings of Councillors Records	That Council accepts the attached Informal Meetings of Councillors records.	Completed

### Attachments

Nil



## SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025

### 18 GENERAL BUSINESS

## **SCHEDULED COUNCIL MEETING AGENDA - 13 MAY 2025**

### **19 MEETING CLOSURE**

**Next Meeting: Monday 23 June 2025 at 6:30PM**

Consequences Likelihood Matrix

			CONSEQUENCE					
			INSIGNIFICANT (1)	MINOR (2)	MODERATE(3)	MAJOR (4)	CATASTROPHIC (5)	
Guidance								
						</		